

Solano County Nonprofit Capacity

Diagnostic Findings

Final Report

March 2018

Prepared by:



LEARNING *for* ACTION

About First 5 Solano

First 5 Solano provides funding to partners who work directly with the community to provide services bettering the lives of children ages 0-5 and their families. Funded partners provide many services including prenatal care, healthcare access, mental health services, quality childcare, early childhood education, family support, and parent education.

About Solano County Health and Social Services

The Solano County Department of Health & Social Services provides cost-effective services that promote self-reliance and safeguard the physical, emotional, and social well-being of the residents of Solano County. The Department administers Health, Mental Health, and Social Services programs in collaboration with a wide variety of community partners.

About Learning for Action

Established in 2001, Learning for Action (LFA) is headquartered in San Francisco's Mission District and has an office in Seattle, Washington. LFA's mission is to enhance the impact and sustainability of social sector organizations through highly customized research, strategy development, evaluation, and capacity-building services. LFA's approach is based on rigorous data collection while grounded in a community perspective to catalyze social change. We aim to support structural change that addresses the underlying root causes of inequities so that all members of our communities have access to the opportunities they deserve for productive, healthy, and meaningful lives.

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Report Overview

The report is organized into the following sections:

1. Purpose and Methods

A description of the purpose of the Solano County Nonprofit Capacity Diagnostic study, the diagnostic design, and methods used to gather and analyze data.

2. Defining Capacity Building

A definition of capacity building used in this study and a framework for understanding capacity building.

3. Research Findings

A summary of findings from Solano County nonprofits that participated in the study.

4. Recommendations

Suggestions for First 5 Solano, Solano County Health and Social Services, partner organizations, and funders to build on these findings and move towards action.

Purpose and Methods

About this Report

About the Nonprofit Capacity Diagnostic

Methods

About the Responding Nonprofits

About this Report

In July 2017, First 5 Solano and Solano Health and Social Services engaged Learning for Action (LFA) to design and administer a diagnostic tool to learn about the current organizational capacity of nonprofits in Solano County. This report summarizes the findings of the study and describes LFA's recommendations for First 5 Solano, Solano Health and Social Services, partner organizations, and other funders to consider in order to support greater impact in the nonprofit sector in Solano County.

About the Nonprofit Capacities Diagnostic

LFA developed a comprehensive diagnostic tool, the Solano County Nonprofit Capacities Diagnostic to learn about the current capacity of nonprofits in Solano County. The tool is based on LFA's direct experience and knowledge of the factors most critical to organizational effectiveness, and a review of existing instruments in the field that measure nonprofit capacity. Additionally, LFA reflected on key findings and lessons learned from research conducted for Point the Way, a capacity building study of nonprofits, funders, and capacity building providers in the Chicago area in 2016.

The diagnostic is organized according to the seven dimensions of nonprofit capacity (see figure to the right; see Pages 10-12 for a more comprehensive definition of capacity building).

Figure 1. Seven Dimensions of Nonprofit Capacity



Methods

Data Collection

LFA administered the Solano County Nonprofit Capacities Diagnostic via SurveyMonkey, and nonprofits were provided with a link to complete the diagnostic online. For each dimension of capacity building, respondents were asked to rate the extent to which their organization has successfully met a series of outcomes, using a 3-point scale (“Not true,” “Somewhat true,” and “Completely true”). Within each dimension, the outcome statements are divided among four levels, with Level 4 statements reflecting the measures of greatest organizational capacity. (See Page 10 for an overview of the seven dimensions of nonprofit capacity and Appendix B for the complete diagnostic tool.)

Data Management

LFA used Statistical Package for the Social Sciences (SPSS) to clean, manage, and analyze the data collected from the diagnostic. Based on responses, each nonprofit respondent was assigned to a level to describe its current capacity in each of the seven dimensions. Respondents were assigned to the highest level for which they selected “Completely true” for all the statements in that level. (Level completion is cumulative; in other words, a respondent must respond “Completely true” to all statements within Level 1 to be eligible to meet Level 2, etc.) Respondents that did not select “Completely true” to all of the statements in Level 1 were placed in the Level 0 category.

Data Analysis

LFA analyzed the diagnostic data to identify themes in strengths and needs for capacity-building support. The frequency of respondents that fall into each level in each of the seven dimensions, along with the responses to each question in the diagnostic, are detailed in this report’s Findings and Appendix. In addition, LFA conducted cross tabulations to investigate relationships between variables, such as a nonprofit’s content area and budget size, in relationship to diagnostic capacity. (See Appendix A.)

About the Responding Nonprofits

First 5 Solano identified 103 nonprofits in Solano County that are funded by First 5 Solano or Solano County Health and Social Services to complete the diagnostic. A total of **54 nonprofits** participated (52% response rate). A brief overview of respondents follows*:

- **67%** of survey respondents are the Executive Director/CEO of their organization.
- **Most of the participating organizations (69%)** have been in operation for **20 years or longer**.
- While nonprofit budget size varies, **over one-third (34%)** have an **annual budget under \$500k** (see Fig. 2 below).
- For **one-third (31%)** of respondents, **less than 50% of their budget comes from government funding**.
- Responding organizations focus on a variety of content areas; the most common are **children ages 0-5 and their families, human services, and mental health** (see Fig. 3 below).

Figure 2. Organization Annual Budget Size (n=53)

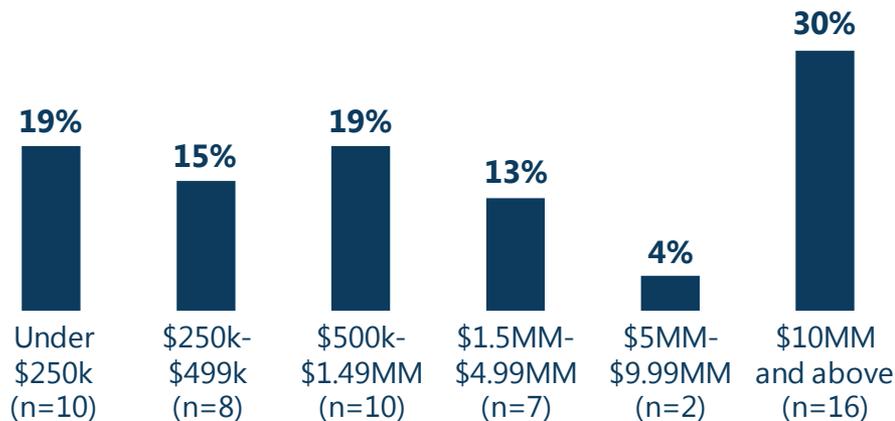
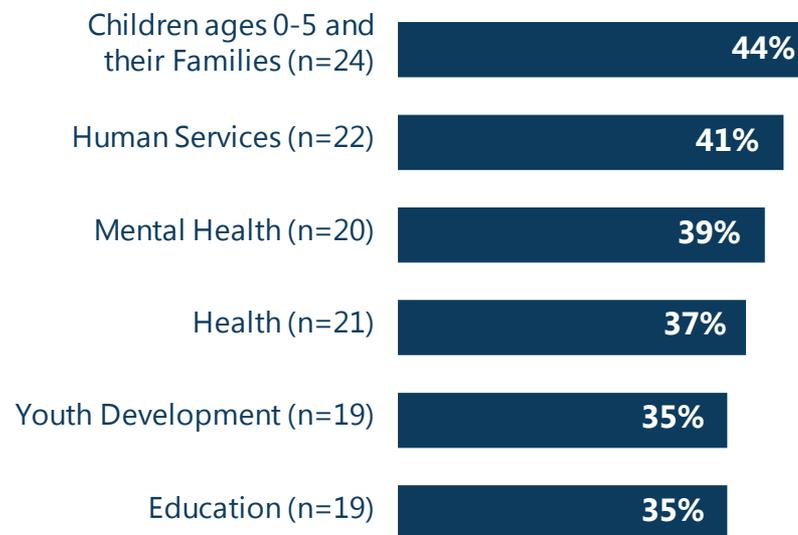


Figure 3. Most Common Content Areas Organizations Work and/or Provide Services (n=54)**



*(See Appendix A for full responses.)

**The sum of percentages exceeds 100% because respondents were asked to check all that apply.

A Common Definition of Capacity Building

What is Nonprofit Capacity?

A Vision and Impact Model is Foundational

What is Capacity Building?

What Is Nonprofit Capacity?

Any nonprofit organization needs these seven **capacities**, to varying degrees depending on its context, in order to function effectively:

Vision and impact model

A clear and detailed description of the impact the organization is trying to create, mapped to the set of organizational activities that help produce that impact (e.g., Theory of Change)

Governance and leadership

A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission

Program delivery

Staff, technology, facilities, and other capabilities needed to deliver programs effectively and in fidelity to the impact model

Resource generation

A strong funding model to guide resource generation, and the capabilities to secure resources over time

Internal operations and management

Includes technical functions such as IT, financial management, communications and marketing, and human resources management

Evaluation and learning

Tools, processes, infrastructure, and culture that support continuous program and organizational improvement

Strategic relationships

The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support

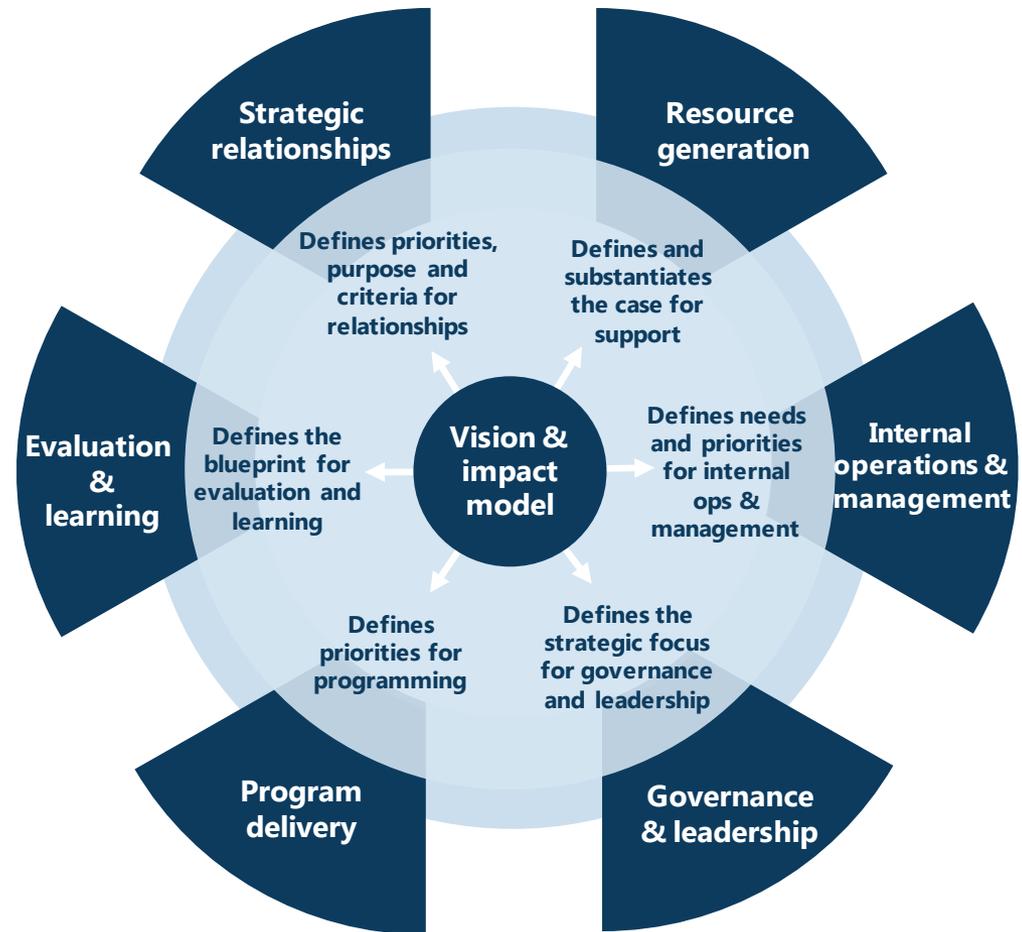


A Vision and Impact Model is Foundational

While all seven dimensions of capacity contribute to a nonprofit's success, **a clear and specific vision and impact model is integral to maximizing effectiveness in the other dimensions.** Without a strong, vibrant vision and impact model in place, the foundation for the other dimensions stand is unsteady. A thriving nonprofit uses its vision and impact model as a guide that informs all the other areas of the organization, and that evolves along with the changing needs and priorities of the organization and communities it serves.

Articulating a vision and impact model is a precondition for achieving success in the other areas of nonprofit capacity. For example, many Solano County nonprofits indicated that they need support with fundraising (see Fig. 6 on Page 16). Having in place a solid theory of change is critical for these nonprofits to **clearly communicate their organizational priorities and needs** (Internal Operations and Management: Marketing and Communications) and to **make a compelling case for their need for support** (Resource Generation). Figure 4 describes the ways in which a strong vision and impact model can be used to strengthen the other key dimensions of a nonprofit's capacity.

