

# Capacity Building Areas

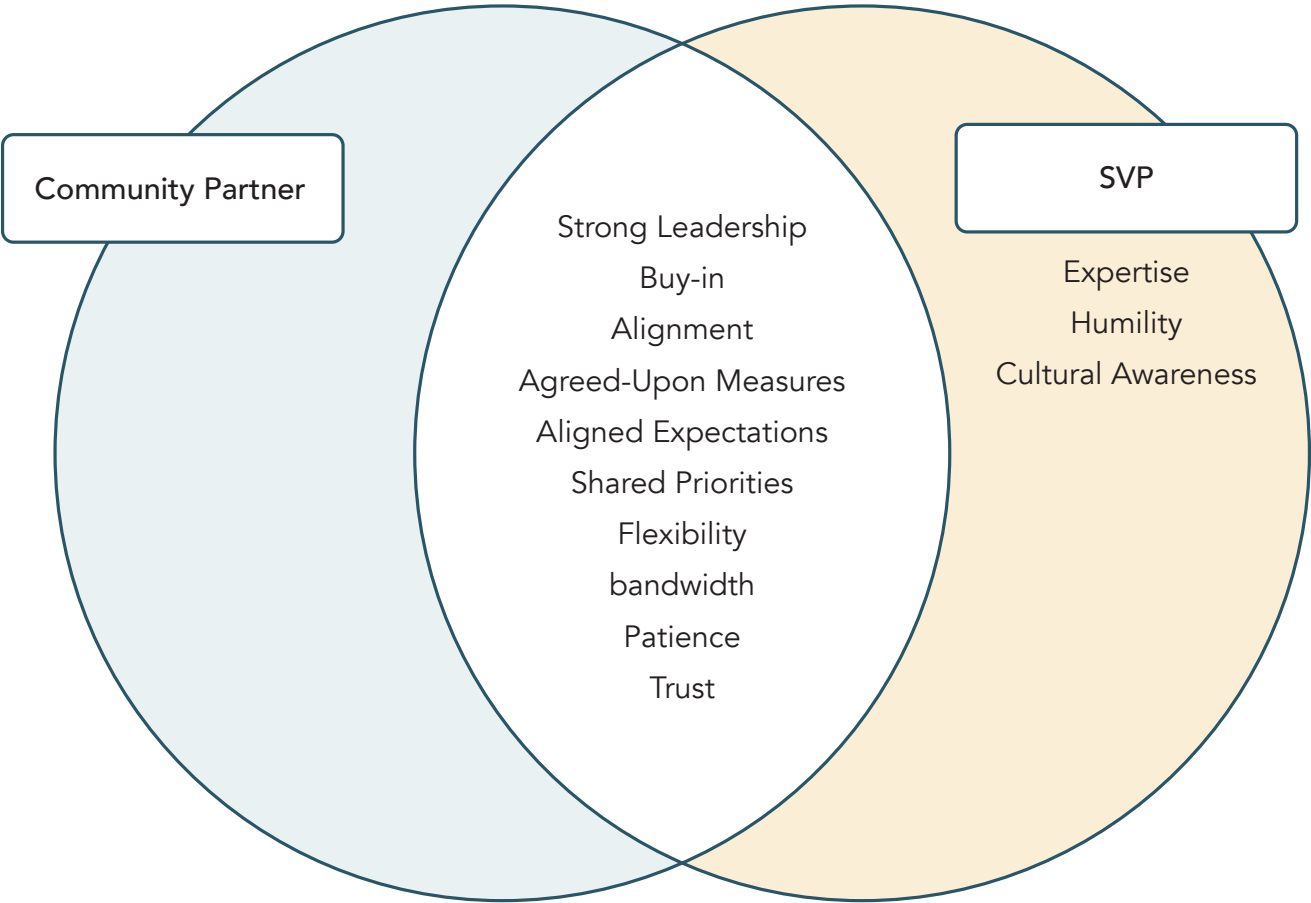
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The ten areas of capacity building in an organization are:

