ORGANIZATIONAL CAPACITY SURVEY

Survey and Guide

CENTRAL VALLEY COMMUNITY FOUNDATION

DRIVE
DEVELOPING THE REGION'S INCLUSIVE & VIBRANT ECONOMY

Organizational Capacity Survey

Thank you for taking the time to complete this survey.
This survey will take approximately 30 minutes to complete.

Remember…

- there are no right or wrong answers,

- thoughtful and honest responses will provide the most valuable information, and

- your responses to this survey are confidential and will only be shared anonymously.

This survey asks questions about organizational capacity – the processes, management practices, or attributes that enable an organization to fulfill its mission. Please select the answer that best applies to **your organization**.

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Part 1 Aspirations

Aspirations: The power of our vision as a guiding view of the future, and the effectiveness of our mission

1. Will what we're trying to accomplish inspire others and be of significant benefit? *[select one]*

   ☐ Vision may not exist; if it does, it is not inspiring or of clear benefit to others

   ☐ Vision exists but **falls short** of reflecting an inspiring view of the future and of articulating a significant benefit for others

   ☐ Vision reflects **an inspiring view** of the future and **clearly articulates** a benefit to others

   ☐ Vision reflects an **inspiring view of the future** that **engages and motivates** others outside of the organization to action

   ☐ Not applicable

   ☐ Do not know

2. How strong is our mission? *[select one]*

   ☐ **No** written mission or limited expression of the organization's reason for existence

   ☐ **Some** expression of organization's reason for existence that reflects its value and purpose, but **may lack clarity or specificity**

   ☐ **Clear** expression of organization's reason for existence which **reflects** its values and purposes

   ☐ **Clear** expression of organization's reason for existence which describes an **enduring reality** that reflects its values and purpose

   ☐ Not applicable

   ☐ Do not know

Part 2 Strategy

Strategy: The effectiveness of our organization's theory of change, strength of our strategy, and potential for growth

3. Is our theory of change based on credible evidence? *[select one]*

    ☐ Theory of change **does not have a sound basis** in facts, but may be based rather on historical approaches or specific visions of one or few individuals

    ☐ Theory of change **based on generally held beliefs** that impact only the specific area; research exists, but does not reflect the latest thinking on the given topic; fit within the landscape of other players and nonprofits is minimally considered

    ☐ Theory of change **based on recent evidence** from the field **and an understanding of the organization's role and opportunity for impact** within the landscape of other players and nonprofits

    ☐ Theory of change **is driven by the latest research** and **evolves over time** as the research, organization, and broader context evolves to **constantly reflect the most impactful way** to advance the organization's mission and vision

    ☐ Not applicable

    ☐ Do not know

4. Do we have a plan of action to achieve our goal, vision and mission? *[select one]*

    ☐ Strategy is **nonexistent, unclear, or incoherent** (largely a set of scattered initiatives); strategy has **no influence** over day-to-day behavior, strategy includes no long-term plan to build future capacity

    ☐ Strategy **exists** but is either **not clearly** linked to mission, vision, and overarching goals, **lacks** coherence, or is not easily actionable; strategy is **not** broadly known and has **limited** influence over day-to-day behavior

    ☐ **Coherent** strategy has been developed and **is linked** to mission and vision, as well as guided by general goals, but is **not** fully actionable; strategy is mostly known and day-to-day behavior is **partly** driven by it

    ☐ Organization has **clear, coherent medium to long-term** strategy that is both **actionable and linked** to overall mission, vision, and **driven by strong**, overarching goals; strategy is **broadly** known and **consistently helps** drive day-to-day behavior at all levels of organization; strategy also includes long-term plan to build future capacity

    ☐ Not applicable

    ☐ Do not know

5. Do we have the ability to expand the scope of our operations successfully? *[select one]*

☐ **Limited** understanding of factors needed to scale successfully; **track record of unsuccessful** expansion; no plan for growth

☐ **Limited** understanding of key factors needed to scale successfully (e.g., funding, talent, environmental conditions), minimal plan for growth

☐ **General** understanding of key factors needed to scale successfully (e.g., funding, talent, environmental conditions); **promising track record** of successful expansion in the past, moderate plan for growth

☐ **Clear program-by-program** understanding of key factors needed to scale successfully (e.g., funding, talent, environmental conditions); **strong track record** of successful expansion in the past; developed plan for growth

☐ Not applicable

☐ Do not know

Part 3 Leadership, Staff and Volunteers

Leadership, Staff, and Volunteers: Effectiveness and engagement of leadership, board, staff, and volunteers

6.   Does the leadership team have a healthy enthusiasm for professional growth? *[select one]*

☐ **No appetite or openness** to new ideas and experiences for personal growth

☐ **Limited openness** to new ideas and experiences for personal growth

☐ **Seeks new learning and personal development** opportunities

☐ **Actively works to better oneself** with goal of increased effectiveness; outstanding track record of learning and personal development

☐ Not applicable

☐ Do not know

7.   Are members of the leadership team effective interpersonally? *[select one]*

☐ **Most** team members **fail to show respect** for others consistently, may be **openly judgmental** or critical; have **difficulty influencing without using power**, limited charisma or influence

☐ **Most** team members **earn the respect of others**; take time to build relationships; have presence; are **able to influence and build support** using limited set of influencing skill styles

☐ **Most** team members are **respected and sought out by others** for advice and counsel; have strong presence and charisma; use **multiple approaches to get buy-in** and appreciate the impact of their words or actions.