Figure 4. Vision and Impact Model Drives Nonprofit Effectiveness



What is Capacity Building?

A simple definition of **capacity building** is:

Any intentional and sustained effort to improve an organization's functioning.

Capacity-building services are delivered by a range of provider types, which can be grouped into three major categories: nonprofit, for-profit, and academia.

Providers deliver capacity-building services through a range of mechanisms. Some approaches are designed to directly transfer knowledge or skills (i.e. connecting organizations to information, education, and training), others use skilled external facilitators to shepherd organizational change processes (i.e. consulting/coaching), and still others are meant to transfer knowledge from peer to peer while also promoting opportunities for collaboration within a field (i.e. peer learning/convening).

As nonprofits and funders have limited resources available to dedicate to capacity building at any one time, they need to prioritize which areas of nonprofit capacity to focus their attention. When selecting an area(s) to prioritize, LFA recommends that organizations choose the area(s) that best meet the following criteria:

- **Match an organization's specific needs** for growth and support (which can be assessed by the Nonprofit Capacity Diagnostic)
- Have **high leverage to influence other areas** of organizational need
- Are **well-suited for change** via capacity-building interventions

LFA used these criteria to guide the recommendations offered for Solano County nonprofits (Page 28).

Findings

Key Findings

Nonprofit Capacity Findings Overview

Nonprofit Capacity Self-Reported Needs

Diagnostic Findings

Key Findings

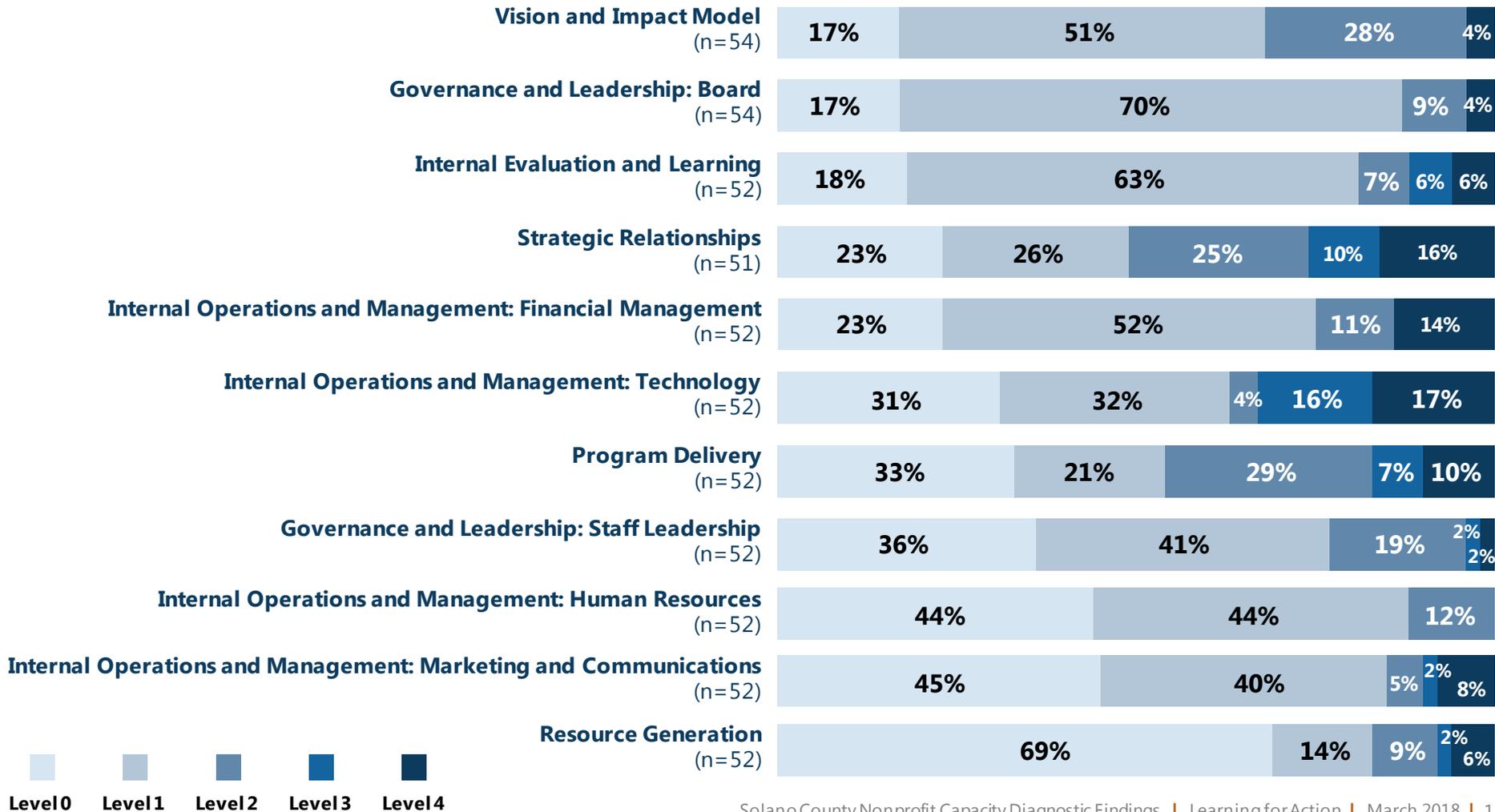
Solano County nonprofits, like nonprofits in other regions, have a great need for capacity-building services. This section explores the specific services and supports nonprofits need most and why.

- Solano County nonprofits **deliver services with intention, expertise, and cultural responsiveness** (Page 20).
- **Capacity is low** among Solano County nonprofits in many of the seven dimensions.
- Solano County nonprofits have **high levels of capacity**, relative to the other dimensions, in the following areas: **Program Delivery, Strategic Relationships, and Technology** (part of Internal Operations and Management).
- Solano County nonprofits have **low levels of capacity**, relative to the other dimensions, in the following areas: **Vision and Impact, Board Development, Internal Evaluation, Resource Generation, and Human Resources** (part of Internal Operations and Management).
- **Nonprofits' needs for capacity in each dimension are interrelated.** For example, in order to design programs that lead to desired change (Program Delivery), nonprofits need to effectively and systematically collect, analyze, and reflect on program data (Internal Evaluation). In order to effectively generate funds (Resource Generation), nonprofits need strong boards of directors that can provide funds and serve as ambassadors for the organization in the community (Board Development).
- Nonprofits' levels of capacity according to the diagnostic's indicators (Fig. 5, Page 15) **largely align with the areas in which nonprofits self-identified the greatest need for capacity-building support** (Fig. 6, Page 16).
- When describing the **key challenges** that they face in each dimension, nonprofits most often cited a **dearth of staff capacity and time, insufficient staff skill and expertise, and insufficient funding**.

Nonprofit Capacity Findings Overview

Below is a summary of respondents' highest level of attainment in the core dimensions of nonprofit capacity. There is a relatively large percentage of respondents (49% or higher) in Levels 0 and 1 in all dimensions.

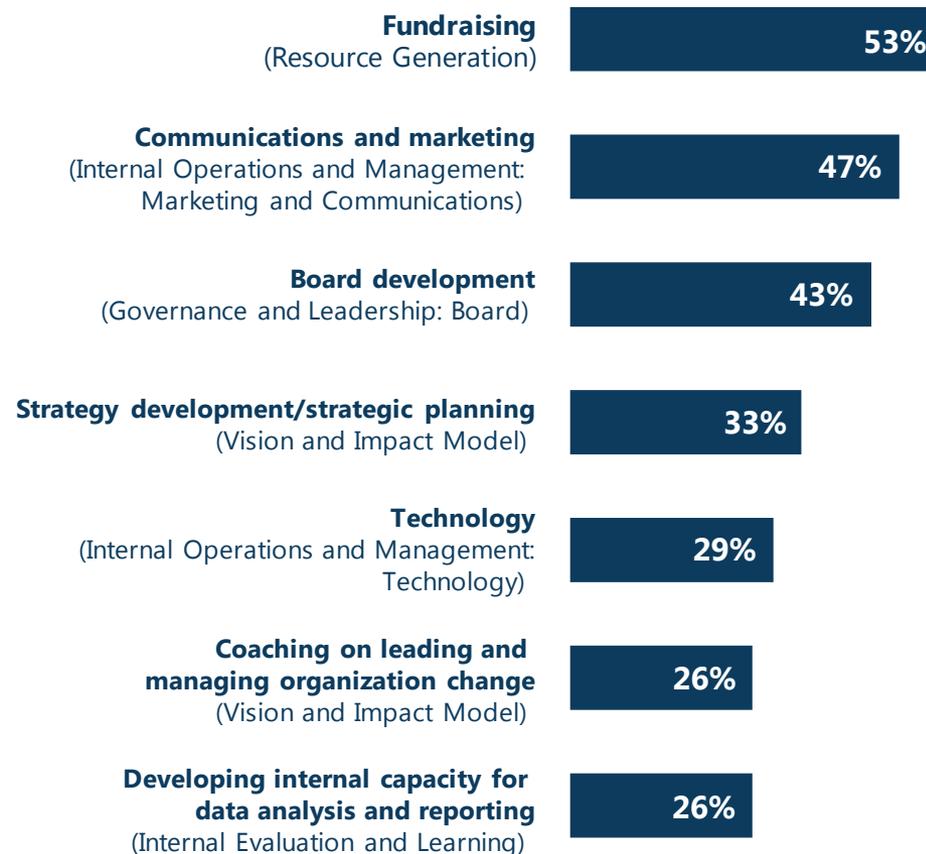
Figure 5. Nonprofit Capacity Results in Core Dimensions



Nonprofit Capacity: Self-Reported Needs

Nonprofits indicated the types of capacity-building supports (up to five) that are most needed by their organization. The most frequently cited areas are shown below. These areas largely align with the areas in which nonprofits demonstrate the greatest need for capacity-building support, based on their responses to the indicators in each dimension.

Figure 6. Self-Reported Capacity-Building Supports Most Needed by Organizations (n=54)



Vision and Impact Model

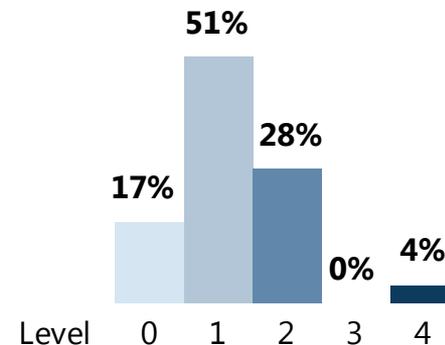
Most nonprofits have mission and vision statements

- The majority of survey respondents (83%) have a **written organizational mission and vision**, and most (79%) report that all of their programs **intentionally contribute to** their mission and vision.
- For most organizations (72%), mission and vision statements are **board-approved**.
- Just over one-third of organizations (42%) have a **multi-year strategic plan**. A smaller percentage (30%) use the strategic plan to set **written annual goals**.

Few nonprofits use strategic planning and monitoring tools

- Many nonprofits explained that strategic planning is a challenge due to a need to focus on the urgent demands of running a low-resourced nonprofit organization. Long-term planning regularly gets de-prioritized in the face of pressing short-term needs.
- Only 17% of respondents have an organizational **theory of change**, a critical component of a strong vision and impact model. A similar portion of the sample (15%) **rely on strategic planning and monitoring tools** to guide their work on an ongoing basis.
- Almost one in three organizations (30%) have a **dashboard and system for monitoring progress** on organizational and programmatic objectives.
- These findings indicate that nonprofits need particular support with strategic development. Indeed, when asked to select their areas of capacity-building need, **33% selected strategy development/planning** (Fig. 6, Page 16).

Figure 7. Nonprofit Capacity Level Attained: Vision and Impact (n=54)



“We have a three year, **board approved strategic plan that is aligned with our mission and value statements**. Each year, we develop organizational and inter-departmental team **goals that support our strategic plan.**”

“As an independent nonprofit that relies on donations for 85% of our budget, in a low-income area, **we tend to work in survival, not planning mode.**”

Governance and Leadership: Board

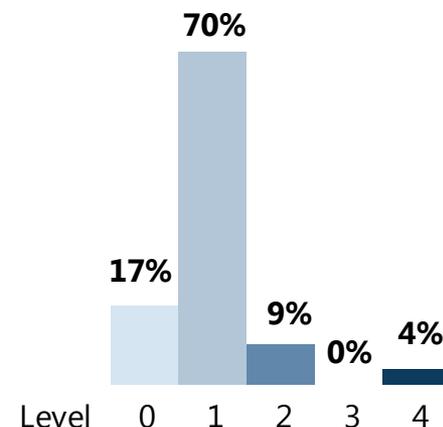
Figure 8. Nonprofit Capacity Level Attained: Governance and Leadership: Board (n=54)

Most nonprofits have boards with basic governance procedures in place

- Nearly all survey respondents (94%) have **board meeting agendas that are planned by either the chair or the ED/CEO**.
- 89% of survey respondents report that board members **regularly attend board meetings**.
- Approximately three-quarters (72%) **have written descriptions of the board's roles and responsibilities**.

