

PROGRAM IMPACT REPORT 2020



Social Venture Partners (SVP) Boulder County has more than 20 years history bringing together nonprofits and local, knowledgeable philanthropic changemakers to strengthen our community. SVP works side by side with local nonprofits helping them to be their best by connecting them with skilled volunteers who want to have deeper community 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

Catapult Program

This report relates to SVP's effectiveness in building capacity among its nonprofit participants through its Catapult program. The program makes competitively selected, multi-year investments that build organizational 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.

DATA LIMITATIONS

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

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

- 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.

Key Findings: outcomes + impact

GENERAL INFORMATION ABOUT RESPONDENTS

Beginning in March 2021, 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.

- One Investee completed the third (and final) year of investment with SVP; one completed the second year of investment with SVP; and two completed or were in the first eighteen (18) months of investment with SVP.
- These Investees received \$49K in supporting cash grants and 537 hours 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.

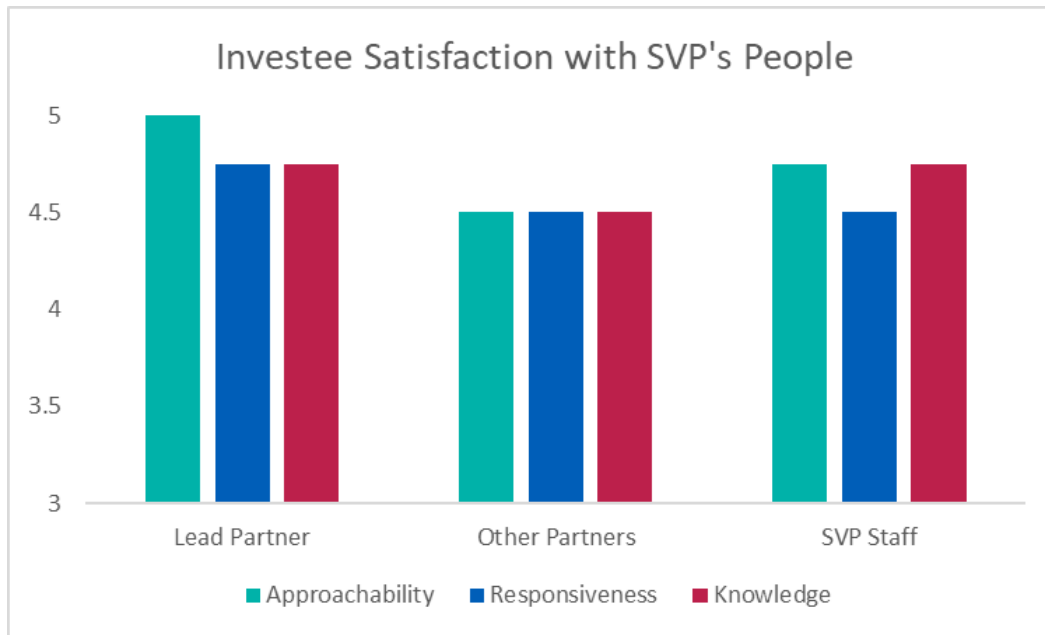
Overall, 100% of SVP Investees respondents characterized their experience of working with SVP as good (2 of 4), or excellent (2 of 4).

Overall, 100% of SVP Investees characterized their relationship with their Lead Partner(s), other Partners, and staff as very good to excellent (4 or 5 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.