☐ **Most** team members are viewed **as having outstanding interpersonal skills**; use diversity of communication styles, including exceptional charisma, to **inspire others** and achieve impact; exceptionally self-aware

☐ Not applicable

☐ Do not know

8.   Does the Board have the needed diversity, expertise, and connections? *[select one]*

☐ Membership with **limited diversity** in fields of practice, expertise, and background, drawn from a **narrow spectrum** of constituencies (i.e., only one of nonprofit, academia, corporate, government, etc.); **little or no relevant experience**

☐ **Some diversity** in fields of practices and backgrounds; membership represents a **few different** constituencies; includes **some local high-profile names** whose reputation and connections are **valuable** to the organization at times

☐ **Good diversity** in fields of practice, expertise, and background; membership **represents most constituencies**; includes **many local high-profile names** whose reputation and connections are **valuable** to the organization at times

☐ Membership with **broad variety** of fields of practices, expertise, and background, and drawn from the **full spectrum** of constituencies; includes **functional and program-related expertise**, as well as **nationally high-profile names** whose reputation and connections are **very valuable** to the organization.

☐ Not applicable

☐ Do not know

9. Is our staff diverse in its range of skills needed for given roles (e.g., analytic skills, relationships) and backgrounds? *[select one]*

   ☐ Staff drawn from a narrow range of backgrounds and experiences

   ☐ Some diversity of staff backgrounds and experiences

   ☐ Staff drawn from diverse backgrounds and experiences; bring a broad range of skills

   ☐ Staff drawn from **extraordinarily diverse backgrounds and experiences;** bring broad range of skills that are complementary to each other

   ☐ Not applicable

   ☐ Do not know

10. Do we have high quality volunteers? *[select one]*

    ☐ Limited abilities; may be unreliable or have low commitment; volunteers are poorly managed

    ☐ **Sufficiently capable**; mostly **reliable**, loyal, and committed to organization's success; volunteers managed but **without standards and little accountability**

    ☐ **Very capable** set of individuals bringing **required skills** to the organization; **reliable, loyal, and highly** committed to organization's success and to "making things happen"; **contribute** to the organization's overall success, but do not generally play core roles without substantial staff supervision; volunteers are **managed** and **many** have **long-term involvement** in the organization

    ☐ **Extremely capable** set of individuals who **bring complementary skills** to organization; **reliable, loyal, and highly** committed to organization's success and "making things happen"; **many contribute** to the organization's overall success and **some can play core roles without special supervision**; volunteers **managed very well** and most have **sustained involvement** in organization

    ☐ We do not have volunteers

    ☐ Do not know

Staff development, retention, and satisfaction

11. Do we develop and retain our staff? *[select one]*

☐ **Standard** career paths in place; very **limited** or no training, coaching, and feedback opportunities; **no** regular performance appraisals for staff

☐ **Development** plans exist for senior staff and top performers; performance **reviews are infrequent and are not well linked** to development plans

☐ Development and retention of key staff is **high priority on CEO/ED's** agenda; **tailored** development plans for senior staff and top performers; some training, coaching, and feedback opportunities available for all staff; performance reviews are **regular and linked** to development plans for all staff

☐ **Well-planned process** to develop and retain key managers and other staff; CEO/ED takes **active interest** in managerial development; **individually tailored** development plans for most within the organization; **relevant and regular** internal and external training, job rotation, coaching and feedback; regular performance reviews are **institutionalized**

☐ Not applicable

☐ Do not know

12. Are our people (organization's leadership and staff) satisfied and motivated in their work? *[select one]*

☐ Staff **often feel underappreciated**; employees **only do what is required**; **turnover is generally high** across the organization

☐ Staff are **moderately satisfied** with the activities that they are involved in and **may commit** to extra responsibilities **during especially critical times;** in cases **where dissatisfaction** exists, **a plan is in place** to make necessary improvements

☐ Staff are **generally satisfied** and will **often go above and beyond** in areas of particular interest to them; staff **enjoy their day-to-day work** and turnover is relatively low

☐ Staff are **consistently willing to go above and beyond** what is expected; employees are **excited about their day-to-day work; turnover is low** and **staff speak enthusiastically with others** about the organization and their role; a **regular process** for gathering, reviewing, and acting on employee satisfaction is in place

☐ Not applicable

☐ Do not know

Part 4 Funding

Funding: Funding sustainability and budget management

13. Is our funding base sustainable? *[select one]*

☐ Funding base **is not reliable** and has little time commitment to the organization; there is no system in place to hedge against potential market instability; funding base cannot support expanded growth

