

# CATAPULT IMPACT REPORT

2019 Nonprofit Investments



eliminating racism  
empowering women

**ywca**

Boulder County



WORLD OF WONDER  
CHILDREN'S MUSEUM



**community**<sup>TM</sup>  
FOOD SHARE



SOCIAL VENTURE  
PARTNERS  
BOULDER COUNTY

## 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.<sup>1</sup>

- 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.

---

<sup>1</sup> 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

Beginning in February 2020, SVP administered tools to gather data on Investee outcomes and received responses from 4 of 4, or 100% of the Investees who had engaged with SVP for at least 12 of the last 18 months.

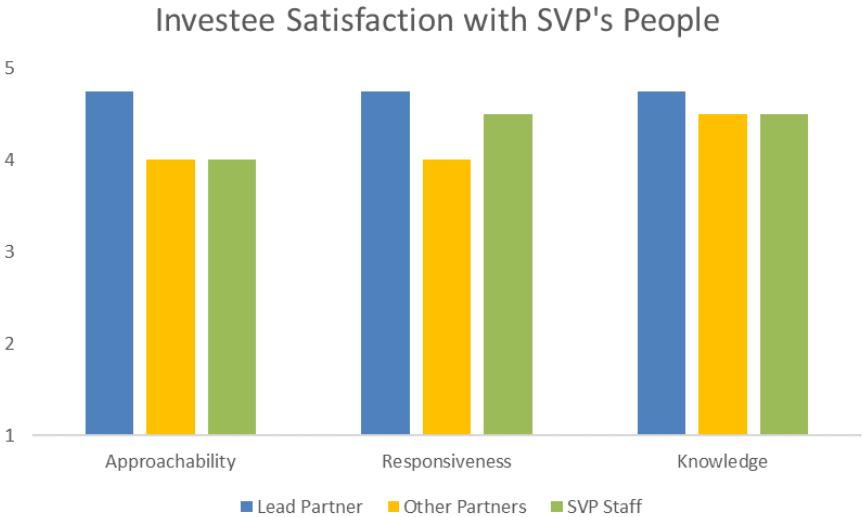
- Two Investees had completed the 3<sup>rd</sup> (and final) year of investment with SVP; one had completed the 2<sup>nd</sup> year of investment with SVP; one had completed the 1<sup>st</sup> year of investment.
- These Investees received \$57,500 in supporting cash grants and an average of 278 hours in consulting support during 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 respondents characterized their experience of working with SVP as very good (2 of 4), or excellent (2 of 4).

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



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

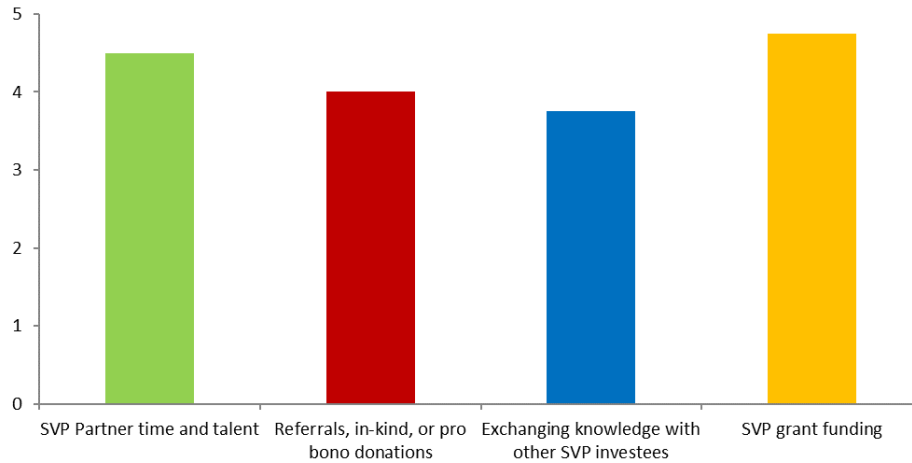
Responsiveness – The Investee staff feels that the Partner/staff/lead replies in a timely way; the response is useful or thoughtful; and that the Partner/staff/lead demonstrated openness to the investee staff's feedback

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, SVP Investees characterized the four different forms of SVP assistance as valuable to extremely valuable (three, four, or five on a range of 1-5). However, one Investee commented that there was a “lack of referrals.”