Nonprofits need to develop and deepen their boards

- When asked to indicate their areas for capacity-building needs, **43% of survey respondents selected board development**. Many reported that board members bring limited time, finances, expertise, or influence to their role.
- Most respondents **do not have a strong fundraising board**: only 19% of organizations have board members that make personally meaningful financial gifts.
- Less than one-quarter (23%) of respondents report that all board members **serve as ambassadors** in the community for the organization.
- While nearly three-quarters (74%) of survey respondents report that there is a strong working relationship between the board chair and the ED/CEO, about half (54%) report that **board meeting agendas are planned jointly**.
- **Most boards are not regularly engaging in reflective processes**. Just 17% informally reflect on their individual and collective progress annually, and only 15% have a formal process for holding themselves accountable for delivering strong results. In only half of nonprofits, (55%) board members engage primarily in strategic and reflective conversations during board meetings, and for only 40% do boards focus exclusively on strategic (rather than tactical) matters.



“Most members of the board have been working individuals from the field and the **board needs members that have connections, time, and financial connections**.”

“All of our board members support our ministry, but are **limited in capacity due to time, finances, expertise, network, or area of influence**.”

Governance and Leadership: Staff Leadership

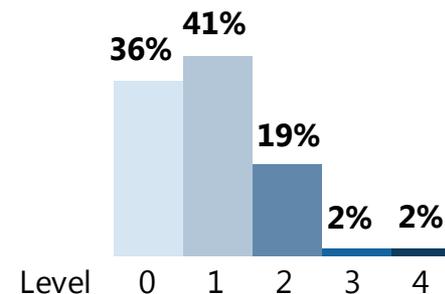
Most nonprofits have a clear leadership structure and skilled leaders and staff

- The majority of survey respondents (71%) have a **clear leadership structure** that supports the advancement of their organization’s strategy.
- Three-quarters (75%) of nonprofits have staff with a **diverse skillset** and set of life experiences, and 65% have staff leaders with the **skills and talents to effectively implement their leadership responsibilities**.

Nonprofits need support with succession planning and developing leadership talent

- Just 19% of nonprofits have a **written, detailed, up-to-date succession plan** for the ED/CEO, and only 12% have a written, formal succession plan for every Chief/Director-level role.
- 64% of organizations have leadership **staff with sufficient experience and skills** to continue operational functions even if the ED/CEO is unavailable, suggesting that many nonprofits have skilled leaders who could step in if needed, but lack a formal plan to guide this transition, were it to take place. Conversely, several nonprofits reported that small staff sizes and high rates of turnover among leaders and staff make effective succession planning a challenge.
- While 69% of nonprofits **provide staff with some training** related to their role(s), only 37% of managing staff receive **ongoing training and professional development** explicitly related to their roles and to build leadership and management skills. Limited funding and staff time were cited as barriers to expanding training opportunities.

Figure 9. Nonprofit Capacity Level Attained: Governance and Leadership: Staff Leadership (n=52)



“Staff have **very diverse professional backgrounds**, some coming from the non-profit world, most from corporate or government agencies, thus providing a wide range of knowledge.”

“It is hard to keep really good people as they tend to move on from us to higher paying jobs with counties or other agencies. **We do not have formal succession plans for any of our managers**, so this is something we really need to do.”

Program Delivery

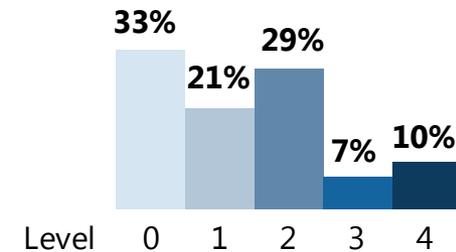
Nonprofits deliver services with intention, expertise, and cultural responsiveness

- The majority of respondents (79%) have a **clear, written description** of who their target population is, and 75% have **staff with the expertise and commitment** necessary to carry out their programs.
- 69% of survey respondents have a program model based on **current best practices or research** in the field, and 65% monitor **policy, funding, or community trends** that might impact their programming.
- 67% of staff bring **appropriate levels of cultural responsiveness** to the communities they serve, and 62% of organizations have programming and outreach that are designed for and aligned with the **cultural norms** of the communities served.

Most nonprofits lack a codified program model informed by beneficiaries' perspectives, do not use data to inform program delivery, and are not able to deliver programs at the needed scale

- Only 44% of organizations have a **codified program model** that is informed by the **perspective of intended beneficiaries**.
- About a third of organizations (38%) use **evaluation data** to improve their programs, create new programs, or end existing programs, and only 31% have **metrics to measure and evaluate** how well their programs adhere to the program model/design.
- Only a third (33%) of organizations have capacity and infrastructure to **deliver programs at a scale** that has meaningful impact on the scope of the need. Several organizations cited high rates of staff turnover, limited staff capacity, and limited funding as constraints to delivering programs to meet the community's needs.

Figure 10. Nonprofit Capacity Level Attained: Program Delivery (n=52)



"We strive to provide the **best care for our clients and stay up to date as much as possible in our specific field**. Our staff comes from various life experiences and that contributes to our care. We are in the top half of an ever changing industry."

"Creating and implementing good design requires that there are staff in place to carry out the work. While we have good systems in place, and are able to hire a culturally responsive staff, filling our staffing needs for teaching staff has been very difficult. **You cannot implement practices effectively when you don't have consistent staffing in place.**"

Resource Generation

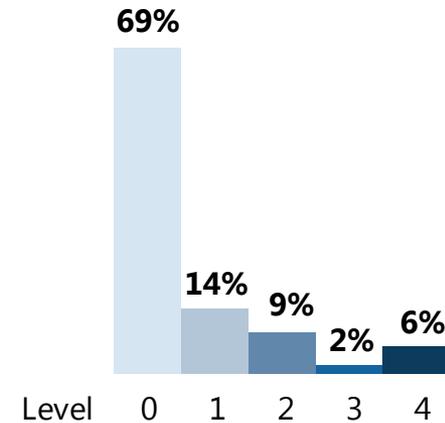
Most nonprofits follow some basic fundraising best practices

- The majority of survey respondents (67%) **acknowledge donations** promptly
- Just over half (54%) **track each donation** in a computerized database.

Resource generation is the area where nonprofits most frequently ask for support

- When asked to indicate their areas of need for capacity-building support, survey respondents most commonly cited **fundraising as a top area of need** (selected by 53% of nonprofits) (Fig. 6, Page 16).
- Only 35% of organizations say they have **good relationships** with their donors, and 33% invest time in **building and sustaining relationships with current and prospective funding partners**.
- Less than half (41%) of respondents have **board members that discuss fundraising strategies**.
- One-quarter (25%) of organizations have a dedicated **fund development function**, and 29% build **internal capacity in fundraising** so that the organization is not overly reliant on one staff or board member.
- One-quarter (25%) of respondents have a **written fund development plan aligned with their strategy**, and just 29% have a **diversified funding base**.

Figure 11. Nonprofit Capacity Level Attained: Resource Generation (n=52)



“We have a couple of people who are good at outreach and donor retention. We have begun using a fee-based donation program that **processes donations but also produces data tracking for us.**”

“Fund development falls to one person, the ED. A draft fund development plan was submitted earlier this year, the first on record for more than five years. Capacity building in general does not get the time and attention necessary to increase, and more than 80% of our funding is tied to federal dollars. **Everything in this category is challenging.**”

Internal Operations and Management: Technology

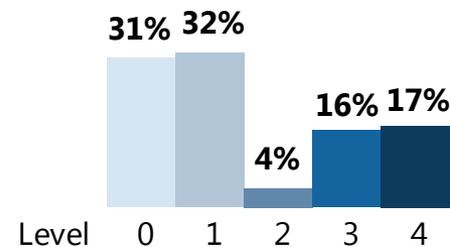
The majority of nonprofits have fundamental technology operations

- Nearly all survey respondents (96%) have a **website**, and **dedicated professional email addresses** (92%).
- Almost three-quarters of respondents (71%) have **remote access to email and work documents**.
- Approximately two-thirds of respondents (67%) have a **system for storing some client-level data** and can generate electronic reports on clients served, and 64% have and use **electronic database(s) throughout the organization** for tracking clients, program outcomes, financial information, and for reporting purposes.

Many respondents do not have a written technology plan, a regularly maintained website, or technology that supports the use of data

- When asked to indicate their areas for capacity-building needs, 29% of respondents identified **technology as a top area of need** (Fig. 6, Page 16). Nonprofits said they needed improved databases and tracking systems, website upgrades, and internal or external IT support.
- While most organizations have basic technology systems in place, only 37% have a **written plan for regularly upgrading and enhancing technology**.
- While most organizations have a website, only half (50%) of organizations have a **comprehensive website that is regularly maintained**.
- 40% of respondents do *not* have **technology that supports the use of data across the organization**, including for programmatic and financial decision-making purposes.

Figure 12. Nonprofit Capacity Level Attained: Internal Operations and Management: Technology (n=52)



“Our electronic database is a must for our organization. We could not provide the level of professional service nor maintain the records we must maintain if we did not have such a database.”

“Our database is outdated, the program we use and its creators are **behind in keeping up with today's technology**. We plan to update soon. The biggest problem is there is no database that does everything we need. **We have to use multiple systems to get the most comprehensive picture and reports.**”

Internal Operations and Management: Financial Management

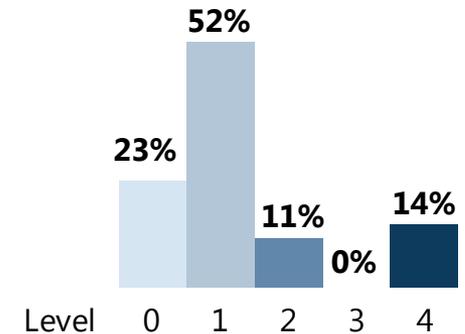
Most nonprofits have clear fiscal policies and procedures in place

- The majority of organizations have **clearly defined fiscal policies and procedures** (81%), and staff **understand and are held accountable for following these policies** (73%).
- 86% of organizations have **internal controls** on financial transactions to prevent misuse of funds.
- 81% of organizations have accounting systems that provide a **clear, accurate, and up-to-date picture of their finances**, and staff are comfortable using the system.
- Three-quarters of organizations have an **annual audit** conducted by an independent CPA (75%) and implement the audit’s recommendations (72%).
- For 71% of organizations, board and staff leaders **regularly consider the financial implications of all decisions**.

Nonprofits struggle to keep a balanced budget and to use financial tools for multi-year planning

- Only 46% of organizations operated **without a budget deficit** for at least the past three years.
- Only 33% of organizations **track key financial health indicators** using a rolling, multi-year financial plan.
- About half of organizations (52%) **assess their financial performance and makes course corrections** at least semiannually, and just 35% consistently use **financial planning and forecasting tools** for long-term planning.

Figure 13. Nonprofit Capacity Level Attained: Internal Operations and Management: Financial Management (n=52)



“We run so close to the bone **we have to pay close attention to our financials**. We’ve had to completely change our fiscal view and planning in the past year and our financials policies and procedures were recently updated and staff trained on them.”

“We have a **severe lack of funds**. We survive, we don’t thrive. While we are constantly looking at the financial picture, we do not have any written financial plan for the current year, or multiple years. Adjustments are always made to ensure that we do not have deficits, but **every financial decision is made on a day to day basis**.”

Internal Operations and Management: Marketing and Communications

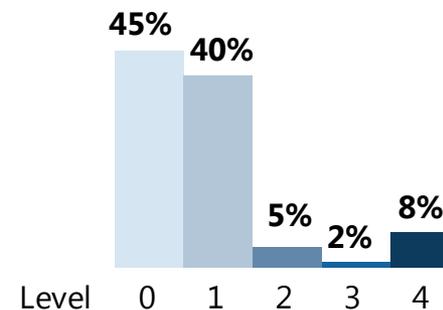
Some nonprofits communicate regularly with their target audiences

- Over half (55%) of survey respondents have **identified target audiences to communicate with**, and 44% communicate with their target audiences **regularly**.
- 42% of survey respondents develop **clear, compelling, and concise messages** tailored to their target audiences.
- A full 40% of respondents have an **active social media presence**, which requires consistent, dedicated staff time and energy.