☐ Funding base has some **short-term** commitment to the firm; organization is **planning** to engage in activities to hedge against market instabilities

☐ Funding base is **somewhat reliable**, and has a **medium-term** commitment to the organization; **some early-stage activities** to hedge against market instabilities (e.g., endowment, sustainable revenue generating activity) are in place; funding base **can likely** support expanded growth through networks or ability to increase funding

☐ **Highly reliable** funding with long-term commitment to the organization; organization is **insulated** from potential market instabilities; funding base **has and can continue to** support expanded growth through networks or ability to increase funding

☐ Not applicable

☐ Do not know

14. Do we have the technical systems and skills in place to manage our finances? *[select one]*

☐ Financial systems **have significant gaps** in any of the following: financial controls, accounting procedures, or cash flow tracking; financial staff **inexperienced or without requisite skills;** expense systems are **informal and may be open to abuse**

☐ **Basic financial controls** in place; standard accounting method that is **consistent and relevant, usable** chart of accounts that **generally meets** organizational needs; **high-level** cash flow tracking; **somewhat experienced** accounting or financial management staff overseeing financial operations; **clear and usable** systems for expense reporting to **ensure** accountability and cost efficiency

☐ Defined and executed financial controls; standard accounting method that is **consistent and relevant, usable** chart of accounts relevant to organizational needs; **high-level** cash flow tracking; **somewhat experienced** accounting and/or financial management staff overseeing financial operations; **clear and usable** systems for expense reporting to **ensure** accountability and cost efficiency

☐ Well-defined and executed financial controls; standard accounting method that is **consistent and relevant, usable** chart of accounts relevant to organizational needs; detailed cash flow tracking; **experienced** accounting and/or financial management staff overseeing financial operations; **clear and usable** systems for expense reporting to **ensure** accountability and cost efficiency; **training available** and given to staff with budgetary responsibility

☐ Not applicable

☐ Do not know

Part 5 Values

Values: Supportiveness of our organizational culture to foster employee performance and impact

15. Do individuals have a results orientation across the organization? *[select one]*

☐ Organization has **vague or low** expectations for performance; employees are **hired, rewarded, and promoted for executing** a set of tasks rather than for impact; decision-making not driven by expected outcomes

☐ Organization has **clear expectations** for performance; **hiring considers** previous performance; rewards and promotions include – but are **not primarily driven by** – performance; day-to-day **processes and decision-making sometimes reference** outcomes

☐ Organization has **high expectations** for performance; **key employees** are systematically hired, rewarded, and promoted for their collective contribution; day-to-day **processes and decision-making frequently** reference **outcomes**

☐ Organization has **high expectations** for performance; **all employees** are systematically hired, rewarded, and promoted for their collective contribution; day-to-day processes and decision-making **constantly reference outcomes**

☐ Not applicable

☐ Do not know

16. Are we as an organization creating impact? *[select one]*

☐ Organization is not achieving its articulated theory of change

☐ Organization has seen **small progress** across specified outcomes, but little progress towards overall theory of change

☐ Organization is making **some progress** towards achieving its articulated theory of change and has seen some improvement across specified outcomes

☐ Organization is **achieving** its articulated theory of change and **regularly sees improvement** across specified outcomes

☐ Not applicable

☐ Do not know

Part 6 Learning and Innovation

Learning and Innovation: Capacity to evaluate program performance, analyze data, and adapt and innovate

17. Do we have performance targets in place across activities? *[select one]*

☐ Targets are **nonexistent or few**; targets are **vague, or confusing; not clearly linked** to aspirations and strategy

☐ **Realistic** targets exist in **some** key areas; **mostly aligned** with aspirations and strategy

☐ **Quantified, aggressive targets in most** areas; **linked** to aspirations and strategy

☐ Limited set of **quantified, genuinely demanding performance targets in all areas;** targets are **tightly linked** aspirations and strategy

☐ Not applicable

☐ Do not know

18. Do we have capability to analyze data? *[select one]*

☐ Little internal analysis is done and insights are **borrowed** from external sources

☐ Data gathered or accessed by organization **sometimes** analyzed if it is not too complex (e.g., staff capabilities, time or resources or appropriate partnerships **do not** exist) and **most** new insight for organization come from external sources

☐ Data gathered or accessed by organization is analyzed up to a **medium level of complexity** either through internal capacities or partnerships in a way that leads organization **to better understand issues**

☐ Data is gathered or accessed by organization is **regularly** analyzed in **as complex of a way as is necessary** either through **deep** internal capacities or **strong** partnerships in a way that drives **significant new insight** for organization **and** field

☐ Not applicable

☐ Do not know

19. Do we take action based on learning? *[select one]*

☐ **Limited ability** to modify existing or create new programs; programs created largely **in response to funding** availability

☐ **Some ability** to modify existing programs and create new programs **primarily driven** by unmet needs of recipients and new insights

☐ **Demonstrated ability** to modify and fine-tune existing programs and create new programs based on new insights

☐ Ability and tendency to **efficiently and effectively adjust or create new programs** to meet the needs of potential service recipients in local area or other geographies that we identify as not being met based on new insights; use open source method to build off model

