



**SOCIAL VENTURE
PARTNERS
BOULDER COUNTY**

CATAPULT IMPACT REPORT

2018 NONPROFIT INVESTMENTS



ABOUT

Social Venture Partners (SVP) Boulder County works side by side with local nonprofits helping them to be their best and philanthropic changemakers helping them have deeper impact. As a nonprofit organization, we strengthen other Boulder County nonprofits by helping them implement the strategies, structures, processes and leadership to move to the next level. We support philanthropic changemakers by helping them learn, connect and contribute their skills and experiences successfully. What we do:

- Build connections
- Develop leadership skills
- Educate individuals and organizations
- Engage individuals in skilled volunteer roles
- Consult and advise with nonprofits

THE CATAPULT PROGRAM

This report pertains to SVP's effectiveness in building capacity among its nonprofit participants through the Catapult program. The Catapult program makes competitively-selected, multi-year investments that build capacity through consulting, education, mentoring, coaching, cash grants and connecting Partners with nonprofits as volunteers. Nonprofit participants in this program are called Investees.

BACKGROUND

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
- Impact of capacity gains on organizational and program effectiveness

METHODOLOGY

The following data collection tools were used to generate this report:

- The Investee online survey generated qualitative information related to Investee satisfaction and quantitative data related to the value-added of SVP Partners.
- The Most Significant Change Tool generated stories about SVP's Impact on organizational effectiveness.

LIMITATIONS TO THE DATA

The data that follows paints a meaningful and important portrait of SVP's impact through the Catapult program. 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** making renewal decisions and dispersing cash grants.
- The quantitative data related to calculating value added by SVP Partners are estimates by Investees and SVP. There is a degree of judgment in these numbers and they should be viewed as good faith 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.

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

Key Findings on Impact

GENERAL INFORMATION ABOUT RESPONDENTS

In January 2019, we administered tools to gather data on Investee outcomes and received responses from 5 of 5, or 100% of the Investees who had engaged with SVP for at least 12 of the last 18 months.

- Two of the five Investees had completed their 3rd (and final) year of investment with SVP, two of the five had completed their 2nd year of investment with SVP; and one of the five had completed their 1st year of investment with SVP.
- These investments received an average of 297 hours in consulting support and \$13,300 in supporting cash grants in the investment year evaluated.

INVESTEE SATISFACTION WITH SVP

Tracking Investee perceptions of SVP is important because of the relationship-intensive nature of the collaboration. SVP’s high level of engagement requires a strong foundation of trust. A high degree of Investee satisfaction with SVP relationship is a prerequisite for any meaningful capacity building work.

Overall, 100% of SVP Investees characterized their experience of working with SVP as good (two of five) or excellent (three of five).

Overall, 100% of SVP Investees characterized their relationship with their Lead Partner(s), Other Partners, and Staff as good or excellent (four or five, on a range of 1-5). Satisfaction according to the specific criteria of Approachability, Responsiveness, and Knowledge was as follows:²



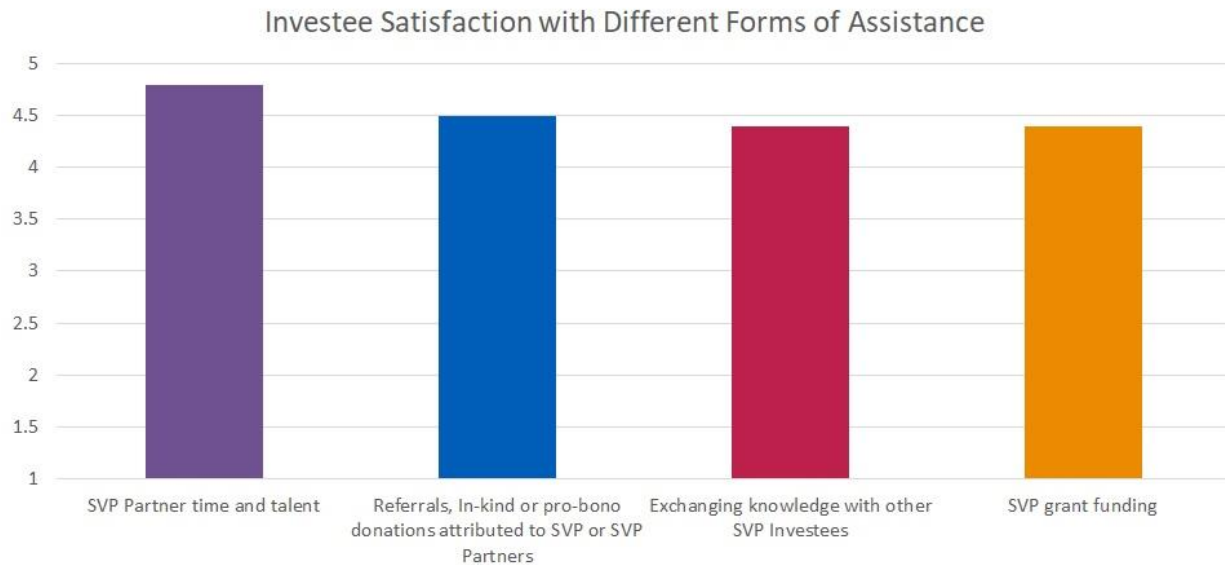
² Approachability – The Investee staff knows how to contact the Partner/staff/lead; feels comfortable contacting; feels receptiveness to their questions or feedback