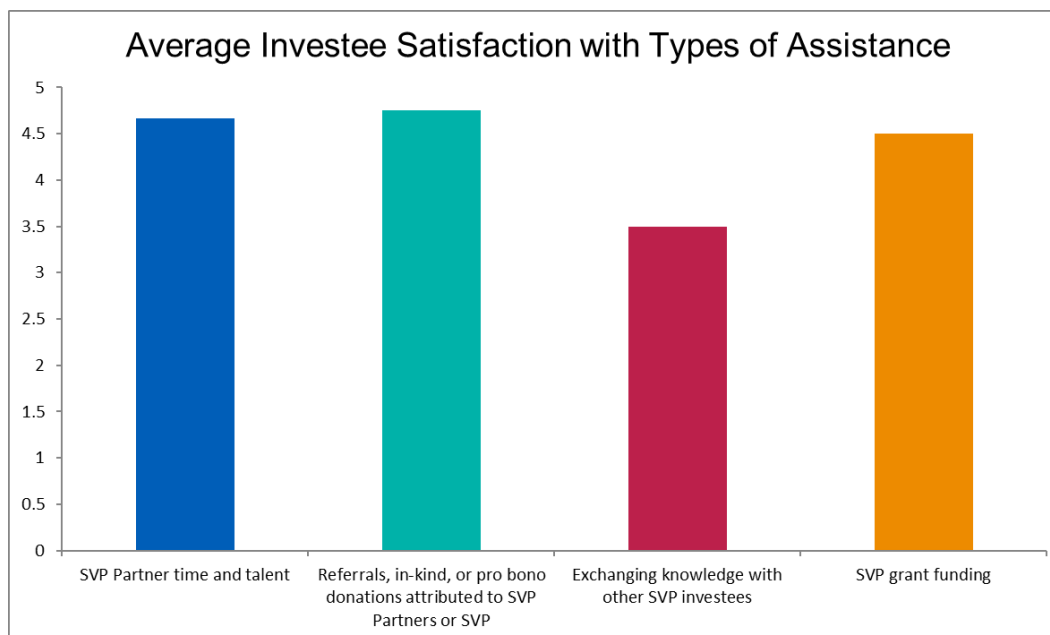
Responsiveness – The Investee staff feels that the Partner/staff/lead replies in a timely way; the response is useful or thoughtful; and that the Partner/staff/lead demonstrated openness to the investee staff's feedback.

Knowledge – The Investee staff feels that the Partner/staff/lead is able to offer resources or ideas in response to their questions or requests for information; and 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 (3, 4, or 5 on a range of 1-5). However, one Investee commented that there were few interactions with other investees this year, due to interruptions to normal business during the COVID-19 pandemic.

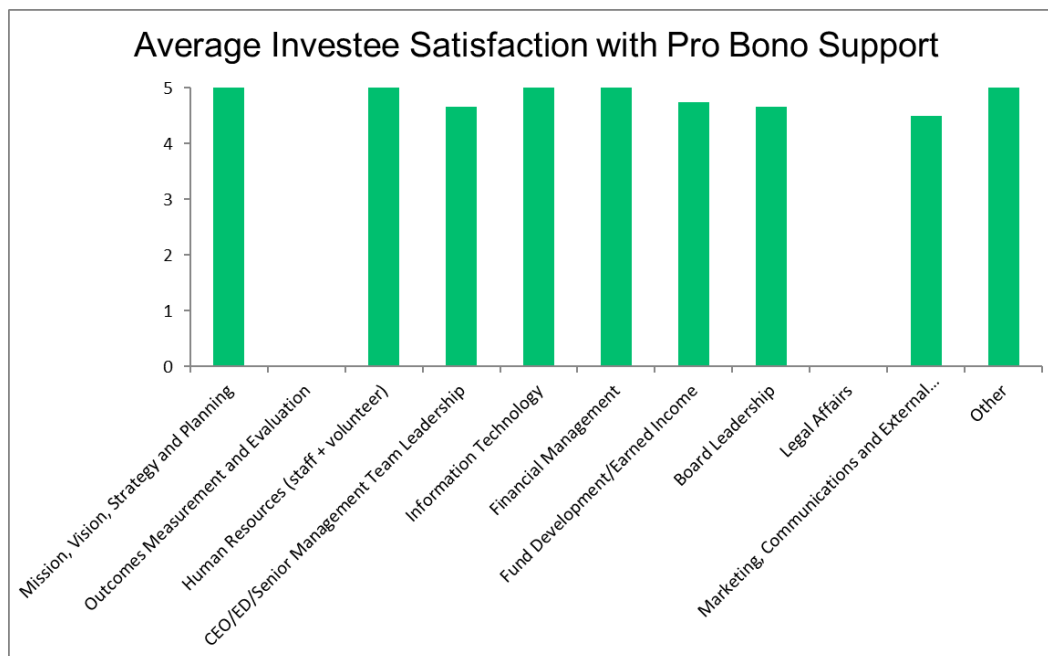


SATISFACTION WITH PARTNER PRO BONO SUPPORT

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 40 Partners to projects in 2020. SVP asked Investees for their perceptions of value of Partner support for the following types of assistance:

Mission, Vision, Strategy, and Planning
Human Resources (staff + volunteer)
Information Technology
Fund Development/Earned Income
Legal Affairs

Outcomes Measurement and Evaluation
CEO/ED/Senior Management Team Leadership
Financial Management
Board Leadership
Marketing, Communications, and External Relations



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

VALUE OF GENERAL OPERATING GRANTS

The four 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.”

GOS is important. I would not change that. Being able to roughly budget around 3 years of GOS is helpful for stability and knowing that there is flexibility in how those funds may be delegated. These funds helped us implement several technical and software changes and invest in some digital infrastructure.

The general operating grant from SVP helped us to offset a budgeting error. LCJP received a \$25K grant that I budgeted to receive in full in 2020. But due to COVID, the grant was not issued until September, so we were not able to access the full \$25K. The SVP grant was integral in enabling LCJP to do two things even with this shortfall: 1) continue collaborating with a partner nonprofit in developing new Restorative Justice programming to work with youth facing criminal charges for marijuana-related crime; and 2) sustain equitable and fair pay for our staff in 2020 (LCJP grew in staff size and staff salaries in 2019 in an effort to retain and value staff). The additional staff positions, and improved salaries, have direct impact on the quality of our programming in the community.

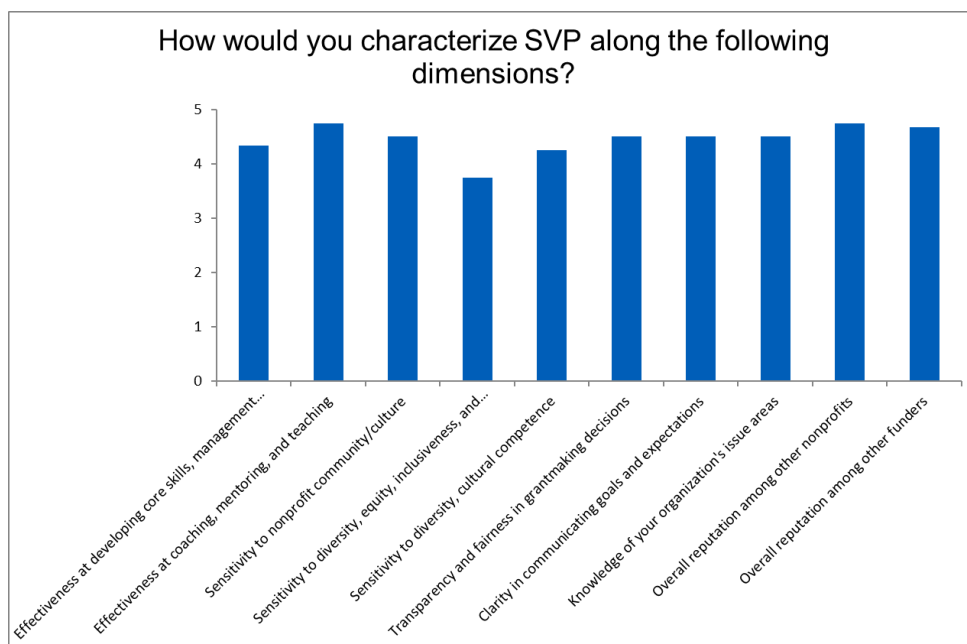
It has helped us invest in our programming and staff. Especially during this challenging year, the funds all help keep our organization heading in the right direction to meet the goals outlined in partnership with SVP.

Great question: you're right that unrestricted dollars are SO helpful. For us, it's a matter of being able to put those dollars towards our overall administrative expenses like rent and payroll so we can restrict donor dollars to be used directly for programs.