☐ Not applicable

☐ Do not know

20. Do we have a track record of developing new ideas and approaches? *[select one]*

☐ Organization has **maintained same approaches** for years; new technologies are **not accessed or incorporated**

☐ Organization has identified **some** innovative changes **at times,** but **lacks** the internal processes to do it systematically or does not **prioritize** them; **follow-through** on trying identified innovations is **inconsistent**; use of technology **keeps pace** with other similar organizations

☐ Have had **some success** developing **new** ideas, products or services through **internal structures that facilitate** building on internal learning and identifying new opportunities or processes **and** building out new ideas through thought and actual experimentation; use of technology **keeps pace** with other similar organizations

☐ Have a **strong track-record** of developing **path-breaking** ideas, products or services through **well-defined internal processes** to build on internal learning and identify new opportunities or processes; relevant new technologies are **rapidly incorporated** into current approaches or **prompt step-changes** improvement

☐ Not applicable

☐ Do not know

Part 7 Marketing and Communication

Marketing and Communication: Effectiveness of communication through stories, media, and building brand awareness

21. Do we communicate using consistent stories? *[select one]*

☐ No stories and anecdotes shared by organization with broader audience

☐ Few stories and anecdotes shared by organization with broader audience, adopted inconsistently by some members of the organization

☐ Some stories and anecdotes shared by organization with broader audience, adopted by some members of the organization

☐ Well-articulated stories and anecdotes adopted by all members of the organization to garner support for cause and consistently shared with broader audience in communications materials

☐ Not applicable

☐ Do not know

22. Do we use media effectively? *[select one]*

☐ Rarely access any type of media in ways that reaches meaningful audiences, though it could significantly push organizational mission forward

☐ Have **sporadic** and/or **singular** ways of accessing media (i.e. only pitch to newspapers or sometimes post messages online), but do not reach meaningful audiences that would be relevant for organizational goals; **not** done in **targeted** way **using knowledge** of audience

☐ As appropriate for organizational goals, use and access a **few different** types of relevant media (i.e. mainstream, ethnic, online, social, written, etc) to reach **a few** relevant audiences (mainstream, ethnic, groups, individual etc) through those media; organization attempts to adjust tactics and **sometimes adjust for each** media push based on general, but not data-based, sense of audience needs and interests

☐ As **appropriate** for organizational goals, **regularly** use and access multiple types of media (i.e. mainstream, ethnic, online social, written, etc) to reach **multiple** relevant audiences (mainstream, ethnic, groups, individuals, etc) through those different media; tactics **adjust for each** media push based on **deep understanding** of the needs of the audience, including **ethnic media with translated messaging, online viral** pushes and access to mainstream media when appropriate

☐ Not applicable

☐ Do not know

23. Do we build our brand effectively? *[select one]*

☐ No mechanisms to formulate, nurture, protect or leverage brand; brand is not unique in non-profit space

☐ No formal internal process to manage brand, though reactively work to define it, nurture existing public impression of it and/or protect it; unable to leverage brand either because lack internal skills or brand is damaged

☐ Manage brand of organization (i.e. formulate, nurture or protect) to build or maintain external credibility; work to leverage brand to stimulate interest in organizational objectives, including attracting followers and donors

☐ Actively manage brand of organization (i.e. formulate, nurture and protect) to maintain external credibility; actively leverage brand with strong results from activities stimulating interest in organizational objectives, including attracting followers and donors; brand is unique in non-profit space

☐ Not applicable

☐ Do not know

Part 8 Advocacy

Advocacy: Capacity to support our organizational mission through policy and advocacy work

24. How well does our organization understand what it will take to be successful in meeting advocacy objectives? *[select one]*

☐ Organization has a vague understanding of the conditions needed to achieve advocacy objectives (e.g., votes or support needed, commitment from stakeholders and influencers, related issues that will impact advocacy progress and outcomes with limited understanding of the current status of each

☐ Organization has a basic understanding of the set of conditions needed to achieve most advocacy objectives, the current status of each, and some thinking around proposed strategies to address a few significant barriers

☐ Organization has clearly articulated the set of conditions needed to achieve most advocacy objectives, the current status of each and proposed strategies to address some significant barriers

☐ Organization has clearly articulated the set of conditions needed to achieve all advocacy objectives, the current status of each, and multiple forward-looking scenarios and strategies to address barriers

☐ Not applicable

☐ Do not know

25. Are there enough people suitably focused on our advocacy work to drive the progress we aspire to? *[select one]*

☐ Staff capacity (number of individuals or amount of individuals' time) committed to driving the advocacy objectives (i.e., policy, attitude or behavior change) is insufficient and/or too fragmented across additional competing priorities to realize the impact desired; little capacity planning in place

☐ Staff capacity committed to driving the advocacy objectives is mostly sufficient; Individuals engaged in advocacy are able to give appropriate time to advocacy activities despite potential competing priorities; some capacity planning in place

