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Social Venture Partners Boulder County
Invest. Engage. Advance.

Capacity Building Report 2010 Impact

Social Venture Partners Boulder County strengthens the organizational capacity and sustainability of local nonprofits while inspiring the philanthropy and volunteerism of our partners.



The Community Foundation
BOULDER COUNTY

SVPI
Social Venture
Partners
International

SVP Boulder County is a fund of The Community Foundation
and a member of Social Venture Partners International.

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Dear Friends,

Here at Social Venture Partners Boulder County (SVP) we are proud of our continuing commitment to self-evaluation and outcomes measurement. Since our inception in 2000 we have contributed more than \$1 million in cash grants and an additional \$1.5 million in volunteer consulting, education, and other in-kind gifts to nonprofits in Boulder County. These numbers begin to demonstrate our impact on the 16 nonprofits (Investees) we have supported over the years. But, there is much more to the story.

Within these pages you will find our most recent report highlighting the direct outcomes Investees experienced this past year. The report clearly demonstrates the success of combining financial and human capital to create meaningful positive change. Furthermore, it provides an introduction to the close rapport SVP holds with Investees. This relationship is critical to the successful completion of capacity building initiatives that lead to sustainable nonprofits. We hope you enjoy reading about what we accomplish by pooling our financial and human resources. If you would like to learn more about joining SVP, please visit our website www.svpbouldercounty.org or give us a call at 303.442.0436.

Dan Catlin
2008-2010 Chair

Jennie Arbogash
Executive Director

Social Venture Partners Boulder County

Report on Impact in Capacity Building - June 2010

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 (Investees).

This report pertains to SVP’s effectiveness in building capacity among its Investees. SVP builds capacity through cash grants, technical assistance, education, 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 January of 2010 we administered tools to gather data on Investee outcomes and received responses from 3 of 3, or 100%, of eligible Investees. Current investees are eligible to participate in the impact survey after they have completed one full year with SVP.

Key Findings on Impact

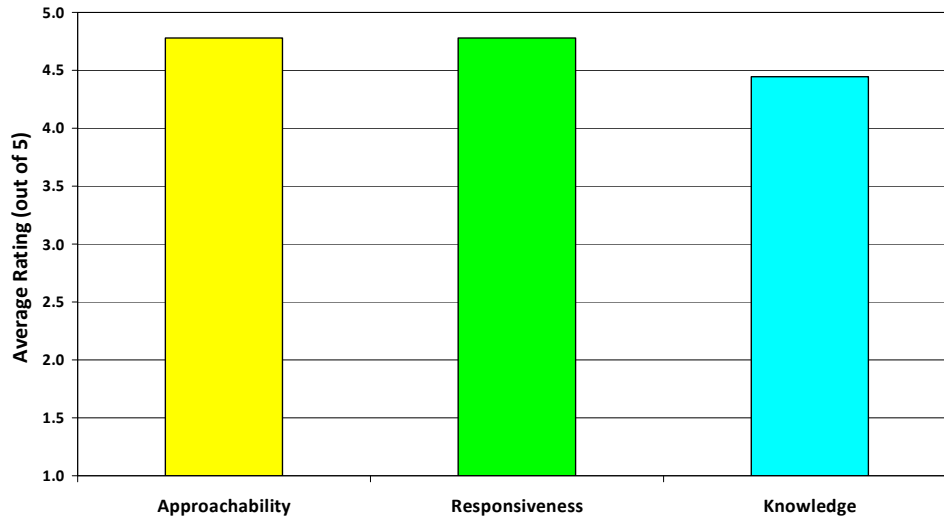
Investee Satisfaction with SVP

Tracking Investee perceptions of SVP is important because of the relationship-intensive nature of the partnership. 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 excellent. Satisfaction according to the specific criteria of Approachability, Responsiveness, and Knowledge was as follows:¹