Average Investee Satisfaction with Types of Assistance

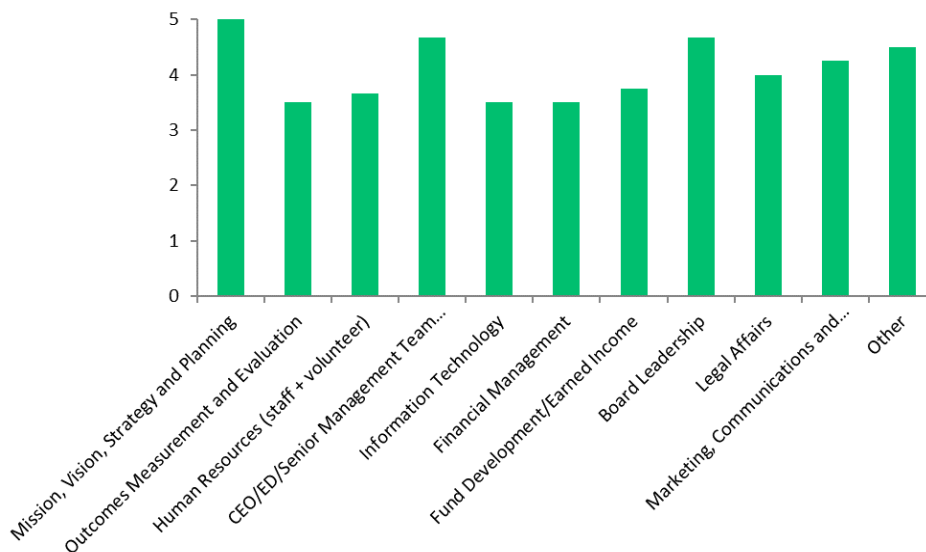


## SATISFACTION WITH PARTNER PRO-BONO SUPPORT

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 approximately 50 Partners to projects in 2019. SVP asked Investees for their perceptions of value of Partner support for the following types of assistance:

- |  |   |
|--|---|
| Mission, Vision, Strategy and Planning | Outcomes Measurement and Evaluation             |
| Human Resources (staff + volunteer)    | CEO/ED/Senior Management Team Leadership        |
| Information Technology                 | Financial Management                            |
| Fund Development/Earned Income         | Board Leadership                                |
| Legal Affairs                          | Marketing, Communications and External Relation |

Average Investee Satisfaction with Pro Bono Support



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

## VALUE OF GENERAL OPERATING GRANTS

The Investees responded to the following statement: “We would appreciate any insight into what the general operating grant you received from SVP allowed you to accomplish that you may not have otherwise been able to do.”

*General Operating support is vital to Community Food Share. It costs about \$8,000 a day to run our operations and get much needed food out the door. The monies from SVP in 2017 and 2018 helped us provide nearly 80,000 meals through our partners and programs!*

*I believe the combination of dollars and pro-bono expertise provided has made it possible for the organization to receive expertise, perspective and knowledge that has accelerated our progress and ensure we had strong foundational strategy and plans in place to achieve our goals.*

*So much! [SVP] really helped us with strategic thinking and processes, helped us identify gaps in our program, helped our internal teamwork and collaboration, helped our leadership team grow as individuals and leaders.*