☐ Sufficient staff capacity committed to driving the advocacy objectives, through organization is very stretched in peak periods; capacity planning takes place at least annually

☐ Sufficient staff capacity committed to driving the advocacy objectives with additional capacity available for peak activity times; capacity planning is scheduled regularly to respond to evolving conditions

☐ Not applicable

☐ Do not know

26. Are we able to influence policy? *[select one]*

☐ Organization does not have ability or is unaware of possibilities for influencing policy-making; never called in on substantive policy discussions

☐ Organization is aware of its possibilities in influencing policy-making; some readiness and skill to participate in policy discussion, but rarely invited to substantive policy discussions

☐ Organization is fully aware of possibilities in influencing policy-making and is one of several organizations active in policy-discussions on local, state or national level

☐ Organization pro-actively and reactively influences policymaking, in a highly effective, sustainable manner, on local state and national levels; always ready for and often called on to participate in substantive policy discussions and at times initiates discussions

☐ Not applicable

☐ Do not know

Part 9 Managing Processes

Managing Processes: Sufficiency of systems and staffing to execute and track work

27. Have we specified our human resource policies? *[select one]*

☐ Organization does not have the capacity or policies, formal or informal, in place to deal with workplace challenges (e.g., sexual harassment discrimination), exposing the organization to significant risk

☐ Organization has some policies but they are not well-documented, shared with or understood by all employees

☐ Organization has well-documented policies covering a range of HR issues that are proactively shared with all employees, readily accessible and are consistently followed by the organization

☐ Organization has well-documented policies covering a range of HR issues that are proactively shared with all employees, readily accessible and are consistently followed by the organization; resources exist for employees seeking advice or counsel in challenging situations

☐ Not applicable

☐ Do not know

28. Do we have the right people and resources (e.g., program budget) to run our programs? *[select one]*

☐ Number and skill of staff insufficient to operate programs effectively

☐ Staffing levels for programs are inconsistent (either too lean or over staffed); staff skill sets are generally aligned with the program needs, but often need more training or guidance

☐ Most programs have an adequate number of staff; staff skill sets are well aligned with the program needs; programs struggle to adjust as staffing needs shift over time

☐ All programs have adequate number of dedicated staff; the staff skill sets are highly aligned with the program needs and gaps are filled through improved hiring or training; programs plan staffing levels effectively and readily adjust to changing needs

☐ Not applicable

☐ Do not know

29. Do we manage individual project and overall projects portfolio performance? *[select one]*

☐ Limited tracking of performance with most evaluation based on anecdotal evidence; some data on program activities and outputs is collected (e.g., number of children served) but without connection to social impact (measurement of social outcomes, e.g., drop-out rate lowered)

☐ Each program's performance is tracked according to a general set of metrics; organization regularly collects data on program activities and outputs (e.g., number of children served) but lacks connection to social impact (measurement of social outcomes, e.g., drop-out rate lowered)

☐ Each program's performance progress is tracked considering social impact and costs; performance indicators in place to judge interim progress; social impact measured, but lacks control group, longitudinal (i.e., long-term) or third-party nature of evaluation is missing

☐ Each program has a robust set of agreed-upon goals with corresponding targets that shape program design and activities; additional metrics – including impact, process, and cost items- are in place; social impact measures include control group, longitudinal (i.e., long-term) or third-party input

☐ Not applicable

☐ Do not know

Part 10 Organization Infrastructure and Technology

Organization Infrastructure and Technology: Sufficiency of infrastructure and technology to enable our work

30. Do our buildings and office space match our needs? *[select one]*

☐ **Inadequate** physical infrastructure, resulting in loss of effectiveness and efficiency (e.g., unfavorable locations for clients and employees, insufficient workspace for individuals, no space for teamwork)

☐ Physical infrastructure **can be made to work well enough** to suit organization's most important and immediate needs; a number of **improvements could greatly help** increase effectiveness and efficiency (e.g., no good office space for teamwork, no possibility of holding confidential discussions, employees share desks)

☐ **Fully adequate** physical infrastructure for the **current needs** of the organization; infrastructure **does not impede** effectiveness and efficiency (e.g., favorable locations for clients and employees, sufficient individual and team office space, possibility for confidential discussions)

☐ Physical infrastructure **well tailored** to organization's **current and anticipated** future needs; well-designed and thought-out to **enhance** organization's efficiency and effectiveness (e.g., especially favorable locations for clients and employees, plentiful team office space encourages teamwork, layout increases critical interactions among staff)

☐ Not applicable

☐ Do not know

31. Do our IT systems enable and advance our work? *[select one]*

☐ Limited availability of IT appropriate for organization and/or difficulty getting support to solve IT problems; IT issues generally hinder efficiency and effectiveness of staff

☐ Solidly equipped at highest levels of organization, but incomplete/limited infrastructure at locations aside from central offices; variable level of IT support across organization; staff efficiency could be improved with better IT infrastructure

☐ Solid hardware and software infrastructure appropriate for organization accessible by all staff, but not necessarily with best technological options; IT challenges generally solved quickly but not consistent; IT generally contributes to increased efficiency