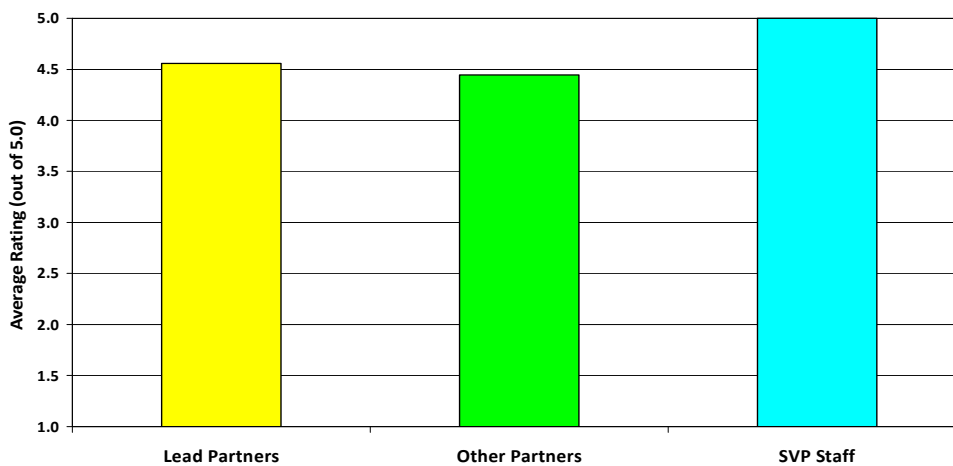
Investee Satisfaction with SVP Overall



Satisfaction with SVP Partners and Staff

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

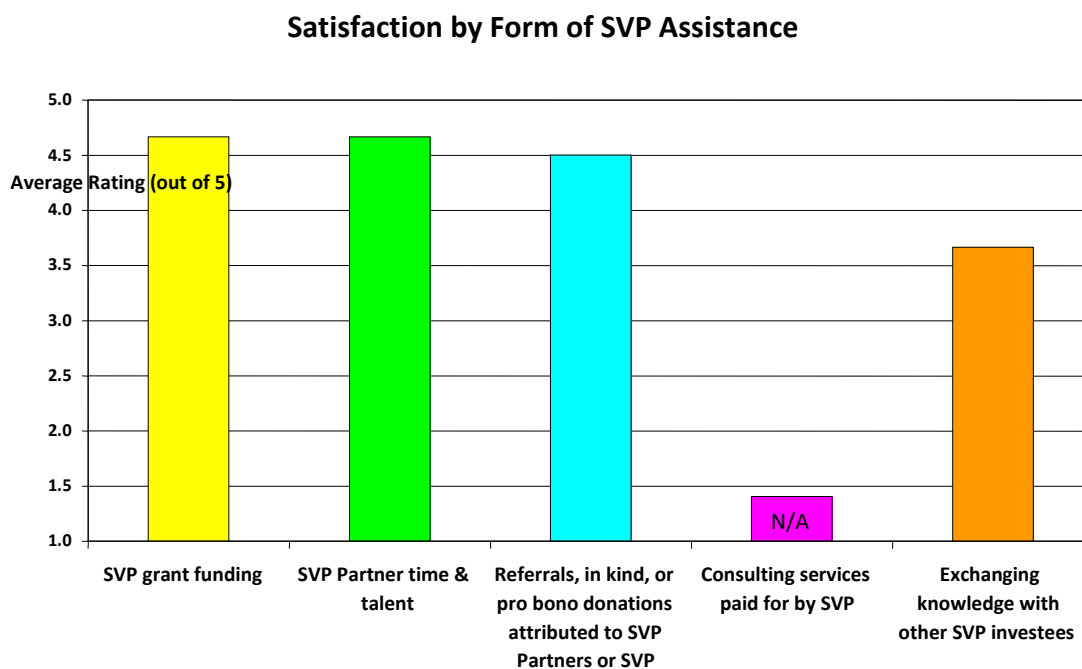
Investee Level of Satisfaction with SVP Staff & Partners



When asked to rate the quality of work by Lead Partners, Fellows and Staff, every respondent chose Outstanding for each of the three groups.

