



REPORT ON IMPACT IN CAPACITY BUILDING

2014-2015 NONPROFIT INVESTMENTS



**SOCIAL VENTURE
PARTNERS
BOULDER COUNTY**



BACKGROUND Social Venture Partners Boulder County (“SVP”) has a dual mission: developing philanthropy and volunteerism among its members (Partners) and building the capacity of nonprofit organizations.

This report pertains to SVP’s effectiveness in building capacity among its Investees. SVP builds capacity through technical assistance, cash grants, and connecting Partners with nonprofits as volunteers. As a learning organization, SVP seeks to continually assess its progress and improve its performance. In assessing our impact in capacity building, we have prioritized these outcomes:

- Investee satisfaction with SVP
- Value added by SVP Partners
- Impact of capacity gains on program effectiveness

In July and August of 2015 we administered tools to gather data on Investee outcomes and received responses from 4 of 4, or 100%, of Investees who had received investment for 1+ years.

METHODOLOGY The following data collection tools were used to generate this report: The Investee Survey, administered July – August, generated qualitative information related to Investee satisfaction and the perceived value of volunteer assignments, and quantitative data related to the value added of SVP Partners.

The Most Significant Change Tool, administered in August, generated information about SVP’s impact on program effectiveness

LIMITATIONS TO THE DATA The data that follows paints a meaningful and important portrait of SVP’s impact in its work in building nonprofit capacity. It is nonetheless important to acknowledge several aspects of the research methodology that may impact the data, particularly as it relates to the Investee survey.¹

- Although the information provided by Investees was confidential, there is an inherent bias in surveys administered to grantees by funders. To minimize this bias, SVP administered the survey **after** re-funding decisions had been made and announced.
- The quantitative data related to calculating value added by SVP Partners are estimates by Investees. SVPI has reviewed the Investee data, but there is a degree of judgment in these numbers and they should be viewed as estimates.
- The data related to increased capacity gain and/or stories of significant change is subjective and was provided by Investees without independent review or verification.

GENERAL INFORMATION ABOUT RESPONDENTS:

- Two of the four Investees had finished their 2nd year of funding from SVP; one Investee had finished their 1st year of funding; and the other had finished their 3rd year;
- The most recent cash grant to these Investees by SVP ranged from approximately \$5,000 - \$25,000.

¹ Information providing more specific information about these limitations and the measures taken to minimize them is available through SVP.

Key Findings on Impact

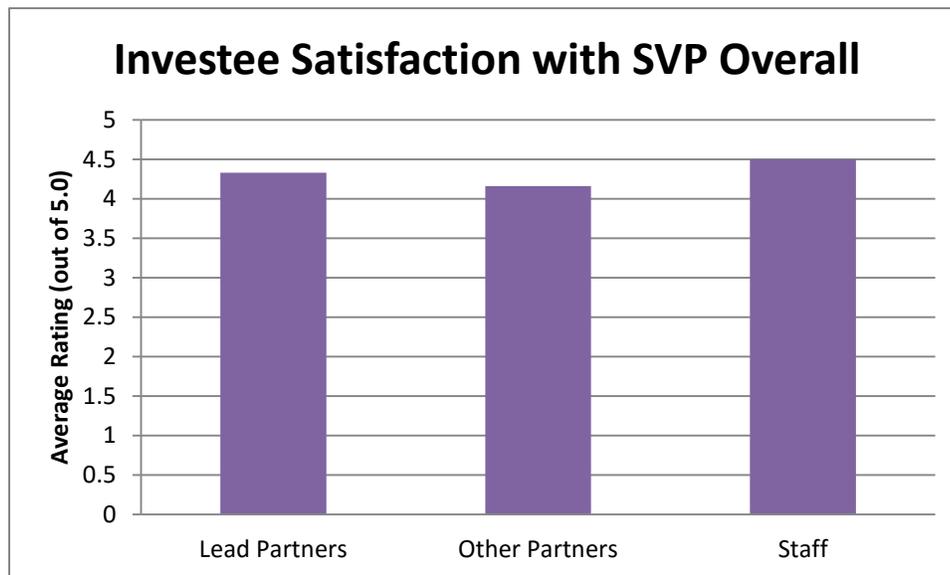


INVESTEE SATISFACTION WITH SVP

Tracking Investee perceptions of SVP is important because of the relationship-intensive nature of the relationship. SVP prides itself on its transparency with Investees and its high level of engagement requires a strong foundation of trust. As such, a high degree of Investee satisfaction with SVP relationship is a prerequisite for any meaningful capacity building work.