☐ As appropriate for organization, the highest quality and quantity of computer hardware, software, networking, connection speed and smart phone or mobile phone available to all staff; IT problems are solved quickly; consistently effective and essential in increasing staff efficiency

☐ Not applicable

☐ Do not know

32. Do we have a website? *[select one]*

☐ Organization has no individual website

☐ Basic website containing general information, but little information on current developments; site maintenance is a burden and performed only occasionally

☐ Comprehensive website containing basic information on organization as well as up-to-date developments; most information is organization-specific; easy to maintain and regularly maintained

☐ As appropriate for organization, sophisticated, comprehensive, and interactive website, regularly maintained and kept up to date on latest area and organization developments; praised for its user-friendliness and depth of information; includes links to related organizations and useful resources on topics addressed by organization

☐ Not applicable

☐ Do not know

33. Does our organization effectively leverage social platforms to disseminate information and generate support? *[select one]*

☐ None or very limited use of social media platforms (e.g., Facebook and Twitter); Accounts that are rarely updated and with a very small number of followers; Social media used as 1-way "broadcast" of information

☐ Some use of social media; accounts are updated at least once a week and have a fair number of followers; social media messages span a range of topics somewhat related to the organization's mission; followers sometimes provide feedback and insight to the organization via social media

☐ Frequently updates social media presence on multiple platforms; social media updates reflect the overall mission of the organization; organization has a good number of followers; followers frequently share insight and feedback via social media

☐ The organization has a strong presence in the social media space, with an account that is well-followed and updated at least daily. The message of the organization is clearly articulated; social media is used for a broad range of activities including fundraising, and actively soliciting feedback and insight and information distribution

☐ Not applicable

☐ Do not know

34. Do we have database and reporting systems to manage our information? [select one]

☐ No systems for tracking clients, staff volunteers, program outcomes and financial information

☐ Electronic databases and management reporting systems exists only in few areas; awkward to use or are used only occasionally by staff

☐ Electronic databases and management reporting systems exist in most areas for tracking clients, staff, volunteers, program outcomes and financial information; systems are commonly used and help increase information sharing and efficiency

☐ Sophisticated, comprehensive electronics database and management reporting systems exist for tracking clients, staff, volunteers, program outcomes and financial information; system are widely used and essential in increasing information sharing and efficiency

☐ Not applicable

☐ Do not know

Part 11 General Information

35. Are you… *[select one]*

- ☐ Female
- ☐ Male
- ☐ Non-binary/non-conforming (a person who does not identify with any gender)
- ☐ Other

35a. Do you identify as transgender?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

36. What is your race/ethnicity? *[select all that apply]*

- ☐ Native American or Alaska Native (*if selected, ask 36a*)
- ☐ Asian (*if selected, ask 36b*)
- ☐ Latino/a/x (*if selected, ask 36c*)
- ☐ Black (*if selected, ask 36d*)
- ☐ White (*if selected, ask 36e*)
- ☐ Other (*if selected, ask 36f*)

If you selected Native American or Alaska Native:

36a. Please select all of the following American Indian and/or Alaska Native race/ethnicity categories that make up part of your identity. [select all that apply]

- ☐ Aztec
- ☐ Big Sandy Band of Western Mono Indians
- ☐ Blackfeet Tribe
- ☐ Chuchansi Tribe
- ☐ Chumash Tribe
- ☐ Dumma Tribal Government
- ☐ Dumna Wo-Wah Tribal Government
- ☐ Hupa Tribe
- ☐ Mayan
- ☐ Me-Wuk Tribe
- ☐ Miwok Tribe
- ☐ North Fork Band of Mono Indians
- ☐ Dunlap Band of Mono Indians (aka Mono Tribal Council of Dunlap)
- ☐ Native Village of Barrow Inupiat Traditional Government
- ☐ Navajo Nation

- ☐ Nome Eskimo Community
- ☐ Northern Band of Mono-Yokuts
- ☐ Picayune Rancheria of Chukchansi Indians
- ☐ Paiute-Shoshone Tribe
- ☐ Santa Rosa Indian Community of the Santa Rosa Rancheria (Tachi Yokuts)
- ☐ Sierra Foothill Wuksachi Yokuts Tribe
- ☐ Table Mountain Rancheria
- ☐ Traditional Choinuymni Tribe
- ☐ Tule River Indian Tribe of the Tule River Reservation
- ☐ Wukchumni Council
- ☐ Wukshumni Tribe
- ☐ Other *[text response]*

_____

_____

If you selected Asian:

36b. Please select all of the following Asian race/ethnicity categories that make up part of your identity.
[select all that apply]

- ☐ Chamorro
- ☐ Chinese
- ☐ Filipino
- ☐ Hmong
- ☐ Japanese
- ☐ Korean
- ☐ Native Hawaiian
- ☐ Punjabi
- ☐ Samoan
- ☐ Vietnamese
- ☐ Other *[text response]* _____

If you selected Latino/a/x:

36c. Please select all of the following Latino/a/x race/ethnicity categories that make up part of your identity.
[select all that apply]