¹ 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 SVP Assistance



SVP asked Investees for their perception of the value of the different forms of assistance that they received. They were asked to rank their satisfaction with the following types of assistance: 1) cash grants, 2) Partner time and talent, 3) Referrals, in-kind or pro bono donations by Partners or through SVP, 4) consulting services paid for by SVP, and 5) exchanging knowledge with other Investees. The two rated highest by Investees were:

- Cash grants (average rating of 4.7/5.0)
- Partner time and talent (average rating of 4.7/5.0)

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 Investees 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:

- | | |
|---|--|
| 1) Mission, Vision, Strategy and Planning | 6) Financial Management |
| 2) Outcomes Measurement and Evaluation | 7) Fund Development |
| 3) Human Resources, | 8) Board Leadership |
| 4) CEO/ED/Senior Management Team Leadership | 9) Legal Affairs |
| 5) Information Technology | 10) Marketing, Communications and External Relations |

SVP matched a total of 31 Partners to projects that strengthened these areas of capacity.

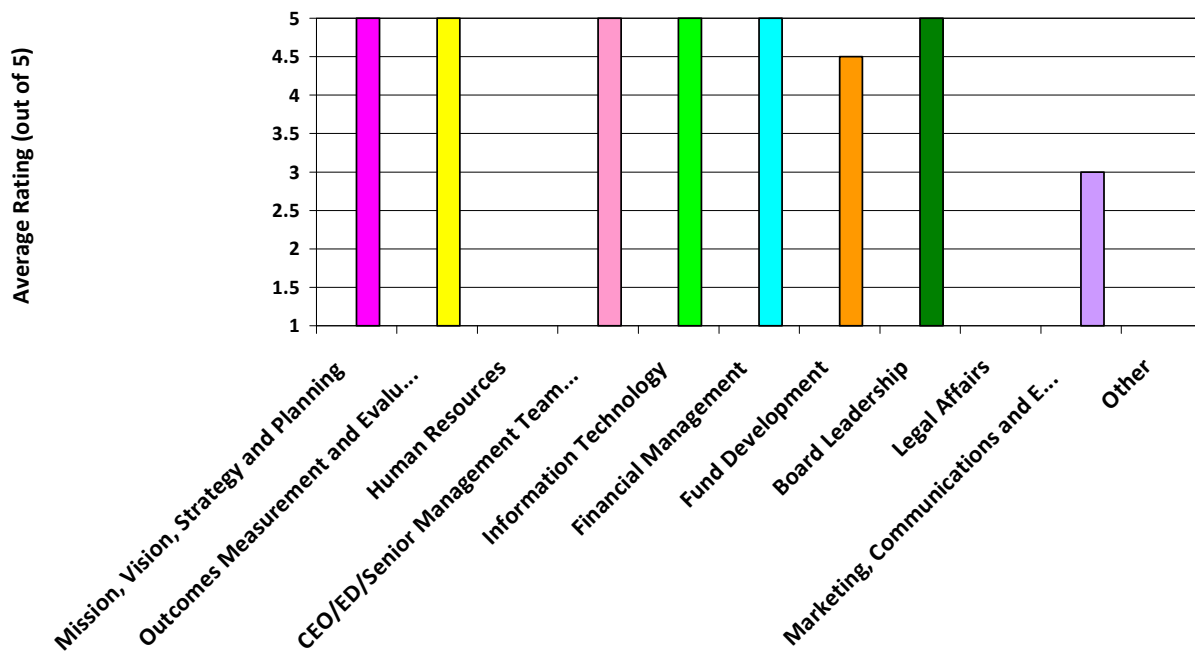
The six areas where Investees reported receiving the most value were:

- Mission, Vision, Strategy and Planning (5.0/5.0)
- Outcomes Measurement and Evaluation (5.0/5.0)
- CEO/ED/Senior Management Team Leadership (5.0/5.0)
- Information Technology (5.0/5.0)
- Financial Management (5.0/5.0)
- Board Leadership (5.0/5.0)

When asked the greatest areas of SVP impact, investee responded:

- Fundraising
- Expanded programming and number of clients
- Financial Analysis and Management
- Strategic Planning & Business Planning

Satisfaction with Partner Volunteers by Capacity Area



The table included in Appendix A provides more detail about the number of volunteer assignments and perceived value for each 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 by asking Investees for information about the following:

- Partner volunteer time for strategic volunteer projects² (we did not include Partner time dedicated to tutoring or mentoring).
- The new cash donations made by *individual* SVP Partners (as opposed to the SVP organizational grant).