OVERALL SATISFACTION

Overall, 100% of SVP Investees characterized their relationship with SVP as good or excellent. Satisfaction according to the specific criteria of Approachability, Responsiveness, and Knowledge was as follows:²



² Approachability – The investee staff knows how to contact the Partner/staff/lead; feels comfortable contacting; feels receptiveness to their questions or feedback

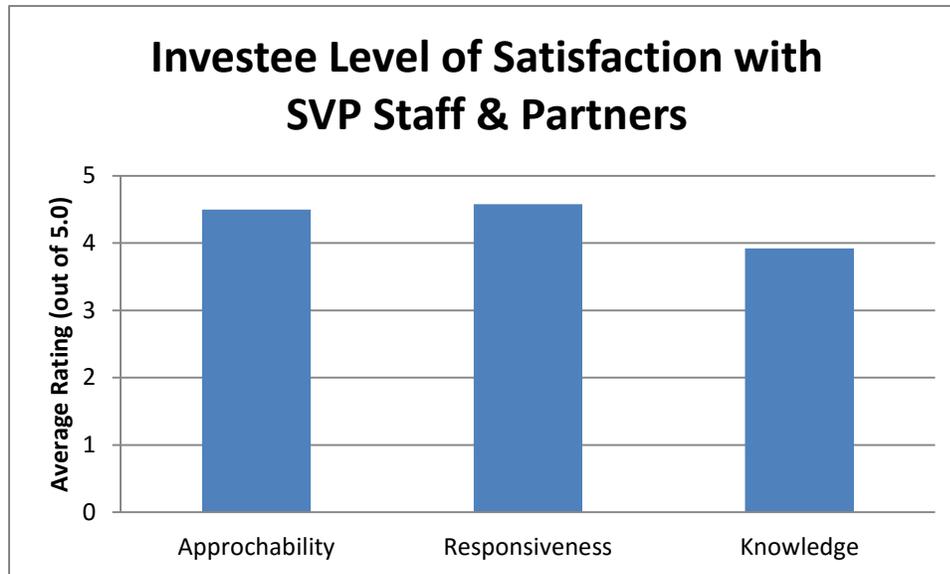
Responsiveness – The investee staff feels that the Partner/staff/lead replies in a timely way; the response is useful or thoughtful; and that the Partner/staff/lead demonstrated openness to the investee staff's feedback

Knowledge – The investee staff feels that the Partner/staff/lead is able to offer resources or ideas in response to their questions or request for information; that the Partner/staff/lead reflects understanding of their organization's mission and needs



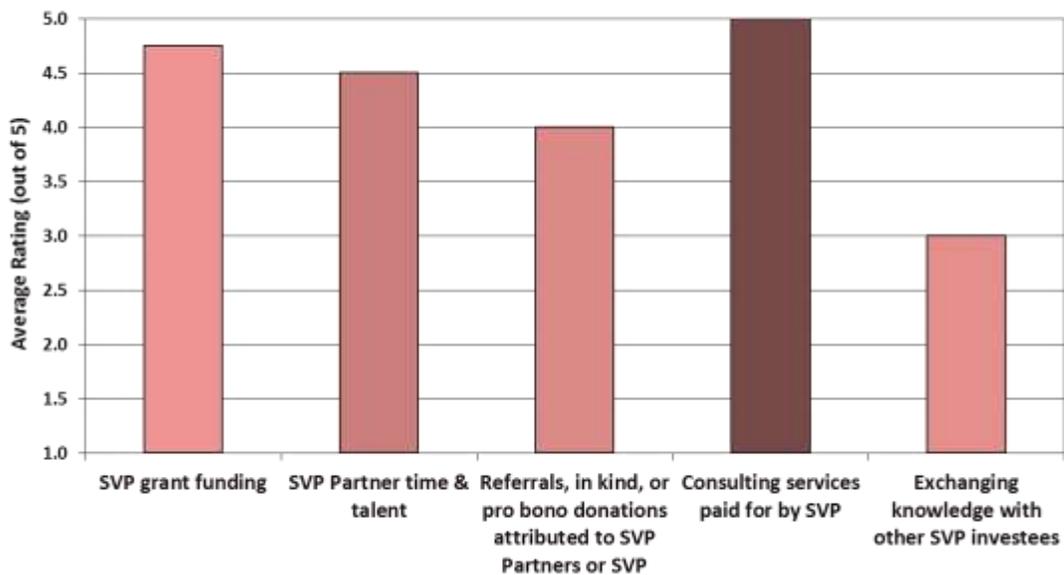
SATISFACTION WITH SVP PARTNERS AND STAFF