- ☐ Argentinian
- ☐ Cuban
- ☐ El Salvadorian
- ☐ Guatemalan
- ☐ Indigenous of Mexico (e.g., Mixteco, Zapoteco)
- ☐ Mexican / Mexican American
- ☐ Nicaraguan
- ☐ Portuguese
- ☐ Puerto Rican
- ☐ Other *[text response]* _____

If you selected Black:

36d. Please select all of the following Black race/ethnicity categories that make up part of your identity.
[select all that apply]

- ☐ African American
- ☐ Ethiopian
- ☐ Haitian
- ☐ Jamaican
- ☐ Nigerian
- ☐ Somali
- ☐ Other *[text response]* _____

If you selected White:

36e. Please select all of the following White race/ethnicity categories that make up part of your identity.
[select all that apply]

- ☐ Armenian
- ☐ Egyptian
- ☐ English
- ☐ German
- ☐ Irish
- ☐ Italian
- ☐ Lebanese
- ☐ Other *[text response]* _____

If you selected Other:

36f. Please enter any other race/ethnicity categories that weren't previously mentioned that make up part of your identity. *[text response]*

_____

37. What is your current residential zip code? *[numeric]* _____

38. Are you a veteran? [select one]

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

39. What is your date of birth? (mm/dd/yyyy) *[text response]* _____

40. How many years have you lived in the United States? *[numeric]* _____

41. What is your highest level of education completed? *[select one]*

- ☐ Elementary school to 8th grade
- ☐ Some high school, no diploma
- ☐ High school graduate, diploma or the equivalent (e.g., GED)
- ☐ Some college credit, no degree
- ☐ Trade/technical/vocational training
- ☐ Associate's degree
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Professional degree
- ☐ Doctorate degree

42. What is your current job title? *[text]*_____

_____

43. Is your organization partnering with any other DRIVE Initiatives? If so, please select all that apply.

☐ Civic Infrastructure [if selected, please answer question 43a]
☐ Opportunity Corridor
☐ Fresno's Impact Economy
☐ F3
☐ Next Generation Aviation
☐ Betting Big
☐ Downtown 2.0
☐ Wealth Creation
☐ Community Justice Network
☐ K-16 Collaborative
☐ Pre-Conception to FIVE
☐ UCSF Fresno School of Medicine
☐ Career Nexus
☐ Permanent Affordable Housing
☐ No, my organization is currently only partnering with one DRIVE Initiative

   43a. Which Civic Infrastructure Hub(s) do you work with? *[select all that apply]*

      ☐ Familias En Accion
      ☐ A Hopeful Encounter
      ☐ Another Level Training Academy
      ☐ Generation Changers
      ☐ Lowell CDC
      ☐ Highway City CDC
      ☐ Jackson CDC
      ☐ Martin Park
      ☐ Live Again Fresno
      ☐ Friends of Calwa
      ☐ Hidalgo CDC
      ☐ Intermediary to Civic Infrastructure

44. What is your name (first and last)? *[text]*_____

45. What is your email address? *[text]*_____

46. Is there anything else that you'd like to share that we didn't ask about in this survey? *[text]*

_____

_____

Organizational Capacity Guide

CENTRAL VALLEY COMMUNITY FOUNDATION

DRIVE
DEVELOPING THE REGION'S
INCLUSIVE & VIBRANT ECONOMY

Organizational capacity refers to an organization's "ability to perform work or the enabling factors that allow an organization to perform its functions and achieve its goals."[1] In the non-profit sector, capacity has been defined as the set of processes, management practices, or attributes that enable an organization to fulfill its mission.[2]

Why measure organizational capacity?

Research shows that organizational capacity (e.g., paid staff and technology) is associated with organizational effectiveness and the ability of nonprofit organizations to meet their goals.[3] Nonprofits that engage in capacity building such as learning opportunities, technical assistance, networking, and financial support, have shown increased ability to reduce racial disparities in low-income communities of color.[4] The DRIVE theory of change posits that the success of DRIVE's inclusive economic development work depends on the capacity of partnering organizations to understand, represent, and respond to community needs. This survey will help DRIVE initiatives and partner organizations understand their readiness to respond to challenges, achieve desired outcomes, and identify opportunities for growth.

What are we measuring?

This survey assesses the dimensions of organizational capacity set forth in McKinsey's Organizational Capacity Framework and Organizational Capacity Assessment Tool (OCAT) 2.0, designed to help non-profit organizations identify strengths and weaknesses.[5]

The OCAT 2.0 Capacity Framework defines nonprofit capacity using a pyramid of ten domains: aspirations; strategy; leadership, board, and staff; culture and shared values; innovation and adaptation; marketing and communications; advocacy; business processes; and infrastructure and organizational culture.

The 123-item OCAT is available online, open access, in 13 languages. Organizational leaders/staff rate their organization across all ten domains. Respondents are instructed to select one of the provided multiple choice responses for each item. The online OCAT automatically generates results with concrete steps the organization can take to implement smart, effective organizational changes. For the purposes of DRIVE, we have selected 34 DRIVE-relevant items to create an abbreviated version, with items from each of the 10 domains in the OCAT Capacity Framework.