The majority of nonprofits do not have a written communications strategy or prepare and distribute an annual report

- When asked to identify areas of need for capacity-building support, nearly half (47%) of respondents identified marketing and communications as an **area of need** (Fig. 6, Page 16).
- Just 13% of respondents have a **written communications plan** that broadly describes the external audiences that they want to communicate with and what their communications goals are, and even fewer (10%) have a communications plan that is **updated regularly**.
- Only 12% of respondents have a communications strategy that is **customized for each of their stakeholders** and includes a consistent message about the organization and its work.
- About one-third (35%) of respondents prepare and distribute an **annual report** of their accomplishments and financial position, a critical communications tool.

Figure 14. Nonprofit Capacity Level Attained: Internal Operations and Management: Marketing and Communications (n=52)



“We have **identified target audiences for different programs** and have some strategies for reaching them, which include email, website, social media, fairs, trainings, visit to churches etc.”

“Annual reporting often seems to take a back seat due to time limitations of staff and board to prepare the reports, and deliver to stakeholders. **We are so busy reporting to our grantors, etc. that these reports often get waylaid.**”

Internal Operations and Management: Human Resources

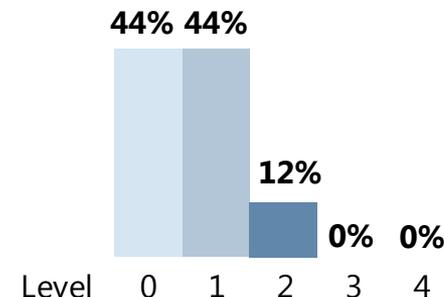
Most nonprofits give feedback to their employees informally

- The majority of organizations surveyed (89%) have **written job descriptions**.
- 71% of organizations report that **employees receive feedback** on an ongoing, informal (as needed) basis, and 59% of organizations report that their performance reviews define **strengths employees should build on, areas they should improve**, and what they should **learn to continue to develop**.
- 67% of organizations **make difficult personnel decisions** when a team member's performance undermines their ability to meet their beneficiaries' needs.

Most nonprofits do not engage in regular, comprehensive performance assessments or collect feedback on staff satisfaction with the workplace

- While 60% of organizations engage in **regular performance assessments** for all staff, just 15% conduct **360-degree performance assessments** at least annually.
- Only 29% of organizations **gather satisfaction feedback** from employees and **act on that feedback** to improve the workplace experience.
- Less than half (40%) of organizations proactively think about how to **recruit, develop, engage and retain top-quality talent**.
- In just 25% of organizations, managers/supervisors establish **professional development plans** tied to each individual's career goals.
- While 67% of organization consider staff requests for **external professional development**, only 25% have a **written professional development policy** that includes funding and time away from the office for all employees to participate in professional development opportunities.

Figure 15. Nonprofit Capacity Level Attained: Internal Operations and Management: Human Resources (n=52)



"We don't always get the performance reviews done, but when they are done, we do them with **thoughtful intent and with professional growth and development in mind.**"

"We have limited HR resource in-house and there has not been a routine of regular performance evaluations. **Building the infrastructure around HR is a definite challenge.**"

Internal Evaluation and Learning

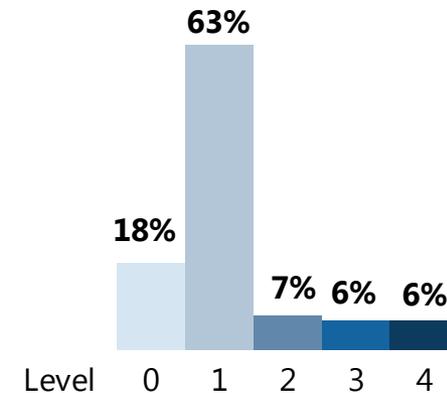
Many nonprofits collect basic data for evaluation and learning and share results with their staff and board

- The majority of survey respondents (82%) collect data on the number of people served, and 69% **collect client-level data** for evaluation and learning.
- Over half (56%) of respondents **regularly share program and overall organization results with their staff and board**, allowing for questions, celebrating successes, and learning from failures.
- Nearly half (45%) of organizations report that **all staff have access to data** that help them do their jobs effectively on an everyday basis.

Most nonprofits lack the ability to use data for continuous and long-term learning

- While 67% of organizations surveyed **gather feedback from clients and beneficiaries** to learn more about their experiences with the organization’s programs and clients’ unmet needs, just 23% **regularly share program results with clients and beneficiaries**.
- Only 27% of organizations have **a budget line to ensure ongoing evaluation activities**, and one-quarter (25%) **allocate financial support** (beyond specific evaluation grants) to **integrate evaluation into program activities**.
- Only one-third (31%) of organizations have determined **what they need to measure internally to continuously improve delivery of programs** and confirm whether they’re on track to achieve their intended results.
- 18% of organizations have engaged an **external evaluator** to assess program outcomes.

Figure 16. Nonprofit Capacity Level Attained: Internal Evaluation and Learning (n=52)



“We have **robust data collection systems and client satisfaction measurements**. The use of data at all levels in the organization is uneven -- some managers look to the data more than others.”

“**Everything is challenging in this area**. We need to have a concerted effort and plan to manage data collection, analysis and make changes based upon evaluation of data. We have taken initial steps, but **need to have a solid plan and implement across the agency**.”

Strategic Relationships

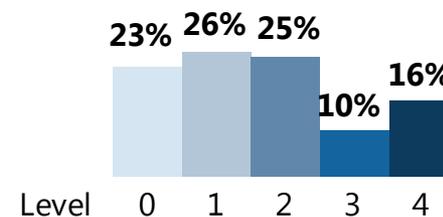
Nonprofits are strong at building relationships, collaborating, and exchanging information with other organizations

- The majority of survey respondents (80%) **collaborate informally with other organizations**, and 55% play a key role in **establishing and/or managing a coalition or formal collaboration**.
- 82% **exchange information with partners** as needed, and 77% participate in **formal alliances and networks** that advance their goals and influence.
- 73% of organizations intentionally and routinely work to **build strong relationships with other organizations and influencers in the community**.
- 69% have staff who, based on their professional and life experiences, are **skilled in navigating local dynamics and building relationships with relevant partners**.

Most nonprofits do not have established relationships with the media or longstanding support from key political figures

- A third of organizations (33%) build, establish, and maintain relationships with **members of the media**.
- Although 71% of organizations have begun to **establish relationships with key political figures/entities**, just 36% have **longstanding, active support from key political figures/entities**.
- Approximately one-third (35%) of organizations build **strategic relationships to help them effectively navigate racial, cultural, historical, and/or political dynamics** in their ecosystem.

Figure 17. Nonprofit Capacity Level Attained: Strategic Relationships (n=51)



“**Relationship and coalition building is key to our success** as an agency. The agency has been instrumental in establishing new coalitions when the need arises. The agency also participates long-term in some coalitions. Staff at all levels meet with their counterparts in other agencies.

“My organization could be much more politically savvy. Other organizations that are doing similar work have much higher profiles due in part to better marketing. We need to not only promote our programs better, **we need to get those with power and influence in the greater community to promote them as well.**”

Recommendations

Recommendations

Focusing in on Recommended Capacity-Building Supports

LFA recommends that Solano County focus a set of intentional capacity-building efforts in the following capacity dimensions:

- 1. Vision and Impact Model: *Clarity on Organizational Strategy***
- 2. Internal Evaluation and Learning: *Developing Evaluation Frameworks and Cultivating Reflective Practices***
- 3. Board Governance and Leadership: *Strengthening Boards and Identifying New Board Members***

LFA has chosen to highlight these three dimensions for potential capacity-building interventions based on the need for increased capacity as demonstrated by the results of the Nonprofit Capacity Diagnostic, LFA's deep experience with nonprofits and understanding of which dimensions are the highest leverage within an organization, and what lends itself well to capacity-building interventions. LFA has chosen to focus on what we believe are foundational elements of organizational capacity. Increased capacity in these three areas will then enhance performance and capacity in other dimensions. Some areas of reported need by nonprofits are not included for various reasons. For instance, while Resource Generation was noted as a high need among many organizations, having a clear vision and strategy in place, along with data to demonstrate success, are pre-conditions for nonprofits to successfully generate additional resources. In addition, First 5 Solano already has a fundraising capacity-building program that many of its community partners are engaged in.

The following pages provide more detail on why support is especially needed in these areas and includes some suggestions of what support might look like in varying levels of investment intensities.



Vision and Impact Model

Clarity on Organizational Strategy

While most organizations have mission and vision statements, only 15% use strategic planning and monitoring tools, and less than one in five has a theory of change, indicating a deep and foundational need for support in this area. Understanding an organization's vision and impact model and articulating it in a framework such as a theory of change is the first step to institutionalizing data driven decision making.

Articulating a clear and up-to-date strategy is beneficial on many levels. Most strategy engagements include developing a theory of change which allows the organization to name its intended impact, set clear goals for where it is going, and select indicators of progress along the way. Strategic planning is inherently a board driven process, which can increase board engagement and learning. Strategic plans are also the foundation for the other dimensions of nonprofit capacities, and a thoughtful strategic plan will allow an organization to strengthen other aspects of its work. For instance, it can also be used as a communications tool when attracting resources to the organization, ensures all program activities are aligned with the organization's ultimate goals, and sets up the basic framework used for internal evaluation and learning.



A **high intensity effort** would be to provide individual grants of \$25k-\$30k per organization to engage in customized strategic planning process with a consultant.

A **medium intensity effort** would be a cohort-based intervention, where many organizations receive some information about strategic planning together in a joint session, and then each organization receives some sessions tailored to their organization.

A **low intensity effort** might entail hiring consultants for individual organizations to develop a theory of change, or sending staff members to trainings on those topics.

Internal Evaluation and Learning

Developing Evaluation Frameworks and Cultivating Reflective Practices

Organizations in Solano need support with their capacity to measure, track, and reflect on data. Basic procedures for collecting information on the number of people served are generally in place among Nonprofit Capacity Diagnostic respondents. However, most nonprofits do not have a system for collecting, analyzing, and making changes based on outcome data. Just as articulating an organization's vision and impact model is foundational to many other dimensions, the ability to use data for continuous and long-term learning and improvement influences an organization's success in many ways. It is only by knowing which programs are strong, which benchmarks are not met, or which programs are or are not reaching the target population that an organization can reflect on those findings and course correct as necessary. Having this information is powerful—it enables the board to know whether the organization is on track, staff to know how well programs are succeeding, and funders to know what they are investing in. Without a strong evaluation and learning capacity, an organization will not be able to truly communicate the results of their work.



A **medium intensity effort** would support organizations in this dimension in a meaningful way. Cohort-capacity building is less expensive than individualized consulting and an MDRC evaluation found the group-learning approach to be nearly as effective as customized consulting at improving organizational outcomes.¹ A cohort-based support model would allow many organizations to simultaneously participate in an effort to enhance their ability to measure and track their work. This would entail organizations articulating their program model and intended outcomes, measuring and tracking progress, learning how to reflect on data, and understanding how to communicate the value of their work with data. If desired, this work could be phased, such that Phase 1 would include clarifying the program model and outcomes, Phase 2 would be data collection, and Phase 3 would focus on deepening a culture of learning and reflection. It can also easily be linked to cohort-based strategy effort, such that organizations can first clarify their strategy in a theory of change, and can then move into evaluation and learning capacity building together.

¹ <https://www.mdrc.org/publication/skills-pay-bills>

Board Governance and Leadership

Strengthening Boards and Identifying New Board Members

A strong board where individual board members bring their time, talents, and financial resources to bear is a hallmark of a strong nonprofit. While most organizations have basic procedures in place and hold regular board meetings, the Nonprofit Capacity Diagnostic results indicate that most organizations do not have strategic boards that set a strong vision for the organization and hold themselves and the staff accountable for achieving that vision. A high-performing board is also closely tied to fundraising—board members should serve as ambassadors for the organization in the community, developing connections and generating resources. A particular area of need noted by diagnostic respondents is cultivating new board members—many report that their boards are comprised of individuals with limited time, networks, expertise, and/or financial resources. They recognize this need, but are unsure how to have it met. Support for organizations in this area could range in the degree of intensity and resources required.



A high intensity effort might entail developing the pool of qualified potential board members in the county, by intentionally seeking out and recruiting community members for individual boards. Solano County might be able to work with a small number of organizations a year to build their board in this way.

A low intensity effort might be to provide access to resources through BoardSource or send executive directors or board members to CompassPoint trainings. Solano County could create a scholarship fund for organizations to apply to for support and provide guidance on which types of trainings might be most relevant for a particular organization.

Additional Resources

In addition to the three recommendations on the prior pages, LFA offers some specific capacity-building resources. Some of these are specific resources that could support the implementation of the ideas on the prior pages, and others are in capacity domains that did not rise to the level of key recommendations.