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 ACCORDING TO DIFFERENT FORMS OF ASSISTANCE

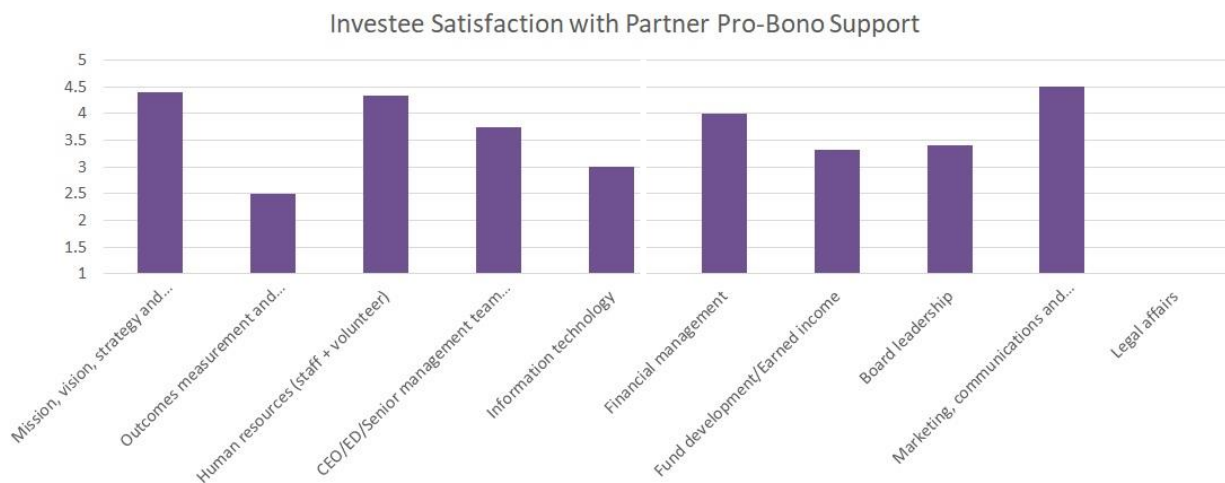
Overall, 100% of SVP Investees characterized three different forms of SVP assistance as very valuable or extremely valuable (four or five, on a range of 1-5). However, one Investee characterized SVP grant funding as valuable (three, on a range of 1-5).



SATISFACTION WITH PARTNER PRO-BONO SUPPORT

SVP works with Investees to identify the areas of capacity and capability it needs to develop, and then provides consulting to strengthen those areas; matching 47 Partners to projects in 2018. SVP asked Investees for their perceptions of value of Partner support for the following types of assistance:

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



Note: Each Investee only received support in some of the capacity building areas.

VALUE OF GENERAL OPERATING GRANTS

Three Investees answered the following question: “What has the general operating grant you received from SVP allowed you to accomplish that you may not have otherwise been able to do?”

“The grant hitting our GOS {general operating support} budget line item allows us to pursue other project based grants that we may not be able to pursue if we were needing to write more GOS grants applications.”

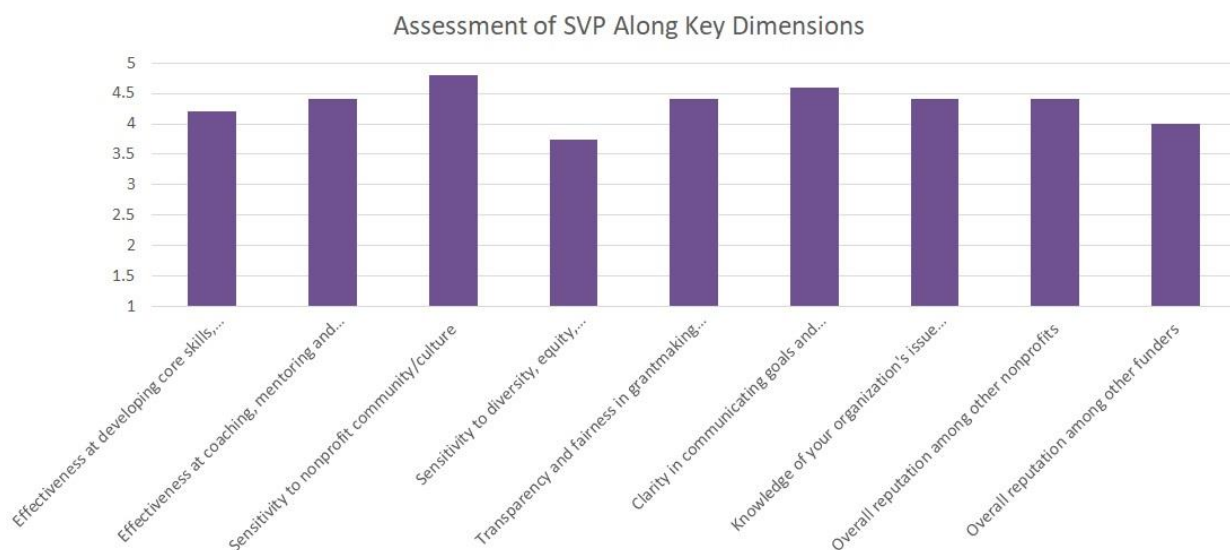
“The general operating grant allowed us to expand our professional development for staff. Four of our staff members were able to attend conferences specific to their fields, and the ED was able to participate in executive presentation coaching.”