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

# Prerequisites for Capacity Building

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# Nonprofit A | Leading Roles (Smaller Group)

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**Organization Name:** Leading Roles

**Service Area:** Youth Development

**Operating Budget:** \$150,000

**Number of Staff Members:** 3

**Number of Board Members:** 4

**Number of Volunteers:** 8

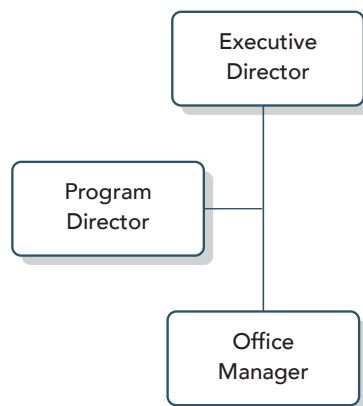
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## Activity Overview

A new partner has agreed to assist with the capacity building and provide recommendations to your organization. In your group, do your best to complete the recommended actions in the amount of time given

## Organization Overview

Leading Roles is a small nonprofit that runs afterschool programs focused on teaching leadership through the theatre arts. They have been in operation for just over two years and already serve 75 young people in their afterschool programs. They plan on increasing their recruitment efforts and expanding the number of schools they are partnering with to increase enrollment to 150 participants for the next school year. They have a small staff and rely mainly on volunteers to implement their programming.



## Nonprofit A | Leading Roles (Smaller Group)

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### Staffing & Responsibilities

#### Executive Director

- Oversees the administration, programs, and strategic plan of the organization
- Establishes and executes main goals of the organization
- Develops and maintains organizational structure and effective personnel
- Represents organization to regulatory bodies, other agencies, community and civic organizations, donors, funders, supporters, and general public
- Responsible for planning, organizing, and directing fundraising, including the major gifts program, annual giving fund, planned giving, special events, and capital campaigns
- Responsible for oversight and management of the fundraising database and tracking systems
- Plans and manages grant programs from application to approval and utilization
- Conducts grant research and writes grants
- Manages the grant compliance and grant reporting processes
- Manages the annual budget preparation process
- Responsible for audits

#### Program Director

- Oversees the design, development, implementation, and management of all programming initiatives
- Hires and trains program management and staff
- Assists in annual budgeting process
- Manages program evaluation and improvement initiatives
- Manages daily implementation of programming initiatives
- Interfaces with students and parents
- Maintains detailed records of incidents related to safety and risk management
- Manages program staff
- Conducts program observation
- Cares for the safety and well-being of students
- Handles disciplinary issues that arise
- Partners with parents to provide a positive experience for all students
- Responsible for logistical and facilities support of the organization and programming initiatives
- Manages vehicle maintenance

## Nonprofit A | Leading Roles (Smaller Group)

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### Office Manager

- Assists the executive director with administrative tasks as needed
- Responsible for monitoring accounts and reconciling bank accounts monthly
- Provides financial reports to leadership team and board of directors
- Manages payroll and tracking all employee vacation, sick, and personal time
- Orders supplies
- Creates and maintains schedules
- Answers phones and directs calls
- Arranges program transportation
- Maintains facilities inventory
- Arranges facilities repair and cleaning

# Nonprofit B | Afterschool Allstars (Larger Group)

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**Organization Name:** Afterschool Allstars