ASSESSMENT OF SVP ALONG KEY DIMENSIONS

SVP Investees characterized SVP from Average (3) to Very High (5) 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

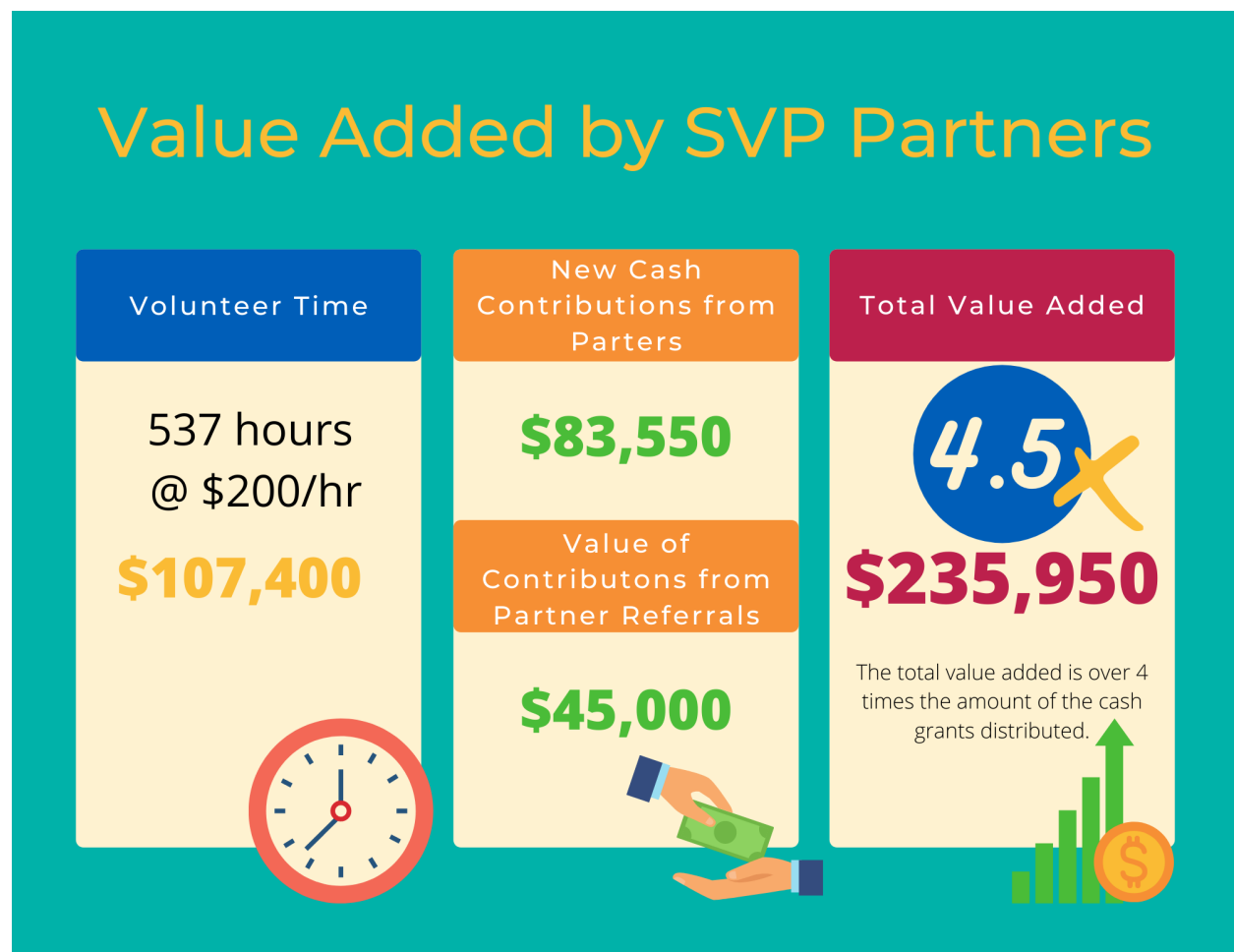


VALUE ADDED BY SVP PARTNERS

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. Due to the business interruptions of the COVID-19 pandemic, fewer hours were volunteered than in previous years.
- New cash contributions from Partners. These are donations made by *individual* SVP Partners (separate from SVP organizational grants).
- Contributions from individual Partner referrals or contracts.