Domain	Resource
Vision and Impact Model	<ul style="list-style-type: none"> • LaPiana consulting: cohort strategic planning (Lapiana.org)
Board Governance	<ul style="list-style-type: none"> • CompassPoint trainings (compasspoint.org) • BoardSource resources and trainings (boardsource.org) • Building Blox Consulting, high-intensity investment in board trainings/development (buildingbloxconsulting.com) • Ryan Consulting Group, high-intensity investment in board trainings/development (ryanconsultinggroup.com)
Technology	<ul style="list-style-type: none"> • Making Wise Decision toolkit: Decision guide to selecting data systems (http://www.publicprofit.net/New-Resource-Making-Wise-Decisions-A-Step-by-Step-Guide-To-Selecting-The-Right-Data-System)
Marketing and Communications and Strategic Relationships	<ul style="list-style-type: none"> • Spin Academy: A week-long nonprofit communications capacity-building retreat in San Francisco (spinacademy.org)
Internal Evaluation and Learning	<ul style="list-style-type: none"> • Better Results Toolkit: step-by-step resource for nonprofits to develop and implement a measurement plan (http://learningforaction.com/environmental-education-better-results-toolkit/)

Appendices

Appendix A: Complete Diagnostic Results

Appendix B: Nonprofit Capacities Diagnostic Tool

Complete Diagnostic Results

Complete Diagnostic Results

About Your Organization

	Executive Director/CEO	Other executive position	Program Director	Other
What role do you play in your organization? (n=54)	67% (n=36)	13% (n=7)	6% (n=3)	15% (n=8)

**The sum of percentages exceeds 100% due to rounding.*

Respondents that selected "Other" provided these other roles:

- President - Volunteer and Chairman of the Board
- Center Manager
- Interim Executive Director
- Marketing Director/Office Manager
- Case/Operations Manager
- President
- Quality Assurance Officer

In what content area(s) does your organization work and/or provide services? <i>Select all that apply</i>	% Selected* (n=54)
Arts and Culture (n=1)	2%
Children ages 0-5 and their Families (n=24)	44%
Community Development (n=8)	15%
Education (n=19)	35%
Environment (n=3)	6%
Health (n=21)	39%
Housing/Homelessness (n=14)	26%
Human Services (n=22)	41%
Legal Services (n=0)	0%
Mental Health (n=20)	37%
Policy/Advocacy (n=10)	19%
Seniors (n=11)	20%
Youth Development (n=19)	35%
Veterans (n=19)	9%
Workforce Development (n=8)	15%
Other (n=10)	19%

**The sum of percentages exceeds 100% because respondents were asked to check all that apply.*

Respondents that selected "Other" provided these other content areas:

- Animal humane services
- Disabilities
- Family literacy programs
- Financial Literacy
- Foster Care

- Individuals with Intellectual Disabilities
- Nutrition Education, Physical Activity and Water Consumption Promotion
- Sexual assault examinations/child forensic interviews
- STEAM Facility
- Substance abuse

	5 years or fewer	6-10 years	11-20 years	More than 20 years
How long has your organization been in operation? (n=54)	6% (n=3)	6% (n=3)	20% (n=11)	69% (n=37)

* The sum of percentages exceeds 100% due to rounding.

	Under \$250k	\$250k-\$499k	\$500k-\$1.49MM	\$1.5MM-\$4.99MM	\$5MM-\$9.99MM	\$10 million and above
Approximately what size is your organization's annual budget? (n=53)	19% (n=10)	15% (n=8)	19% (n=10)	13% (n=7)	4% (n=2)	30% (n=16)

	Under 50%	50-75%	76%-90%	More than 90%
Approximately what percentage of your budget comes from government funding? (n=51)	31% (n=16)	16% (n=8)	28% (n=14)	26% (n=13)

*The sum of percentages exceeds 100% due to rounding.

Vision and Impact Model

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a written mission and vision . (n=54)	2% (n=1)	15% (n=8)	83% (n=45)	0% (n=0)	2.8
Level Two					
a) Our organization has board-approved mission and vision statements that are used to guide our decisions and work. (n=54)	6% (n=3)	22% (n=12)	72% (n=39)	0% (n=0)	2.7
b) Each and every one of our programs intentionally contributes to our mission and vision. (n=53)	4% (n=2)	17% (n=9)	79% (n=42)	0% (n=0)	2.8
c) Our organization has a multi-year strategic plan with clear and agreed-upon goals. (n=53)	25% (n=13)	34% (n=18)	42% (n=22)	0% (n=0)	2.2
Level Three					
a) Our strategic plan is used to set written annual goals that are regularly reflected on and adjusted based on progress and learnings. (n=54)	30% (n=16)	41% (n=22)	30% (n=16)	0% (n=0)	2.0
b) Our organization has a theory of change that details the impact it seeks and how each of its programs intentionally contributes to that impact. (n=51)	34% (n=18)	45% (n=24)	17% (n=9)	4% (n=2)	1.8
c) All of our organization's staff and board members can clearly articulate our vision and impact model. (n=53)	19% (n=10)	57% (n=30)	25% (n=13)	0% (n=0)	2.1
d) Our organization has a dashboard and system for monitoring progress on organizational and programmatic objectives. (n=52)	34% (n=18)	34% (n=18)	30% (n=16)	2% (n=1)	2.0
e) Our organization can quickly adapt our programs and strategies based on changes in the external landscape (such as laws, policies, or new organizations in our field). (n=52)	9% (n=5)	55% (n=29)	34% (n=18)	2% (n=1)	2.3
Level Four					
a) Our organization has an annual implementation plan based on our strategic plan that details organizational and programmatic objectives, roles, and responsibilities with timeframes and resource implications. (n=54)	30% (n=16)	48% (n=26)	22% (n=12)	0% (n=0)	1.9
b) Our organization relies heavily and regularly on strategic planning and monitoring tools , including a theory of change for each of our programs and organizational dashboard, to guide our work on an ongoing basis. (n=51)	36% (n=19)	45% (n=24)	15% (n=8)	4% (n=2)	1.8
c) Our organization can quickly adapt our programs and strategies based on our progress and learnings . (n=51)	8% (n=4)	60% (n=32)	28% (n=15)	4% (n=2)	2.2

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Governance and Leadership - Board

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Board meeting agendas are planned by either the chair or the ED/CEO . (n=54)	2% (n=1)	4% (n=2)	94% (n=51)	0% (n=0)	2.9
b) A majority of board members regularly attend board meetings . (n=53)	4% (n=2)	8% (n=4)	89% (n=47)	0% (n=0)	2.9
Level Two					
a) Board meeting agendas are planned jointly between the board chair and the ED/CEO. (n=52)	11% (n=6)	31% (n=17)	54% (n=29)	40% (n=2)	2.4
b) Materials to support agenda topics are prepared and sent to board members in advance of meetings. (n=52)	4% (n=2)	26% (n=14)	68% (n=36)	2% (n=1)	2.7
c) Board members use board meetings primarily to engage in strategic and reflective conversations . (n=53)	6% (n=3)	40% (n=21)	55% (n=29)	0% (n=0)	2.5
d) Our organization has written descriptions of the board's roles and responsibilities. (n=52)	6% (n=3)	21% (n=11)	72% (n=38)	2% (n=1)	2.7
e) The board focuses exclusively on strategic matters (and not operational/tactical matters such as staff management). (n=53)	21% (n=11)	40% (n=21)	40% (n=21)	0% (n=0)	2.2
f) Some board members understand key financial metrics for the organization. (n=52)	0% (n=0)	40% (n=21)	60% (n=31)	0% (n=0)	2.6
g) Some board members make financial gifts . (n=50)	25% (n=13)	19% (n=10)	52% (n=27)	4% (n=2)	2.3
Level Three					
a) There is a strong working relationship between the board chair and ED/CEO. (n=53)	6% (n=3)	19% (n=10)	74% (n=40)	2% (n=1)	2.7
b) The board has established committees and/or working groups that meet regularly. (n=50)	25% (n=13)	32% (n=17)	38% (n=20)	6% (n=3)	2.1
c) Some board members serve as ambassadors for the organization—making connections and building relationships that help us advance our mission. (n=53)	8% (n=4)	51% (n=27)	42% (n=22)	0% (n=0)	2.3
d) Board members informally reflect on their individual and collective progress at least once a year. (n=46)	25% (n=13)	45% (n=24)	17% (n=9)	13% (n=7)	1.9
Level Four					
a) All board members actively participate in committees or working groups. (n=52)	35% (n=18)	50% (n=26)	15% (n=8)	0% (n=0)	1.8
b) All board members serve as ambassadors for the organization—making connections and building relationships that help us advance our mission. (n=51)	30% (n=16)	43% (n=23)	23% (n=12)	4% (n=2)	1.9
c) All board members make personally meaningful financial gifts . (n=50)	42% (n=22)	35% (n=18)	19% (n=10)	4% (n=2)	1.8
d) Through a formal process (at least annually), board members assess themselves individually and collectively to hold themselves accountable for delivering strong results. (n=48)	47% (n=25)	28% (n=15)	15% (n=8)	9% (n=5)	1.7

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Governance and Leadership – Staff Leadership

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a paid ED/CEO . (n=52)	14% (n=7)	0% (n=0)	87% (n=45)	0% (n=0)	2.7
b) Our organization provides staff with some training related to their role(s) . (n=51)	4% (n=2)	28% (n=14)	69% (n=35)	0% (n=0)	2.7
Level Two					
a) Our organization has a clear leadership structure that supports advancement of the organization's strategy. (n=51)	4% (n=2)	23% (n=12)	71% (n=37)	2% (n=1)	2.7
b) Our organization has a clear, written decision-making model and process . (n=51)	16% (n=8)	53% (n=27)	31% (n=16)	0% (n=0)	2.2
c) Staff leaders have skills and talents to effectively implement their leadership responsibilities. (n=52)	2% (n=1)	33% (n=17)	65% (n=34)	0% (n=0)	2.6
Level Three					
a) Our organization has a written, detailed, up-to-date succession plan for the ED/CEO. (n=47)	50% (n=26)	21% (n=11)	19% (n=10)	10% (n=5)	1.7
b) Our staff have a diverse skillset and set of life experiences. (n=52)	8% (n=4)	17% (n=9)	75% (n=39)	0% (n=0)	2.7
c) All managing staff receive ongoing training and professional development explicitly related to their roles and to build management/leadership skills. (n=52)	6% (n=3)	58% (n=30)	37% (n=19)	0% (n=0)	2.3
Level Four					
a) Our organization has leadership staff with sufficient experience and skills to continue organizational operations even if the ED/CEO is unavailable for a period of time. (n=52)	17% (n=9)	37% (n=10)	64% (n=33)	0% (n=0)	2.5
b) Our organization has a written, formal succession plan for every Chief/Director-level role in the organization. (n=49)	58% (n=30)	25% (n=13)	12% (n=6)	6% (n=3)	1.5

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Program Delivery

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a clear, written description of who our target population is. (n=51)	2% (n=1)	17% (n=9)	79% (n=41)	2% (n=1)	2.8
b) Our staff have the expertise and commitment necessary to carry out our programs. (n=51)	0% (n=0)	23% (n=23)	75% (n=75)	2% (n=1)	2.8
Level Two					
a) Our program model is based on current best practices or research in our field. (n=51)	2% (n=1)	27% (n=14)	69% (n=36)	2% (n=1)	2.7
b) Our staff bring appropriate levels of cultural responsiveness to the communities we serve. (n=51)	0% (n=0)	31% (n=16)	67% (n=35)	2% (n=1)	2.7
Level Three					
a) Our organization has a codified program model (documentation of how our programs operate and why) that is informed by the perspective of intended beneficiaries. (n=51)	13% (n=7)	40% (n=21)	44% (n=23)	2% (n=1)	2.3
b) Our programming and outreach are designed for and aligned with the cultural norms of the communities our organization serves. (n=51)	4% (n=2)	33% (n=17)	62% (n=32)	2% (n=1)	2.6
c) Our staff reflect the diversity of the communities and constituents our organization serves. (n=50)	4% (n=2)	41% (n=21)	53% (n=27)	2% (n=1)	2.5
d) Staff receive training and professional development that is skill- and competency- based and specific to core elements of our program design and delivery approach. (n=51)	8% (n=4)	38% (n=20)	52% (n=27)	2% (n=1)	2.5
e) Our organization monitors policy, funding, or community trends that might affect our programming. (n=50)	6% (n=3)	27% (n=14)	65% (n=33)	2% (n=1)	2.5
Level Four					
a) Our programs are designed based on a sound analysis of the issues, insights from intended beneficiaries, and evidence-informed practices about how activities can lead to desired change. (n=51)	2% (n=1)	50% (n=26)	46% (n=24)	2% (n=1)	2.5
b) Our organization uses evaluation data to improve our programs, create new programs, and even end existing programs. (n=50)	12% (n=6)	46% (n=24)	38% (n=20)	4% (n=2)	2.3
c) Our organization pays attention to the larger eco-system in which our programs operate , including racial, cultural, geographical, historical, and political dynamics. (n=51)	4% (n=2)	38% (n=20)	56% (n=29)	2% (n=1)	2.5
d) Our organization has metrics to measure and evaluate how well our programs adhere to the program model/design (fidelity testing). (n=50)	17% (n=9)	48% (n=25)	31% (n=16)	4% (n=2)	2.1
e) Our organization has the capacity and infrastructure to deliver programs at a scale that has a meaningful impact on the scope of the need . (n=51)	13% (n=7)	52% (n=27)	33% (n=17)	2% (n=1)	2.2
f) Our leaders grow our programs by also growing our program capacity and administrative infrastructure . (n=50)	16% (n=8)	49% (n=25)	33% (n=17)	2% (n=1)	2.2