**Service Area:** Youth Development

**Operating Budget:** \$750,000

**Number of Staff Members:** 10

**Number of Board Members:** 9

**Number of Volunteers:** 30

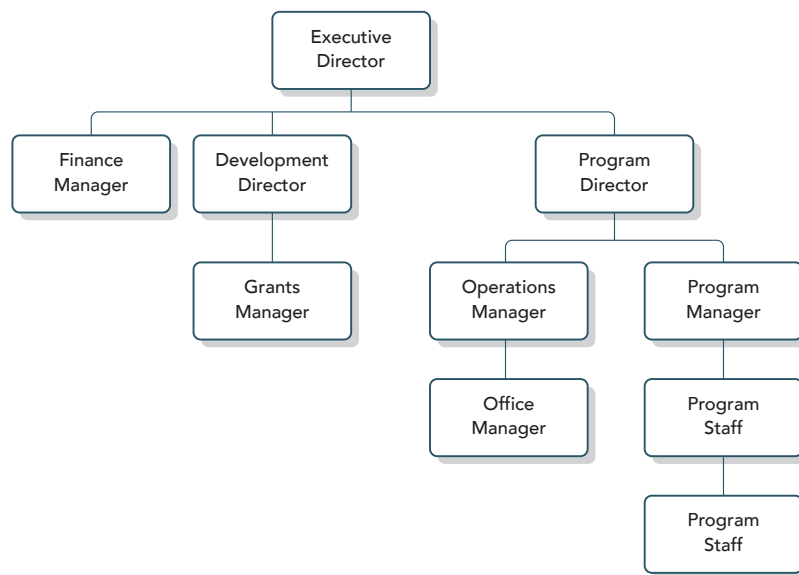
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## Activity Overview

A new partner has agreed to assist with the capacity building and provide recommendations to your organization. In your group, do your best to complete the recommended actions in the amount of time given.

## Organization Overview

Afterschool Allstars is a city-wide afterschool programs that runs at numerous sites throughout the community. In addition to providing tutoring and mentoring programs, the program prides itself on the opportunities for 'youth agency;' participants are able to self-select the types of activities they partake in daily, and the organization has youth representation on its board! This youth voice and youth choice has made Afterschool Allstars a model for other community programs. They are planning on increasing their enrollment next year from 500 to 850 participants, and have plans in place to do so! They have a moderate sized staff and use a combination of paid staff and volunteers to implement their programming around the city!



### Staffing & Responsibilities

#### Executive Director

- Oversees the administration, programs, and strategic plan of the organization
- Establishes and executes main goals of the organization
- Develops and maintains organizational structure and effective personnel
- Represents organization to regulatory bodies, other agencies, community and civic organizations, donors, funders, supporters, and general public

#### Development Director

- Responsible for planning, organizing, and directing fundraising, including the major gifts program, annual giving fund, planned giving, special events, and capital campaigns
- Responsible for oversight and management of the fundraising database and tracking systems

#### Finance Manager

- Responsible for monitoring accounts and reconciling bank accounts monthly
- Provides financial reports to leadership team and board of directors
- Manages payroll and tracking all employee vacation, sick, and personal time
- Manages the annual budget preparation process
- Responsible for audit

#### Grants Manager

- Plans and manages grant programs from application to approval and utilization
- Conducts grant research and writes grants
- Manages the grant compliance and grant reporting processes

#### Program Director

- Oversees the design, development, implementation, and management of all programming initiatives
- Hires and trains program manager and staff
- Assists in annual budgeting process
- Manages program evaluation and improvement initiatives

## Nonprofit B | Leading Roles (Larger Group)

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### Operations Manager

- Responsible for logistical and facilities support of the organization and programming initiatives
- Arranges facilities repair and cleaning
- Manages vehicle maintenance
- Arranges program transportation
- Maintains facilities inventory

### Program Manager

- manages daily implementation of programming initiatives
- Interfaces with students and parents
- Maintains detailed records of incidents related to safety and risk management
- Works with program director to evaluate and change programming initiatives as needed
- Manages program staff
- Conducts program observation

### Office Manager

- Assists the executive director with administrative tasks as needed
- Orders supplies
- Maintains schedules
- Answers phones and directs calls

### Program Staff

- Provides direct service through programming
- Cares for the safety and well-being of students
- Handles disciplinary issues that arise
- Partners with parents to provide a positive experience for all students
- Maintains facilities inventory



# Nonprofit Profile | Rainbowfish Reading Project

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**Organization Name:** Rainbowfish Reading Project

**Service Area:** Early Literacy

**Operating Budget:** \$750,000

**Number of Staff Members:** 10

**Number of Board Members:** 12

**Number of Volunteers:** 25

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## Activity Overview

Use the information about the organization below to answer the following questions.