Satisfaction with SVP Lead Partners, Other Partners and Staff was as follows:



SATISFACTION ACCORDING TO DIFFERENT FORMS OF SVP ASSISTANCE

Satisfaction by Form of SVP Assistance





SATISFACTION WITH PARTNER VOLUNTEERS

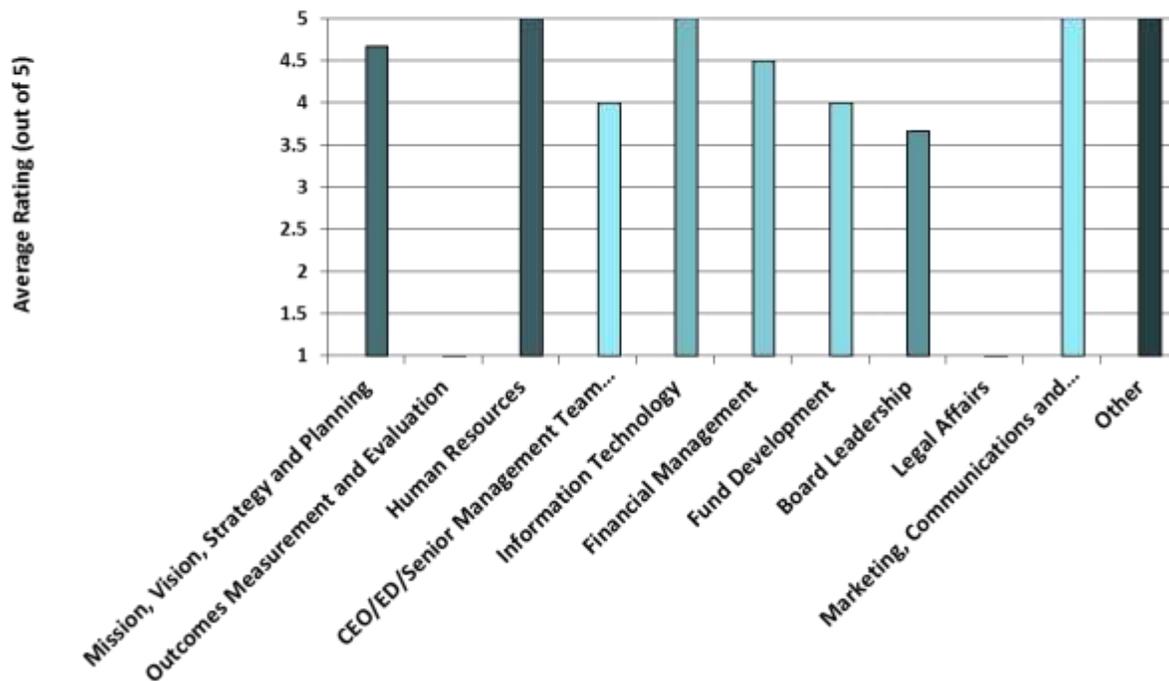
SVP works with Investees to identify the particular areas of capacity it needs to develop, and then provides targeted resources to strengthen those areas. SVP asked Investee for their perceptions of value of Partner support for different areas of capacity building. They were asked to rank their satisfaction with the following types of assistance:

- Mission, Vision, Strategy and Planning
- Outcomes Measurement and Evaluation
- Human Resources
- CEO/ED/Senior Management Team Leadership
- Information Technology
- Financial Management
- Fund Development
- Board Leadership
- Legal Affairs
- Marketing, Communications and External Relations

The two areas where Investees reported receiving the most value were:

- Human Resources (5.0)
- Information Technology (5.0)

Satisfaction with Partner Volunteers by Capacity Area





VALUE ADDED BY SVP PARTNERS

SVP's strategy for building capacity is to provide a complete package of money, professional-level volunteers (Partners), consultants and networking opportunities to its Investee organizations.

In fact, the cash grants are only a small portion of the value that Investees gain by being part of SVP. Through the Investee survey, we attempt to quantify the value added by SVP Partners. **In the past twelve months, the total value added by SVP Partners was approximately \$433,200 (2,166 hours @ \$200/hr)³.**

5X

During this same period, cash grants to Investees totaled \$85,000. This means that the value added by SVP Partners was more than **five times the value of cash grants!**



³ The value was calculated using a market-based uniform rate of \$200 per hour. Although market rates vary according to type of project, we chose a single rate at the low end of the range (\$100-\$500) to maximize ease and reliability of data collection.