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

Value Added by SVP Partners	
Volunteer Time (575 hours @ \$100/hr)	\$57,500
New cash contributions from individual Partners	\$11,500
Total	\$69,000

In the past twelve months, the total value added by SVP Partners was approximately \$69,000. During this same period, cash grants to these three Investees totaled \$59,000. This means that the value added by SVP Partners was nearly 117% 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 program effectiveness and social benefit. Although it is not possible 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:

When we began working with SVP in 2008, our organization, Wild Plum Center for Young Children & Families, was highly focused on program implementation, but not on long-term sustainability, nor position within the community. Through the rewarding, collaborative efforts working with SVP, we were able to achieve effective organization allowing for the development of a much needed strategic plan. Creating this plan was a large-scale, time-intensive project. Led by five SVP partners, the process included meeting with parents of children in the program; and also talking with community members, board, and staff, gathering their invaluable input regarding the program's future. In order to best obtain authentic feedback from all our parents, meetings were held in both English and Spanish. With guidance from our SVP partners, we further conducted a market analysis of the providers in our service area to determine expansion needs. The end result was a comprehensive, strategic plan inclusive of clear,

² The value was calculated using a market-based uniform rate of \$100 per hour. Although market rates vary according to type of project, we chose a single rate at the low end of the range (\$75-\$150) to maximize ease and reliability of data collection.

measurable goals, market research, and expansion opportunities. Each of our five key goals has already yielded significant results, such as we would never have previously expected to attain.

One of our primary objectives was to provide a broader continuum of services, expanding our age range from 3-5 to 0-5 years. The completion of our plan corresponded with the timely release of a federal grant. Positioned as we were by the hard work and strategic planning facilitated by SVP, we were able to apply for, and were awarded, \$965,000 for the purpose of including 0-3 year olds in our program. Without our partnership with SVP, we would not have been prepared to apply for such a large grant, one that would impact our program so significantly, and allow us to achieve a central, meaningful goal.

Other key areas of focus aimed to increase our program’s brand identity and funding. This was to be accomplished by hiring a Development Director, and through the creation of a new organizational identity. Funding from SVP enabled us to hire our Development Director, a crucial step. Additionally, we’ve been able to implement a branding process resulting in increased community awareness of our program, now renamed Wild Plum Center.

Today, we are seeing an unsettling trend in our community, where non-profits are caught off guard by changes in the school district. These changes can result in non-profits losing funding previously received from the school district, thereby losing families in their programs. Fortunately, the strategic planning process we completed with SVP has positioned us to weather changes in the school district with little or no impact on our program and the families we serve. If the school district reduces funding or increases its level of competition for servicing the families we have historically served, we now have the capacity to flex our age range to continue to maintain the same number of children and families who can benefit from all we have to offer.

Appendix A

Partner volunteer time for strategic volunteer projects

	# of Vols	# of Hours
Mission, Vision, Strategy and Planning	5	130
Outcomes Measurement and Evaluation	1	15
CEO/ED/Senior Management Team Leadership	1	5
Human Resources	1	10
Information Technology	2	65
Financial Management	3	105
Fund Development	6	50
Board Leadership	5	50
Marketing, Communications and External Relations	6	125
Other: Real Estate	1	20
Total	31	575

Methodology

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

- The Investee Survey, administered in January 2010 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 March 2010, 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.³

- 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 three Investees were in their 4th year of funding from SVP; the other was in its 2nd year;
- The most recent cash grant to these Investees by SVP averaged approximately \$19,667.

Social Venture Partners Boulder County

Our Mission

SVP Boulder County strengthens the organizational capacity and sustainability of local nonprofits while inspiring the philanthropy and volunteerism of our partners.

Our Vision

A community of strategic, engaged philanthropists collaborating to serve capacity building needs of all local nonprofits.

How to Learn More about SVP

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LinkedIn: SVP Boulder County

YouTube: www.youtube.com/user/svpbouldercounty

³ Information providing more specific information about these limitations and the measures taken to minimize them is available through SVP.