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Resource Generation

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Board members discuss fundraising strategies. (n=50)	18% (n=9)	18% (n=20)	41% (n=21)	2% (n=1)	2.2
b) Our organization has good relationships with our donors. (n=49)	8% (n=4)	35% (n=18)	35% (n=27)	4% (n=2)	2.5
Level Two					
a) Our organization has a staff person who devotes at least part of their time to resource generation. (n=52)	31% (n=16)	23% (n=12)	46% (n=24)	0% (n=0)	2.2
b) Our organization has staff with the understanding and skills necessary to support our fundraising efforts (e.g., how to cultivate individual donors, how to write appeals, etc.). (n=52)	33% (n=17)	27% (n=14)	40% (n=21)	0% (n=0)	2.1
c) Our organization tracks each donation in a computerized database. (n=51)	21% (n=11)	23% (n=12)	54% (n=28)	2% (n=1)	2.3
d) Our organization acknowledges donations promptly. (n=52)	12% (n=6)	21% (n=11)	67% (n=35)	0% (n=0)	2.6
Level Three					
a) Our organization has a written fundraising plan with annual targets , informed by an understanding of who our target individual donors and foundation and government partners are. (n=52)	44% (n=23)	23% (n=12)	31% (n=16)	2% (n=1)	1.9
b) Our organization has a diversified fundraising base , including individual donors, private foundations, and government support; no single funding source covers more than 50% of our annual budget. (n=52)	35% (n=18)	37% (n=19)	29% (n=15)	0% (n=)	1.9
c) Our organization reflects on our fundraising targets and achievements and makes adjustments to our fundraising plan as necessary. (n=51)	29% (n=15)	38% (n=20)	31% (n=16)	2% (n=1)	2.0
Level Four					
a) Our organization invests in a dedicated fund development function. (n=47)	45% (n=23)	22% (n=11)	25% (n=13)	8% (n=4)	1.8
b) Our organization builds internal capacity in fundraising so that it is not overly reliant on consultants or the heroic efforts of one staff or board member. (n=50)	38% (n=20)	29% (n=15)	29% (n=15)	4% (n=2)	1.9
c) Our organization invests time in building and sustaining relationships with current and prospective funding partners. (n=51)	19% (n=10)	46% (n=24)	33% (n=17)	2% (n=1)	2.1
d) Our organization manages to a written fund development plan aligned with our strategy. (n=50)	50% (n=50)	21% (n=21)	25% (n=25)	4% (n=2)	1.7

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Operations and Management - Technology

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has a website . (n=52)	0% (n=0)	4% (n=2)	96% (n=50)	0% (n=0)	3.0
b) Our organization has dedicated professional email addresses . (n=52)	2% (n=1)	6% (n=3)	92% (n=48)	0% (n=0)	2.9
c) Our organization has remote access to email and work documents (compliant with HIPAA and FERPA regulations if relevant). (n=51)	2% (n=1)	25% (n=13)	71% (n=37)	2% (n=1)	2.7
Level Two					
a) Our organization has a comprehensive website that is regularly maintained . (n=51)	12% (n=6)	37% (n=19)	50% (n=26)	2% (n=1)	2.4
b) Our organization has a system for storing some client-level data and can generate some electronic reports on clients served as needed. (n=52)	10% (n=5)	23% (n=12)	67% (n=35)	0% (n=0)	2.6
Level Three					
a) Our organization has and uses an electronic database(s) throughout the organization for tracking clients, program outcomes, financial information, and for reporting purposes. (n=52)	12% (n=6)	25% (n=13)	64% (n=33)	0% (n=0)	2.5
Level Four					
a) Technology supports the use of data across the organization, including for programmatic and financial decision-making purposes. (n=52)	21% (n=11)	19% (n=10)	60% (n=31)	0% (n=0)	2.4
b) Leadership is committed to and has a written plan for regularly upgrading and enhancing technology . (n=51)	42% (n=22)	19% (n=10)	37% (n=19)	2% (n=1)	1.9

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Operations and Management – Financial Management

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) There are internal controls on financial transactions (such as more than one person reviewing credit card and bank statements), which prevent people from misusing funds. (n=52)	2% (n=1)	10% (n=5)	86% (n=46)	0% (n=0)	2.9
b) Our accounting system provides a clear, accurate, and up-to-date picture of our finances , and staff are comfortable using the system. (n=52)	2% (n=1)	17% (n=9)	81% (n=42)	0% (n=0)	2.8
Level Two					
a) Our organization has an annual audit conducted by an independent CPA. (n=51)	19% (n=10)	4% (n=2)	75% (n=39)	2% (n=1)	2.6
b) The audit is reviewed by the board and its recommendations are implemented . (n=49)	18% (n=9)	8% (n=4)	72% (n=36)	2% (n=1)	2.6
c) Our organization has clearly defined fiscal policies and procedures . (n=52)	8% (n=4)	12% (n=6)	81% (n=42)	0% (n=0)	2.7
d) Staff understand fiscal policies and are held accountable for following them . (n=52)	4% (n=2)	23% (n=12)	73% (n=38)	0% (n=0)	2.7
e) Accounts are reconciled monthly and financial statements are produced , including budget-to-actual comparisons. (n=52)	4% (n=2)	8% (n=4)	89% (n=46)	0% (n=0)	2.9
f) Our organization maintains a cash reserve of at least one month . (n=50)	15% (n=8)	13% (n=7)	67% (n=35)	4% (n=2)	2.5
g) Our organization has operated without a budget deficit for at least the past three years. (n=50)	21% (n=11)	29% (n=15)	46% (n=24)	4% (n=2)	2.3
Level Three					
a) Our organization consistently uses financial planning and forecasting tools to support our long-term planning. (n=51)	15% (n=)	48% (n=)	35% (n=)	2% (n=0)	2.2
b) Our organization is able to understand the full cost of delivering programs (including direct, shared, and admin costs), and incorporates the full cost into our financial planning . (n=51)	10% (n=5)	42% (n=22)	46% (n=24)	2% (n=1)	2.4
c) Our board and staff leaders regularly consider the financial implications of all decisions . (n=50)	2% (n=1)	25% (n=13)	71% (n=36)	2% (n=1)	2.7
d) Our board finance committee shapes the annual budget before bringing it to the full board. (n=50)	19% (n=10)	31% (n=16)	46% (n=24)	4% (n=2)	2.3
Level Four					
a) Our leaders have an immediate as well as multi-year perspective of the organization's fiscal picture. (n=51)	12% (n=6)	42% (n=22)	44% (n=23)	2% (n=1)	2.3
b) Leaders ensure that our projected costs and revenues are structurally balanced and that there is sufficient liquidity to fund operations . (n=52)	12% (n=6)	29% (n=15)	60% (n=31)	0% (n=0)	2.5
c) Our organization tracks key financial health indicators using a rolling, multi-year financial plan. (n=50)	33% (n=17)	31% (n=16)	33% (n=17)	4% (n=2)	2.0
d) At least semiannually, our organization assesses our financial performance and makes course corrections . (n=50)	10% (n=5)	35% (n=18)	52% (n=27)	4% (n=2)	2.4

*The sum of percentages for each question above may be more or less than 100% due to rounding.

Internal Operations and Management – Marketing and Communications

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization has identified target audiences to communicate with , and we send out communications or materials to them on an as-needed basis. (n=51)	4% (n=2)	41% (n=21)	55% (n=28)	0% (n=0)	2.5
Level Two					
a) Our organization develops clear, compelling, and concise messages tailored to our target audiences. (n=51)	4% (n=2)	52% (n=27)	42% (n=22)	2% (n=1)	2.4
b) Our organization communicates with our target audiences regularly . (n=52)	8% (n=4)	48% (n=25)	44% (n=23)	0% (n=0)	2.4
c) Our organization prepares and distributes an annual report of accomplishments and financial position. (n=52)	31% (n=16)	35% (n=18)	35% (n=18)	0% (n=0)	2.0
Level Three					
a) Our organization has a written communications plan that broadly describes the external audiences that we want to communicate with and what our communications goals are. (n=51)	46% (n=24)	38% (n=20)	13% (n=7)	2% (n=1)	1.7
b) Our organization sometimes refers back to the plan when sending out messages to our stakeholders. (n=50)	47% (n=24)	35% (n=18)	16% (n=8)	2% (n=1)	1.7
Level Four					
a) Our organization has a written communications plan and strategy that is updated regularly and responds to what stakeholders value. (n=51)	52% (n=27)	37% (n=19)	10% (n=5)	2% (n=1)	1.6
b) Our communications strategy is customized for each of our stakeholders and includes a consistent message about the organization and its work. (n=51)	48% (n=25)	38% (n=20)	12% (n=6)	2% (n=1)	1.6
c) Our organization maintains an active social media presence . (n=51)	12% (n=6)	46% (n=24)	40% (n=21)	2% (n=1)	2.3

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Operations and Management – Human Resources

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
<i>Level One</i>					
a) All staff roles have written job descriptions . (n=52)	4% (n=2)	8% (n=4)	89% (n=46)	0% (n=0)	2.9
b) Employees receive feedback on an ongoing, informal (as needed) basis. (n=50)	8% (n=4)	20% (n=10)	71% (n=36)	2% (n=1)	2.6
c) Our organization receives regular updates on city, state, and federal employment law (e.g. minimum wage, sick leave requirements) (n=52)	8% (n=4)	10% (n=5)	83% (n=43)	0% (n=0)	2.8
d) Our organization has a procedure for updating and putting new policies in place to respond to changes in the law. (n=52)	12% (n=6)	23% (n=12)	65% (n=34)	0% (n=0)	2.5
<i>Level Two</i>					
a) Our organization has accountability systems that provide clarity at each level of the organization about standards for success. (n=51)	15% (n=8)	42% (n=22)	40% (n=21)	2% (n=1)	2.3
b) Our organization has effective processes for recruiting and hiring staff . (n=52)	12% (n=6)	42% (n=22)	46% (n=24)	0% (n=0)	2.4
c) Our organization engages in regular performance assessments for all staff members, including the ED/CEO. (n=52)	15% (n=8)	25% (n=13)	60% (n=31)	0% (n=0)	2.4
d) Our organization makes difficult personnel decisions when a team member's performance undermines our ability to meet our beneficiaries' needs. This includes re-assignment, additional development, or termination in accordance with our policies. (n=50)	8% (n=4)	21% (n=11)	67% (n=35)	4% (n=2)	2.6
e) Individual requests for external professional development are considered on a case-by-case basis. (n=50)	10% (n=5)	19% (n=10)	67% (n=35)	4% (n=2)	2.6
f) For vital organization functions, staff are cross-trained to ensure coverage in the event that a staff member isn't able to perform their duties. (n=51)	13% (n=7)	58% (n=30)	27% (n=14)	2% (n=1)	2.1
<i>Level Three</i>					
a) Our organization has effective and formal, codified processes for training or onboarding new staff. (n=52)	19% (n=10)	37% (n=19)	44% (n=23)	0% (n=0)	2.3
b) Our organization conducts 360-degree performance assessments at least annually for all staff members, including the ED/CEO. (n=49)	48% (n=25)	31% (n=16)	15% (n=8)	6% (n=3)	1.7
c) Performance reviews define what strengths employees should build on , what areas they should improve , and what they should learn to continue to develop . (n=50)	10% (n=5)	29% (n=15)	59% (n=30)	2% (n=1)	2.5
d) Our organization has a written professional development policy that includes funding and time away from the office for all employees to participate in professional development opportunities. (n=50)	52% (n=27)	20% (n=10)	25% (n=13)	2% (n=1)	1.7