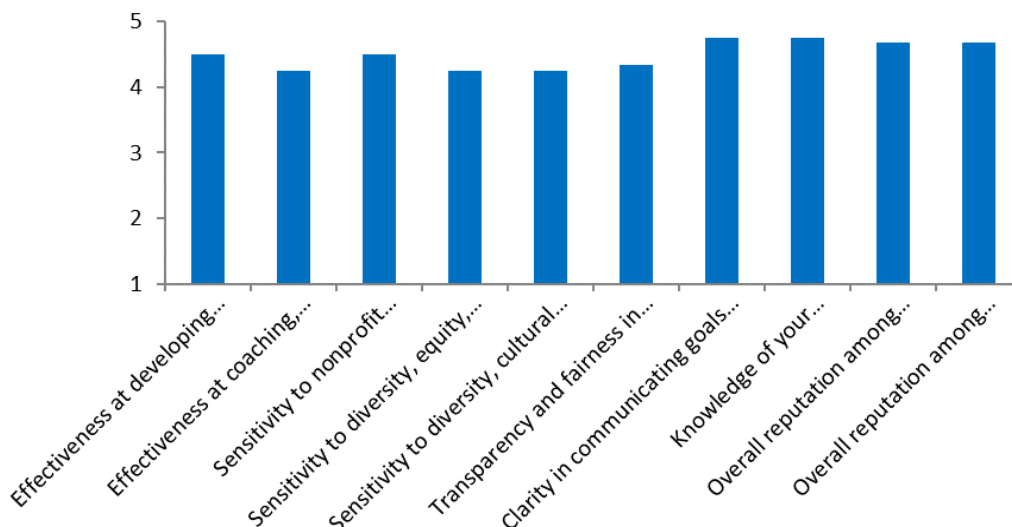
*The GOS is helpful to our organization as it has allowed [us] to sustain a solid development path and expand our fundraising efforts to draw additional revenue moving forward.*

## 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

### Average Assessment Along Key Dimensions



## 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 projects<sup>3</sup>.
- The new cash donations made by individual SVP Partners (as opposed to the SVP organizational grant).
- 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).

<sup>1</sup> 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.

# Value Added by SVP Partners

## VOLUNTEER TIME

1112 HOURS @ \$200 PER HOUR

**\$222,383.33**



## NEW CASH CONTRIBUTIONS FROM PARTNERS



**\$100,720.04**

## IN KIND CONTRIBUTIONS FROM PARTNERS

**\$17,000**



## TOTAL VALUE ADDED

**\$340,103.37**

**5x**

DURING 2019, CASH GRANTS TO INVESTEES TOTALLED \$57,500. THE TOTAL VALUE ADDED BY SVP TOTALLED \$340,103.37. THIS MEANS THAT THE VALUE ADDED BY SVP PARTNERS WAS **FIVE TIMES** THE VALUE OF CASH GRANTS.

## 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 YWCA**

**By Debbie Pope, CEO**

#### **Ensuring the Financial Sustainability and Strengthened Services of the YWCA**

*Affordable quality child care continues to be a challenge in Colorado and Boulder County. There is one child care spot for every three families seeking care. Flexible and affordable options are extremely limited and for decades the YWCA has offered the only drop-in, sliding scale child care option. Serving more than 500 families every year with this service, this impactful and needed service was creating significant financial challenges for the organization. Annually, the program was experiencing a \$318,000 loss and the current reserves could not maintain the program long term.*

*SVP and the YWCA identified a key objective to develop a new business model for affordable drop in child care resulting in a sustainable plan that addresses the growing needs for permanent and drop-in quality, affordable early education. A working team of YWCA and four SVP partners with financial expertise, evaluated financials, assessed opportunities and threats and eventually recommended a proposal to the YWCA Board of Directors to expand the early learning child care services.*

*The working group reimaged what early child care and learning could look like at the YWCA. Aligning with the mission of the organization and evaluating different financial models, the group recommended adding two permanent toddler and wobbler classrooms, some permanent spots in the infant room while still maintaining the drop-in, sliding scale service for families. The new classrooms will offer a below market tuition for care also addressing the challenges low income families are facing in finding quality child care.*

*A year after the recommendation, the YWCA has raised 85% of the funds for the project and will be opening two new classrooms with completely reimaged outdoor learning spaces in mid-September of 2020. The completion of this project will result in an anticipated balanced budget in 2021.*

*At the time, the working group has no idea that we would be facing a pandemic challenge during this time, which is resulting in additional early child care centers closing or limiting available spots. This addition to child care in our community will be essential. The partnership between the YWCA and SVP has resulted in ensuring a long standing non-profit in this community is poised for financial sustainability into the future and continuation of essential programming for hundreds of families.*

# SOCIAL VENTURE PARTNERS BOULDER COUNTY

Social Venture Partners Boulder County  
3701 Arapahoe Ave #117 Boulder CO 80303  
[www.svpbouldercounty.org](http://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 2019 impact on the organizational level.



SVP