IMPACT ON PROGRAMS AND COMMUNITY

The effort SVP has made to strengthen the organizational capacity of its Investees has led to significant improvements in program effectiveness and social benefit. Although it is difficult to quantify these social gains, we have asked Investees to document stories of the most significant change that they have experienced in their organizational capacity as a result of their relationship with SVP. A story that best exemplifies the type of change that SVP is trying to promote is found below. The story is printed as submitted by the Investee.

Building Leadership Together

By Cynthia Divino, Executive Director, InReach

How does one help an individual build leadership skills? There may be many ways but SVP seems to have a winning formula!

Organizational Capacity Assessment Scores for InReach (formerly BIPR) in the area of Executive Leadership demonstrated that this was an area for growth within the organization. This was not a surprise to InReach's Executive Director who was thrust into the position out of need. As a Clinical Psychologist, business management was not within her Ph.D. curriculum. In the five years she served as ED before SVP invested in InReach, she unfortunately learned about management the hard way—through making multiple mistakes.



SVP came to the rescue with a solid plan: A combination of regular meetings with the SVP lead partner, Jeanette Marquess and executive coach, Linda Gilk. Jeanette and Linda had complimentary but very different styles both of which were much needed. With Jeanette, our ED learned through watching this amazing lead partner in action. If you ever want to have an effective meeting, invite Jeanette Marquess to head it up. Although our ED had been to lectures about running effective meetings and had done a lot of reading about the subject, watching Jeanette start each meeting by outlining meeting goals, specifying the amount of time we had to reach those goals, reminding us if we were off track, and giving us a five or

ten minute warning so we could finish up satisfactorily, brought the process to life. Jeanette also has an amazing strength in handling delicate situations. (Our ED once said Jeanette would make a great Psychologist.) Jeanette also has a knack for moving processes forward.

Our ED soaked in all of these lessons and began to try out these techniques in staff and team meetings. The meetings were transformed. Participants no longer felt that they were spinning their wheels. Our ED also applied lessons learned about accountability. One staff member recently said, “Wow! That was such a great email you sent to our committee. You reminded us all about what we were accountable for. It made me feel so energized that I felt like doing more. That is why I immediately volunteered for another task.”

Meetings with executive coach, Linda Gilk also served to be very helpful on a very different front. Our ED was able to do some soul searching and be very candid with Linda about the obstacles she faced that interfered with productivity. Together, they explored different organization strategies, finally landing on a technique that worked like a charm for our ED. Her productivity has increased so much that she found she would get twice as much done in a day and could productively use short (10 minute) work periods to get a lot done. Linda’s ability to listen non-judgmentally, understanding the root of the problem and coming up with a successful, albeit, idiosyncratic solution was the reason for this success.

Our ED is sure she still has far to go but looks forward to continually learning from these great partners. The SVP consultative model is a strong part of their capacity building success.



Appendix A

Partner volunteer time for strategic volunteer projects

	Number of Volunteers	Number of Hours
Mission, Vision, Strategy and Planning	7	184
Program Design and Evaluation	3	83
Human Resources	5	225
CEO/ED/Senior Management Team Leadership	6	138
Information Technology	3	79
Financial Management	4	162
Fund Development	5	147
Board Leadership	9	491
Legal Affairs	1	18
Marketing, Communications and External Relations	6	236
Other	4	403
Total	53*	2,166**

*Some Partners volunteered for multiple projects, thus the 53 volunteers is not unique individuals.

** This represents only volunteer hours contributed to the four SVP Investees from June, 2014 to May, 2015 that completed the survey. During that time SVP worked on projects with two additional Investees.

SOCIAL VENTURE PARTNERS BOULDER COUNTY

Social Venture Partners Boulder County
1877 Broadway, Ste 100 Boulder CO 80302
www.svpbouldercounty.org
303.840.0165



STRONG NONPROFITS DELIVER BETTER RESULTS.

Social Venture Partners (SVP) goes beyond traditional philanthropy, aiming to increase the capacity (core skills, management practice, strategy, and systems) of Boulder County's nonprofits. We strive to make an impact at three different levels – individual, organizational and systemic. This report assesses SVP's 2014-2015 impact on the organizational level.