*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

SVP's efforts to strengthen the organizational capacity of its Investees led to significant improvements in their organizational effectiveness and social benefit. Although it is difficult to quantify these social gains, we asked Investees to document stories of a significant change that they experienced in their organizational capacity as a result of their relationship with SVP. Those stories – in the Investees' own words – exemplify the social change that SVP seeks to accomplish.

Longmont Community Justice Partnership Most Significant Change Story By Kathleen McGoey, Executive Director

LCJP has been challenged by a history of inconsistent leadership that has resulted in a lack of visioning and building actionable strategic plans to advance the organization towards that vision. As a result, while the organization has been able to maintain its primary program locally with police, it has been limited in its ability to identify areas for growth, collect feedback from the community about those areas, develop a plan that integrates such feedback, and execute the plan.

LCJP immediately prioritized board development after being selected as an SVP Catapult Investee. Seven months in, we began a Strategic Planning (SP) process under an SVP Partner's guidance. The SVP Partner who stepped in offered invaluable practical oversight to the SP committee to streamline our efforts (which had been getting off track prior to the partner's participation). The Partner provided templates and specific advice as to how we could execute an SP process that included surveys, focus groups, and interviews. The process was lengthy but not impossible.

The Partner helped the committee to focus and create specific questions to hone in on the information that we needed to collect from community and stakeholders. She also synthesized the feedback that we received and fed it back to the committee so that we could process the information with efficiency. As an organization that places central importance on cultivating respectful relationships, it was crucial for us to live out values around accountability and respect of committee members' time, while also utilizing the strengths of each committee member. The SVP Partner's presence and direction enabled us to live out those values each step of the way.

The outcome of the SP process is a succinct and comprehensive plan that has now become central to the staff and board. The plan is a uniting document that is allowing the board to understand its roles and responsibilities better and to more deeply understand the opportunities available to LCJP. It is providing a bridge to educate board members about the staff, our programs, and participants in our programs. On the staff side, the strategic plan provides a map that orients the staff in their focus and creates a cohesive sense of shared responsibility while working toward common goals. Prior to having the strategic plan, staff members were each working toward individual goals, but did not have an understanding of how their goals would contribute to the overall advancement of organizational goals and vision.

As an organization, our hope for working with SVP was to strengthen board leadership and clarify strategy for how to make an even greater impact through our programs. Through this strategic planning process, we were able to make significant progress in those areas that will enable the organization to make an even greater difference in the communities we serve.



Impact on Education Most Significant Change Story
By Allison Billings, Executive Director

On January 7, 2020, we attended an information session about the SVP Catapult program at the Boulder Public Library. I brought along my Board Chair and brand new Development Director. We decided to apply to become a Catapult investee and we went through the OCAT process with our Board of Directors and staff in February. In March, we submitted our full application and then the world turned upside down. In summer 2020, we learned that we were selected as the Catapult investee, but it took a few months to get a plan in place and agreements signed. By fall/winter of 2020, we began our work with SVP, but in order to ground our strategic planning work in equity, we needed to bring in an outside consultant to assist us. We have just completed several months of diving deep on equity, and while this work will be ongoing, it means that our work with SVP is in many ways just getting started.

The SVP-related activity that has led to the most significant organizational change thus far has been the hiring of a new Communications Director who started in mid-November. SVP Partner Shannon Sackmann helped us develop the job description and attract great candidates. Now that we have a full time Director of Communications with the skill set that matches our needs, our ability to communicate regularly, strategically and convincingly has improved. We have someone in-house who has a blend of graphic and written communication skills and who is strategically minded, exceptionally organized and who has exceeded our expectations, even in the few short months she's been on the team. In addition to improving our external communications (which is the job we hired her for), I think she has also helped our small team with internal communications which allows us to work more effectively together. The conversations we had with Shannon and the resources she shared with us helped us hire the best possible candidate for the job, and that has made a world of difference for our organization.