“We are not sure where we are using it yet but will likely use it to help cover the costs of staffing we've added for communications/marketing, which are direct results of strategic planning and branding we've done with SVP.”

ASSESSMENT OF SVP ALONG KEY DIMENSIONS

SVP Investees characterized SVP from Average (three) to Very High (five) (on a range of 1-5) on a series of dimensions key to being an effective capacity and capability builder:

- Effectiveness at developing core skills, management practices, strategies and systems
- Effectiveness at coaching, mentoring and teaching
- Sensitivity to nonprofit community/culture
- Sensitivity to diversity, equity, inclusiveness and cultural competence
- Transparency and fairness in grant making decisions
- Clarity in communicating goals and expectations
- Knowledge of your organization's issue areas
- Overall reputation among other nonprofits
- Overall reputation among other funders



VALUE ADDED BY SVP PARTNERS

SVP's strategy for building capacity is to provide a complete package of professional-level volunteers (Partners), mentoring, coaching, education, facilitated peer learning, money, 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 by asking Investees for information about the following

- Partner volunteer time for strategic volunteer projects³.
- The new cash donations made by individual SVP Partners (as opposed to the SVP organizational grant).
- The new cash donations or grants received based on referrals or contacts from individual Partners.
- The in-kind benefits received based on referrals or contracts from individual Partners (e.g. a Partner used their connections to negotiate pro bono printing services valued at \$1,000).

A summary of the value added by SVP Partners across all responding Investees is as follows:

Value Added by SVP Partners ³	
Volunteer Time (1,485 hours @ \$200/hr.)	\$297,000
New cash contributions from individual Partners	\$27,730
New cash contributions from Partner referrals	\$37,500
In-kind contributions from Partner referrals	\$8,000
Total	\$345,230

Total value added by SVP Partners to these five Investees was approximately \$345,230. During the same period, cash grants to these Investees totaled \$66,500.

5X

During this same period, cash grants to Investees totaled **\$66,500**. This means that the value added by SVP Partners was **five times** the value of cash grants!

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- ³ The hourly value was calculated using a market-based uniform rate of \$200 per hour. Although market rates vary, we chose a single rate at the low end of the range (\$150-\$600) to maximize ease and reliability of data collection. The hours and other quantitative data related to calculating value added by SVP Partners are estimates by Investees and SVP. There is a degree of judgment in these numbers and they should be viewed as good faith estimates.

IMPACT ON PROGRAMS AND COMMUNITY

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

Significant Change for Community Food Share By Michelle Orge, Executive Director

SVP helped us with projects that defined our vision and mission, a strategic plan, and separately, but in complete support of these things, new branding and messaging. We've proudly been transforming our website, our materials and our messaging. We are consistent in how we describe our vision and mission. We've got a stronger presence on social media. We've posted our strategic plan online.

We fully expected these big things to have big results over time. We expected it to affect how we achieved our mission and guide how we interacted with our stakeholders. It would provide clarity, growth and opportunities to have a greater impact in our community. We dug into the work and at the top of our list was "Have, retain and train the right people." We've always been committed to having the best people on our team, and invested considerable energy and resources to developing our staff culture and total rewards programs, but we have always felt like during the recruitment phase, we're up against a low unemployment rate, a competitive hiring market and simply being a nonprofit that can't offer what the for-profit world can. What were we going to do to tackle the first item on our strategic plan list?

It turns out that this item is taking care of itself by being part of the strategic plan. In a recent round of hiring for a position in our development department, we had an unprecedented amount of applications (175+) with many qualified candidates. During interviews, we asked them what attracted them to our organization, and every candidate shared a version of the same reasons: they researched our organization, they visited our website, they loved our brand, they appreciated our clear vision and mission, they read our strategic plan and they knew they wanted to work with us. Furthermore, in a position akin to "sales" in the nonprofit world, they felt confident that they could "sell" our product because we'd done such a great job of being clear and direct with what we want to do and how we want to do it.

Apparently, we had made great progress on our "Have, retain and train the right people" goal! The work we'd done to support it can now dovetail nicely with the recruitment elements of having a clear vision, mission, strategic plan and brand. It makes sense that these are important elements, but we did not clearly recognize the direct effect it would have, and so quickly.

SOCIAL VENTURE PARTNERS BOULDER COUNTY

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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 2018 impact on the organizational level.