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
e) Our organization regularly gathers satisfaction feedback from employees and acts on that feedback to improve the workplace experience for all employees. (n=52)	29% (n=15)	42% (n=22)	29% (n=15)	0% (n=0)	2.0
Level Four					
a) Our organization intentionally and proactively thinks about how to recruit, develop, engage, and retain top-quality talent to deliver on our mission. (n=52)	19% (n=10)	40% (n=21)	40% (n=21)	0% (n=0)	2.2
b) Managers provide continuous feedback to team members augmented by annual performance reviews. (n=52)	8% (n=4)	46% (n=24)	46% (n=24)	0% (n=0)	2.4
c) Performance reviews are used as an opportunity for staff development and coaching . (n=52)	10% (n=5)	33% (n=17)	58% (n=30)	0% (n=0)	2.5
d) Managers/supervisors establish professional development plans tied to each individual's career goals and the organization's needs. (n=51)	27% (n=14)	37% (n=19)	25% (n=18)	2% (n=1)	2.1
e) Our organization gathers feedback to understand why employees leave or take jobs at other organizations (e.g. through exit interviews), and this feedback is used to improve the workplace experience for our employees. (n=51)	24% (n=12)	33% (n=17)	43% (n=22)	0% (n=0)	2.2

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Internal Evaluation and Learning

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
<i>Level One</i>					
a) Our organization collects data on the number of people served. (n=51)	6% (n=3)	12% (n=6)	82% (n=42)	0% (n=0)	2.8
<i>Level Two</i>					
a) Our organization collects client-level data that we use for evaluation and learning. (n=52)	6% (n=3)	25% (n=13)	69% (n=36)	0% (n=0)	2.6
b) Our organization gathers feedback from clients and beneficiaries to learn more about their experiences with our programs and their unmet needs (e.g. through satisfaction surveys, focus groups, input sessions, etc.) (n=51)	14% (n=7)	20% (n=10)	67% (n=34)	0% (n=0)	2.5
c) There are some staff who know how to review client-level data to surface insights about program improvement . (n=52)	14% (n=7)	31% (n=16)	56% (n=29)	0% (n=0)	2.4
d) Our organization gathers and uses community feedback to inform our work. (n=52)	23% (n=12)	31% (n=16)	46% (n=24)	0% (n=0)	2.2
e) Our organization has a budget line to ensure ongoing evaluation activities . (n=49)	40% (n=21)	27% (n=14)	27% (n=14)	6% (n=3)	1.9
f) Our organization has a data system to track outputs of our programs that is used to help gauge organizational and program effectiveness. (n=52)	27% (n=14)	29% (n=15)	44% (n=23)	0% (n=0)	2.2
<i>Level Three</i>					
a) Our organization has determined what it needs to measure internally to continuously improve delivery of programs and confirm whether it's on track to achieve our intended results. (n=52)	15% (n=8)	54% (n=28)	31% (n=16)	0% (n=0)	2.2
b) Our organization has metrics on which we collect data to regularly assess progress toward organizational-level goals and objectives. (n=52)	21% (n=11)	40% (n=21)	39% (n=20)	0% (n=)	2.2
c) Our management and staff have identified what information is needed for analysis of long-term patterns, trends, and correlations (e.g., how have the numbers served, outcomes, and cost per outcome changed over the past two years?) (n=51)	17% (n=9)	50% (n=26)	31% (n=16)	2% (n=1)	2.1
d) There are staff responsible for our data systems' implementation and maintenance . (n=52)	17% (n=9)	35% (n=18)	48% (n=25)	0% (n=0)	2.3
e) Our organization allocates financial support (beyond specific evaluation grants) to integrate evaluation into program activities . (n=49)	42% (n=22)	27% (n=14)	25% (n=13)	6% (n=3)	1.8
<i>Level Four</i>					
a) Management and staff make the collection, analysis, and use of data part of the organization's DNA . (n=52)	19% (n=10)	50% (n=26)	31% (n=16)	0% (n=0)	2.1
b) All staff --from the front lines to managers and executives-- have access to data that help them do their jobs effectively on an everyday basis. (n=51)	22% (n=11)	33% (n=17)	45% (n=23)	0% (n=0)	2.2

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
c) Leadership regularly shares program and overall organization results with staff and board , allowing for questions, celebrating successes, and learning from failures. (n=52)	10% (n=5)	35% (n=18)	56% (n=29)	0% (n=0)	2.5
d) Our organization regularly shares program results with clients and beneficiaries . (n=51)	31% (n=16)	44% (n=23)	23% (n=12)	2% (n=1)	1.9
e) Our organization has engaged an external evaluator to assess program outcomes. (n=49)	71% (n=36)	8% (n=4)	18% (n=9)	4% (n=2)	1.5

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Strategic Relationships

	Not True (1)	Somewhat True (2)	Completely True (3)	Don't Know*	Mean
Level One					
a) Our organization collaborates informally with other organizations that can advance our goals and influence. (n=51)	6% (n=3)	14% (n=7)	80% (n=41)	0% (n=0)	2.8
b) Our organization exchanges information with partners as needed. (n=51)	4% (n=2)	14% (n=7)	82% (n=42)	0% (n=0)	2.8
Level Two					
a) Our organization participates in formal alliances and networks that advance our goals and influence. (n=51)	2% (n=1)	22% (n=11)	77% (n=39)	0% (n=0)	2.8
b) Our organization has staff who, based on their professional and life experiences, are skilled in navigating local dynamics and building relationships with relevant partners . (n=51)	2% (n=1)	29% (n=15)	69% (n=35)	0% (n=0)	2.7
c) Our organization has begun to establish relationships with key political figures/entities . (n=51)	12% (n=6)	18% (n=9)	71% (n=36)	0% (n=0)	2.6
Level Three					
a) Our organization intentionally and routinely works to build strong relationships with other organizations and influencers in the community . (n=51)	0% (n=0)	28% (n=14)	73% (n=37)	0% (n=0)	2.7
b) Our organization seeks support from stakeholders who may not be traditional allies , but with whom it can partner on specific projects. (n=51)	6% (n=3)	49% (n=25)	45% (n=23)	0% (n=0)	2.4
c) Our organization has been endorsed by key political figures/entities . (n=51)	16% (n=8)	35% (n=18)	49% (n=25)	0% (n=0)	2.3
Level Four					
a) Our organization plays a key role in establishing and/or managing a coalition or formal collaboration . (n=50)	14% (n=7)	29% (n=15)	55% (n=28)	2% (n=1)	2.4
b) Our organization builds, establishes, and maintains relationships with members of the media . (n=51)	28% (n=14)	39% (n=20)	33% (n=17)	0% (n=0)	2.1
c) Our organization has longstanding, active support from key political figures/entities . (n=50)	14% (n=7)	50% (n=25)	36% (n=18)	0% (n=0)	2.2
d) Our organization builds strategic relationships to help us effectively navigate racial, cultural, historical, and/or political dynamics in our ecosystem. (n=50)	12% (n=6)	51% (n=26)	35% (n=18)	2% (n=1)	2.2

*The sum of percentages for each question above may be more or less than 100% due to rounding.

**The "Don't Know" answer response is not included in the total n or the mean calculation.

Capacity Building Supports

Types of capacity building supports that are <u>most needed</u> by your organization	% Selected (n=51)*
a) Strategy development/strategic planning	33%
b) Theory of change development	12%
c) Coaching on leading and managing organizational change	26%
d) Executive coaching	12%
e) Leadership development	18%
f) Board development	43%
g) Clarifying or strengthening the program model	18%
h) Skills-based training for program staff	18%
i) Management training for managers	14%
j) Providing effective case management	2%
k) Fundraising	53%
l) Communications and marketing	47%
m) Technology	29%
n) Human resources	22%
o) Talent development	14%
p) Mergers and restructuring	2%
q) Legal	2%
r) Financial systems and management	18%
s) Volunteer management	14%
c) Developing a data collection plan for internal evaluation	12%
t) Developing an internal program participant data tracking system	12%
u) Developing internal capacity for collecting program participant-level data	10%
v) Developing internal capacity for data analysis and reporting	26%
w) Cultivating and developing relationships with political allies (i.e., elected or appointed officials)	18%
x) Cultivating and developing relationships with other nonprofits	6%
y) Building and managing formal coalitions	0%
z) I don't know	0%
aa) Other	2%

*Respondents were asked to select up to five answer response options.

Nonprofit Capacities Diagnostic Tool

Introduction and Overview

Thank you for taking the time to complete the Solano County Nonprofit Capacities Diagnostic!

This diagnostic is the result of a partnership between First 5 Solano, Solano Health and Social Services (H&SS), and Learning for Action (LFA), an independent evaluation and strategic development firm, to explore the ways in which nonprofits in Solano County would most benefit from capacity building support.

This diagnostic should take approximately 30-45 minutes to complete. Please complete and submit your responses before **Friday, November 3 at 11:59pm. You may start the survey, leave, and return to finish your responses.** Please just click on the link you received anytime you wish to return to the survey to continue filling it out. Your responses will be not be submitted until you select the “DONE” button on the final page of the survey.

What do I need to know before completing the diagnostic?

This diagnostic is a **learning tool** – an opportunity for you to reflect on your organization’s capacities and where there are opportunities for you to develop and grow as an organization. The aggregated responses to this tool will help First 5 Solano and H&SS to identify where and how organizations need support, so **it is critical that you answer honestly.** The second section of the diagnostic will ask you to reflect on your capacities in seven key dimensions. You will be asked to explain your responses, describe the challenges your organization faces, and identify the capacity building supports it needs. **Your written responses are invaluable** to telling the story about the capacities and needs of nonprofits in Solano County.

This tool is administered by Learning for Action (LFA), an independent consulting firm. **Your responses are confidential.** First 5 Solano and H&SS will receive a report of aggregated responses and will not have access to individual organizations’ responses. At a future date, you may be asked to release your individual responses to First 5 Solano and H&SS, but your consent will be optional. Please direct any questions about the diagnostic to Annie.Dods@learningforaction.com.

1. What role do you play in your organization?

- Executive Director/CEO
- Other executive position
- Program Director
- Other - Please list:

2. In what **content area(s)** does your organization work and/or provide services? *(Select all that apply.)*

- Arts and Culture
- Children ages 0-5 and their Families
- Community Development
- Education
- Environment
- Health
- Housing/Homelessness
- Human Services
- Legal Services
- Mental Health
- Policy/Advocacy
- Seniors
- Youth Development
- Veterans
- Workforce Development
- Other:

3. How long has your organization been in operation?

- 5 years or fewer
- 6-10 years
- 11-20 years
- More than 20 years

4. Approximately what size is your organization's annual budget?

- Under \$250,000
- \$250,000-\$499,999
- \$500,000-\$1.499MM
- \$1.5MM-\$4.99MM
- \$5MM-\$9.99MM
- \$10 million and above

5. Approximately what percentage of your budget comes from government funding?

- Under 50%
- 50-75%
- 76-90%
- More than 90%

Solano County Nonprofit Capacities Diagnostic

Your Organization Capacity

In this section, you will be asked to reflect on your organization's capacities in seven dimensions, and you will rate your organization on a 3-point scale.¹ For each dimension, outcome statements are organized by levels (1-4) that generally represent higher degrees of organizational capacity. Level 3 and 4 outcomes represent the highest standard of nonprofit capacity, and most organizations will not meet many of these outcomes. Remember: your responses are confidential and will be used at the aggregate level to inform additional capacity building supports for nonprofits in Solano County. Please respond honestly.

¹Some statements in this section are derived from "Performance Imperative Organizational Self-Assessment (PIOSA) Guide," developed collaboratively by the Leap of Reason Ambassadors Community, licensed under CC BY ND: <https://creativecommons.org/licenses/by-nd/4.0/>.

Vision and Impact Model

Definition: A clear and detailed description of the impact the organization is trying to create, which is mapped to the set of organizational activities that help produce that impact and a plan for achieving that impact (e.g., Theory of Change and strategic plan).

6. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a written mission and vision .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has board-approved mission and vision statements that are used to guide our decisions and work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Each and every one of our programs intentionally contributes to our mission and vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization has a multi-year strategic plan with clear and agreed-upon goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our strategic plan is used to set written annual goals that are regularly reflected on and adjusted based on progress and learnings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has a theory of change that details the impact it seeks and how each of its programs intentionally contributes to that impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) All of our organization's staff and board members can clearly articulate our vision and impact model.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization has a dashboard and system for monitoring progress on organizational and programmatic objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization can quickly adapt our programs and strategies based on changes in the external landscape (such as laws, policies, or new organizations in our field).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has an annual implementation plan based on our strategic plan that details organizational and programmatic objectives, roles, and responsibilities with timeframes and resource implications.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization relies heavily and regularly on strategic planning and monitoring tools , including a theory of change for each of our programs and organizational dashboards, to guide our work on an ongoing basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization can quickly adapt our programs and strategies based on our progress and learnings .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

8. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Governance and Leadership

Definition: Board and staff leadership have the skills needed to work effectively together in service of the organization's mission.