How often should we use this tool to measure organizational capacity?

This survey can be administered on an annual basis. Ideally, this survey would be taken by multiple team members within the organization to get different perspectives, and results would be compared.

1   Cox, K., Jolly, S., Van Der Staaij, S., & Van Stolk, C. (2018). Understanding the drivers of organisational capacity. Santa Monica: RAND Corporation.

2   Eisinger, P. (2002). Organizational capacity and organizational effectiveness among street-level food assistance programs. *Nonprofit and Voluntary Sector Quarterly, 31*(1), 115-130.

3   Eisinger, P. (2002). Organizational capacity and organizational effectiveness among street-level food assistance programs. *Nonprofit and Voluntary Sector Quarterly, 31*(1), 115-130.

4   Griffith, D. M., Allen, J. O., DeLoney, E. H., Robinson, K., Lewis, E. Y., Campbell, B., ... & Reischl, T. (2010). Community-based organizational capacity building as a strategy to reduce racial health disparities. *The Journal of Primary Prevention, 31*(1), 31-39.

5   McKinsey & Company. Social Sector Practice: The Organizational Capacity Assessment Tool (OCAT): 2.0.; 2013.

OCAT 2.0: Capacity Framework
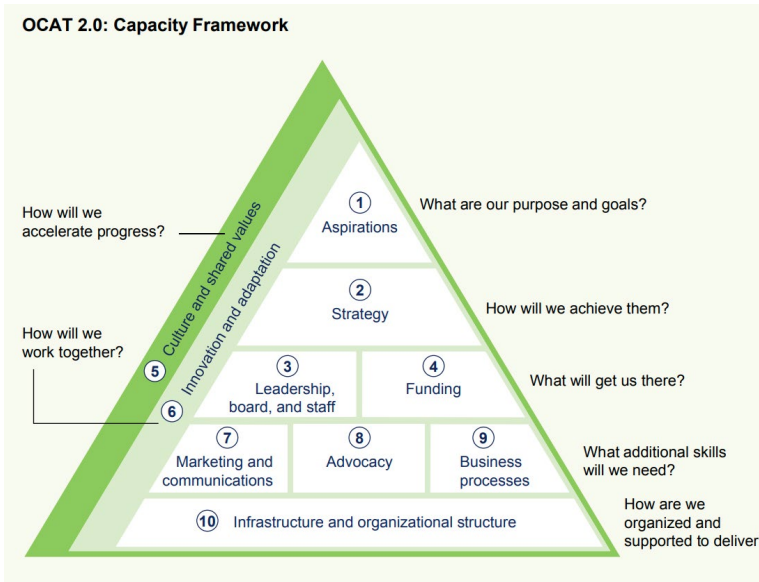
How was this survey developed?

A team of evaluation experts from the Central Valley Community Foundation and Sankofa Consulting conducted a literature review of existing definitions and frameworks used to measure or assess organizational capacity. The literature review revealed numerous organizational capacity evaluation frameworks and tools, many of which are summarized in comprehensive literature review conducted by Informing Change and the William and Flora Hewlett Foundation.[6] Few existing instruments have been tested for reliability and validity.

The most commonly used tool, McKinsey's Organizational Capacity Assessment Tool (OCAT) 2.0, was selected as the primary source for the abbreviated survey. Other theoretically based instruments were considered, including the Marguerite Casey Foundation Organizational

Capacity Assessment Tool[7]; the Cultural Investment Portfolio Organizational Capacity Measurement Tool,[8] and the Organizational Capacity Assessment Tool.[9] The OCAT was chosen for its accessible framework and acceptability across various nonprofit organizations.[10]

The 34 items in the abbreviated survey were selected based on their relevance to DRIVE initiatives' work supporting inclusive economic growth. Two evaluation experts independently reviewed and selected OCAT survey items, results were compared, and discrepancies discussed. The resulting abbreviated version of the OCAT includes 34 items, taken directly from the original OCAT without modification. For each item, descriptive statistics will be reported for the percentage of initiatives that endorse each answer option.

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6   Informing Change. (2017). A guide to organizational capacity assessment tools: Finding and using the right tool for the job. William and Flora Hewlett Foundation Effective Philanthropy Group.

7   Marguerite Casey Foundation (MCF). Organizational capacity assessment tool. 2012; McKinsey & Company. Effective capacity building in nonprofit organizations. Venture Philanthropy Partners; 2001.

8   Mass Cultural Council. Cultural Investment Portfolio Organizational Capacity Measurement Tool. Accessed at https://www.massculturalcouncil.org/documents/CIP_Capacity_Measurement_Tool.pdf

9   New Partners Technical Assistance Initiative (NuPITA) Project (2012). United States Agency for International Development (USAID). John Snow, Inc., Boston, MA.

10   McKinsey & Company. Social Sector Practice: The Organizational Capacity Assessment Tool (OCAT): 2.0.; 2013.