YWCA Boulder County Most Significant Change Story

By Debbie Pope, Executive Director

The YWCA Boulder County had key strategies in 2020 to create acquisition, retention, and stewardship plans to develop and grow individual and major giving. The organization has a very strong Vice President of Development and a growing staff team to support development, but there had not been a fundraising analysis of both event and donors done at the organization for years. We were able to take the next steps in strategically growing and diversifying revenue by engaging SVP in an intensive analysis of events and individual giving to understand how to engage donors with meaningful and effective approaches, and determine special event efficacy related to growing revenue.

SVP brought in excellent expertise and Partners to also execute the evaluation. The Partners worked with the YWCA staff to determine the outcomes and build out the approach and plan to identifying trends and themes with the data and a survey both collective and individual with fundraisers and donors.

Partners reached out to individual donors to better understand their motivations for giving and the strengths already existing in the relationship development with the YWCA, and areas where we could be providing better connectivity or engagement with them.

The comprehensive report from SVP made it possible for the YWCA staff to develop a comprehensive and strategic plan to grow individual and major donor relationships and in turn increased giving.

Donor portfolios were created and assigned to relationship managers (staff and board) with moves and results attached to those donors. Portfolios were developed and assigned to cultivate 85 individual and major donors.

In 2020, the YWCA experienced the largest major gifts in the organization's history. Two new major donors were engaged in funding nearly the entire outdoor learning environment expansion for the Persimmon Early Learning Center. The STEM e3 Program and scholarship program to offset costs for Persimmon Early Learning Families were funded in excess of \$100K major and individual gifts. With the development team and CEO actively working their portfolio relationships, the YWCA saw a 74% year over year end-of-year giving in 2020. The largest major gift moved from the \$10K level to \$50K.

Additionally, because of the work with SVP, the staff team also developed training and engagement of board members in the acquisition, cultivation, and retention plans for donors. In the early phases of this part of the plan, board members are doing engagement and thank you calls to donors.

The fund development project with SVP not only expanded the capacity of the YWCA, but also made it possible to move forward in an informed and strategic direction, making it possible for us to significantly grow revenue.

**eliminating racism
empowering women**
ywca
Boulder County

KGNU Most Significant Change Story
By Timo Russo, Station Manager

During 2020, year three as a Catapult Investee, the SVP relationship with KGNU helped to support several key areas of improvement in our organization. Key staff leadership continued to receive executive coaching and leadership support. The coaching support has been paramount for leadership development and their efforts to strengthen departmental growth.

Throughout 2020, our Lead Partners continued to identify well experienced and competent Partners to accompany the final year of the investment stage with a focus on transitioning our CRM from a dated and clunky industry-based CRM to an updated, agile, and integrated Salesforce-based CRM to help support our overall communications strategy and multifaceted marketing & membership needs.

The technical support has been fundamental for KGNU to implement and complete a very complex transition to a vastly improved set of overall systems within our membership and development departments. This has been a key step that ties to our strategies for a more consistent and impactful donor development approach across our various on air and digital platforms.

During year three with SVP, despite the COVID-19 pivots, we built on our previous year's successes in the communications realm, and improved systems and our overall ability to adjust quickly to uncertain circumstances to keep running a 24/7 essential informational service in the midst of a pandemic, through the wildfires, and maintaining community voices on air to help drive listeners to a myriad of community resources to manage the isolation, political anxiety, and challenges posed by 2020.

The overall impact of the time spent working with SVP, its Partners and our Lead Partners have benefited KGNU tremendously. The effects will be long-term in their impact within the organization and in our ability to better serve the many communities within the broader community that we serve as we continue to amplify the voices, culture, and issues that support an informed and engaged community, making Boulder County a better place for all.



SOCIAL VENTURE PARTNERS BOULDER COUNTY

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STRONG NONPROFITS DELIVER BETTER RESULTS.

Social Venture Partners (SVP) goes beyond traditional philanthropy to increase the capacity (core skills, management practices, 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 2020 impact on the organizational level.