Board

9. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Board meeting agendas are planned by either the chair or the ED/CEO .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) A majority of board members regularly attend board meetings .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Board meeting agendas are planned jointly between the board chair and the ED/CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Materials to support agenda topics are prepared and sent to board members in advance of meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Board members use board meetings primarily to engage in strategic and reflective conversations .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization has written descriptions of the board's roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) The board focuses exclusively on strategic matters (and not operational/tactical matters such as staff management).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Some board members understand key financial metrics for the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Some board members make financial gifts .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) There is a strong working relationship between the board chair and ED/CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) The board has established committees and/or working groups that meet regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Some board members serve as ambassadors for the organization—making connections and building relationships that help us advance our mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Board members informally reflect on their individual and collective progress at least once a year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) All board members actively participate in committees or working groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) All board members serve as ambassadors for the organization—making connections and building relationships that help us advance our mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) All board members make personally meaningful financial gifts .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Through a formal process (at least annually), board members assess themselves individually and collectively to hold themselves accountable for delivering strong results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

11. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Governance and Leadership

Definition: A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission.

Staff Leadership

12. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a paid ED/CEO .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization provides staff with some training related to their role(s) .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a clear leadership structure that supports advancement of the organization's strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has a clear, written decision-making model and process .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Staff leaders have skills and talents to effectively implement their leadership responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a written, detailed, up-to-date succession plan for the ED/CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our staff have a diverse skillset and set of life experiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) All managing staff receive ongoing training and professional development explicitly related to their roles and to build management/leadership skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has leadership staff with sufficient experience and skills to continue organizational operations even if the ED/CEO is unavailable for a period of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has a written, formal succession plan for every Chief/Director-level role in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

14. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Program Delivery

Definition: Program implementation at a high level of quality with fidelity and consistency across sites and staff.

15. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a clear, written description of who our target population is.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our staff have the expertise and commitment necessary to carry out our programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our program model is based on current best practices or research in our field.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our staff bring appropriate levels of cultural responsiveness to the communities we serve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a codified program model (documentation of how our programs operate and why) that is informed by the perspective of intended beneficiaries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our programming and outreach are designed for and aligned with the cultural norms of the communities our organization serves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our staff reflect the diversity of the communities and constituents our organization serves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Staff receive training and professional development that is skill- and competency- based and specific to core elements of our program design and delivery approach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization monitors policy, funding, or community trends that might affect our programming.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our programs are designed based on a sound analysis of the issues, insights from intended beneficiaries, and evidence-informed practices about how activities can lead to desired change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization uses evaluation data to improve our programs, create new programs, and even end existing programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization pays attention to the larger eco-system in which our programs operate , including racial, cultural, geographical, historical, and political dynamics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization has metrics to measure and evaluate how well our programs adhere to the program model/design (fidelity testing).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization has the capacity and infrastructure to deliver programs at a scale that has a meaningful impact on the scope of the need .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Our leaders grow our programs by also growing our program capacity and administrative infrastructure .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

17. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Resource Generation

Definition: A strong funding model to guide resource generation, and the capabilities to secure resources over time.

18. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Board members discuss fundraising strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has good relationships with our donors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a staff person who devotes at least part of their time to resource generation .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has staff with the understanding and skills necessary to support our fundraising efforts (e.g., how to cultivate individual donors, how to write appeals, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization tracks each donation in a computerized database.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization acknowledges donations promptly .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a written fundraising plan with annual targets , informed by an understanding of who our target individual donors and foundation and government partners are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has a diversified fundraising base , including individual donors, private foundations, and government support; no single funding source covers more than 50% of our annual budget.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization reflects on our fundraising targets and achievements and makes adjustments to our fundraising plan as necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization invests in a dedicated fund development function .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization builds internal capacity in fundraising so that it is not overly reliant on consultants or the heroic efforts of one staff or board member.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization invests time in building and sustaining relationships with current and prospective funding partners .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization manages to a written fund development plan aligned with our strategy .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please explain your ratings above for statements you identified as **“completely true.”** How is your organization **successfully meeting these objectives?**

20. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Technology

21. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a website .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has dedicated professional email addresses .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization has remote access to email and work documents (compliant with HIPAA and FERPA regulations if relevant).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a comprehensive website that is regularly maintained .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has a system for storing some client-level data and can generate some electronic reports on clients served as needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has and uses an electronic database(s) throughout the organization for tracking clients, program outcomes, financial information, and for reporting purposes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Technology supports the use of data across the organization, including for programmatic and financial decision-making purposes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Leadership is committed to and has a written plan for regularly upgrading and enhancing technology .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

23. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Financial Management

24. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	<i>Don't Know</i>
a) There are internal controls on financial transactions (such as more than one person reviewing credit card and bank statements), which prevent people from misusing funds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our accounting system provides a clear, accurate, and up-to-date picture of our finances , and staff are comfortable using the system.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has an annual audit conducted by an independent CPA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) The audit is reviewed by the board and its recommendations are implemented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization has clearly defined fiscal policies and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Staff understand fiscal policies and are held accountable for following them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Accounts are reconciled monthly and financial statements are produced, including budget-to-actual comparisons.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Our organization maintains a cash reserve of at least one month.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Our organization has operated without a budget deficit for at least the past three years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization consistently uses financial planning and forecasting tools to support our long-term planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization is able to understand the full cost of delivering programs (including direct, shared, and admin costs), and incorporates the full cost into our financial planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our board and staff leaders regularly consider the financial implications of all decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our board finance committee shapes the annual budget before bringing it to the full board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our leaders have an immediate as well as multi-year perspective of the organization's fiscal picture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Leaders ensure that our projected costs and revenues are structurally balanced and that there is sufficient liquidity to fund operations .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization tracks key financial health indicators using a rolling, multi-year financial plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) At least semiannually, our organization assesses our financial performance and makes course corrections .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

26. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Marketing and Communications

27. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has identified target audiences to communicate with , and we send out communications or materials to them on an as-needed basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization develops clear, compelling, and concise messages tailored to our target audiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization communicates with our target audiences regularly .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization prepares and distributes an annual report of accomplishments and financial position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a written communications plan that broadly describes the external audiences that we want to communicate with and what our communications goals are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization sometimes refers back to the plan when sending out messages to our stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has a written communications plan and strategy that is updated regularly and responds to what stakeholders value.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our communications strategy is customized for each of our stakeholders and includes a consistent message about the organization and its work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization maintains an active social media presence .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

29. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Internal Operations and Management

Definition: Technical functions such as IT, financial management, external communications, and human resources management.

Human Resources

30. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) All staff roles have written job descriptions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Employees receive feedback on an ongoing, informal (as needed) basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization receives regular updates on city, state, and federal employment law (e.g. minimum wage, sick leave requirements)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization has a procedure for updating and putting new policies in place to respond to changes in the law.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has accountability systems that provide clarity at each level of the organization about standards for success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has effective processes for recruiting and hiring staff .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization engages in regular performance assessments for all staff members, including the ED/CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization makes difficult personnel decisions when a team member's performance undermines our ability to meet our beneficiaries' needs. This includes re-assignment, additional development, or termination in accordance with our policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Individual requests for external professional development are considered on a case-by-case basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) For vital organization functions, staff are cross-trained to ensure coverage in the event that a staff member isn't able to perform their duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has effective and formal, codified processes for training or onboarding new staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization conducts 360-degree performance assessments at least annually for all staff members, including the ED/CEO.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Performance reviews define what strengths employees should build on , what areas they should improve , and what they should learn to continue to develop .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization has a written professional development policy that includes funding and time away from the office for all employees to participate in professional development opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization regularly gathers satisfaction feedback from employees and acts on that feedback to improve the workplace experience for all employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization intentionally and proactively thinks about how to recruit, develop, engage, and retain top-quality talent to deliver on our mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Managers provide continuous feedback to team members augmented by annual performance reviews.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Performance reviews are used as an opportunity for staff development and coaching .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Managers/supervisors establish professional development plans tied to each individual's career goals and the organization's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization gathers feedback to understand why employees leave or take jobs at other organizations (e.g. through exit interviews), and this feedback is used to improve the workplace experience for our employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

32. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Internal Evaluation and Learning

Definition: Tools, processes, infrastructure, and culture that support continuous program and organizational improvement.

33. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization collects data on the number of people served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization collects client-level data that we use for evaluation and learning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization gathers feedback from clients and beneficiaries to learn more about their experiences with our programs and their unmet needs (e.g. through satisfaction surveys, focus groups, input sessions, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) There are some staff who know how to review client-level data to surface insights about program improvement .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization gathers and uses community feedback to inform our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization has a budget line to ensure ongoing evaluation activities .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Our organization has a data system to track outputs of our programs that is used to help gauge organizational and program effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization has determined what it needs to measure internally to continuously improve delivery of programs and confirm whether it's on track to achieve our intended results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has metrics on which we collect data to regularly assess progress toward organizational-level goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our management and staff have identified what information is needed for analysis of long-term patterns, trends, and correlations (e.g., how have the numbers served, outcomes, and cost per outcome changed over the past two years?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) There are staff responsible for our data systems' implementation and maintenance .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization allocates financial support (beyond specific evaluation grants) to integrate evaluation into program activities .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Management and staff make the collection, analysis, and use of data part of the organization's DNA .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) All staff --from the front lines to managers and executives-- have access to data that help them do their jobs effectively on an everyday basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Leadership regularly shares program and overall organization results with staff and board , allowing for questions, celebrating successes, and learning from failures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization regularly shares program results with clients and beneficiaries .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Our organization has engaged an external evaluator to assess program outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

35. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Strategic Relationships

Definition: The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support.

36. Please indicate the extent to which the following statements are true for your organization:

Level One

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization collaborates informally with other organizations that can advance our goals and influence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization exchanges information with partners as needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Two

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization participates in formal alliances and networks that advance our goals and influence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization has staff who, based on their professional and life experiences, are skilled in navigating local dynamics and building relationships with relevant partners .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization has begun to establish relationships with key political figures/entities .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Three

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization intentionally and routinely works to build strong relationships with other organizations and influencers in the community .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization seeks support from stakeholders who may not be traditional allies , but with whom it can partner on specific projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization has been endorsed by key political figures/entities .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Level Four

	Not True 1	Somewhat True 2	Completely True 3	Don't Know
a) Our organization plays a key role in establishing and/or managing a coalition or formal collaboration .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Our organization builds, establishes, and maintains relationships with members of the media .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Our organization has longstanding, active support from key political figures/entities .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Our organization builds strategic relationships to help us effectively navigate racial, cultural, historical, and/or political dynamics in our ecosystem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. Please explain your ratings above for statements you identified as “**completely true.**” How is your organization **successfully meeting these objectives?**

38. What does your organization find **most challenging** about this area of organizational capacity **and why?**

Solano County Nonprofit Capacities Diagnostic

Capacity Building Needs

Please reflect on your responses to the previous section to identify the types of capacity building supports that are **most needed** by your organization.

Please consider the following types of capacity building supports when you respond to the next question.

TYPES OF CAPACITY BUILDING SUPPORTS

Vision and Impact Model

Strategy development / strategic planning
Theory of change development
Coaching on leading and managing organizational change

Governance and Leadership

Executive coaching
Leadership development
Board development

Program Delivery

Clarifying or strengthening the program model
Skills-based training for program staff
Management training for managers
Providing effective case management

Resource Generation

Fundraising
Communications and marketing

Internal Operations and Management

Technology
Human resources
Talent development
Mergers and restructuring
Legal
Financial systems and management
Volunteer management

Evaluation and Learning

Developing a data collection plan for internal evaluation
Developing an internal program participant data tracking system
Developing internal capacity for collecting program participant-level data
Developing internal capacity for data analysis and reporting

Strategic Relationships

Cultivating and developing relationships with political allies (i.e., elected or appointed officials)
Cultivating and developing relationships with other nonprofits
Building and managing formal coalitions

39. In your opinion, what types of capacity building supports are **most needed** by your organization right now? (**Please select up to five responses.**)

- Strategy development/strategic planning
- Theory of change development
- Coaching on leading and managing organizational change
- Executive coaching
- Leadership development
- Board development
- Clarifying or strengthening the program model
- Skills-based training for program staff
- Management training for managers
- Providing effective case management
- Fundraising
- Communications and marketing
- Technology
- Human resources
- Talent development
- Mergers and restructuring
- Legal
- Financial systems and management
- Volunteer management
- Developing a data collection plan for internal evaluation
- Developing an internal program participant data tracking system
- Developing internal capacity for collecting program participant-level data
- Developing internal capacity for data analysis and reporting
- Cultivating and developing relationships with political allies (i.e., elected or appointed officials)
- Cultivating and developing relationships with other nonprofits
- Building and managing formal coalitions
- I don't know
- Other (please specify):

40. Please explain your selections above:

41. Is there **anything else about your organization's needs for capacity building supports** that you would like to tell us?

When you are ready to submit your responses, please select "DONE" below.