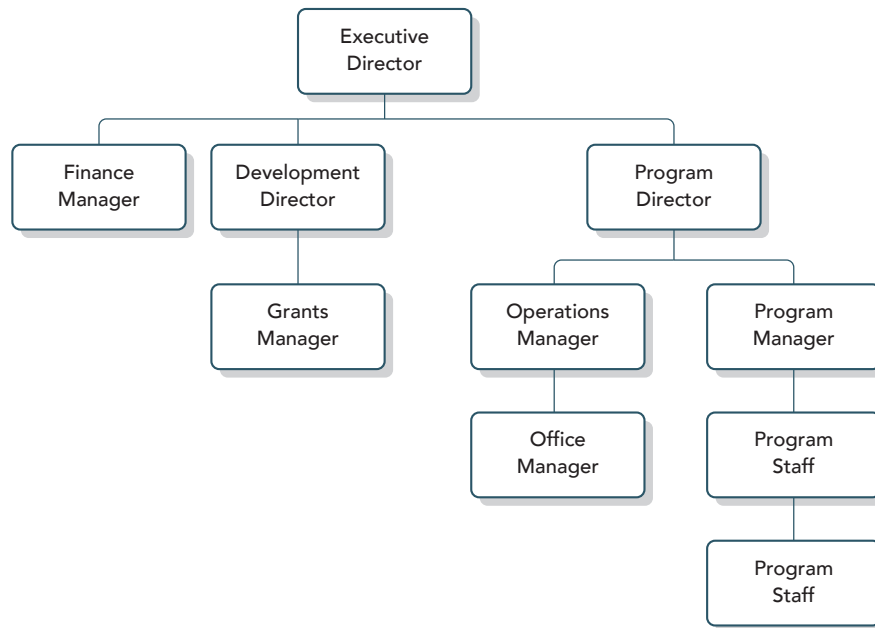
1. What is your recommendation for highest priority capacity building engagement and/or what questions need to be answered first?
2. Are there any indicators that raise concern about readiness? What additional questions should you ask?
3. What are the key engagement areas to align on with the investee? (e.g. project scope)

## Organization Overview

The Rainbowfish Reading Project focuses on the development of key skills that support children's language, literacy, and social-emotional development. Their two-pronged approach provides direct-service intervention for children in preschool programs such as Head Start, community activities geared toward preschoolers, and public pre-K programs. Their program also offers a robust parent education component, aimed at parents helping their children succeed in early literacy and school readiness at home. The Rainbowfish Reading Project has two main focus areas for the upcoming year:

4. To partner with a national service organization to utilize corps members for program delivery
5. To expand their programs into additional underserved areas of the community.

Stakeholders are focused on program growth and replication opportunities.



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### Development Director

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## Nonprofit Profile | Rainbowfish Reading Project

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### Finance Manager

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## Nonprofit Profile | Rainbowfish Reading Project

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# SVP Philanthropy Curriculum | Course Evaluation

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1. What was your biggest takeaway from the workshop?

2. What worked particularly well for your learning style?

3. What missed the mark?

4. How will you use this information going forward in your social purpose work?

5. Was the content of the workshop challenging? (Circle One)

Too Basic      Somewhat Basic      Just Right      Challenging      Too Challenging

6. How likely are you to recommend this program to a friend or colleague? (Circle One)

Very Likely      Likely      Maybe      Not Likely      Definitely Won't

Why?

7. Think about the format, facilitation, length of time, or size of the group. What would suggest changing for next time?

8. Any other comments to help us improve in the future?