

Whitecap Foundation Capacity Building Worksheet

Capacity Building is a process that improves the management or business practices of nonprofit organizations and increases their capability to improve outcomes. Capacity building is not limited to improving or augmenting staff positions, infrastructure, or technology systems. It also includes projects that advance the organization's relevance, precision and refinement of mission, vision, strategies, goals and organizational skills.

The **Capacity Building Worksheet** is designed to help you identify your organization's strengths, weaknesses, and gaps in critical activities. It will help you assess the various leadership management systems that provide the foundation for your organization's success, and identify those areas where you need to build your capacity. (*Note: Not all items on the list may be applicable to your organization, depending on your size and legal requirements.*)

Instructions

The worksheet lists the critical operational areas of a healthy organization, broken down into items detailing each area's vital functions. Next to each item is a series of six boxes, to be completed as follows:

1. For each area, first place an "X" in the first column next to all items which you consider "Current," meaning that an appropriate and effective system, policy or procedure is in place and functioning. If an item does not apply, mark "NA". If the item is not "Current" but does apply, place an "X" in the "Needs Work" column.
2. Assess whether each of the "Needs Work" items in the section is of "top," "middle," or "lowest" priority in building your organization's capacity. A useful measure is:
 - **Top Priority:** your organization needs to address this within the year.
 - **Middle Priority:** your organization will address this item when time allows
 - **Lowest Priority:** your organization does not currently consider this item a priority.

Note any action required for each item in the last column.

3. Repeat Steps 1 and 2 for all of the Worksheet areas.
4. When you have completed the Worksheet, list all of your "Top Priority" items by area. Prioritize these items and/or areas by order of importance. Use this prioritized list to create a workplan to build your organization's capacity in accordance with your priorities. The workplan should include a time frame, budget and funding source, and method.

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BOARD OF DIRECTORS	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Current mission/vision/values statements						
Board member recruitment system						
Board member orientation system						
Board development & training strategies						
Attendance policies						
Membership and term limitation policies						
Organizational responsibilities						
Chair and officer job descriptions						
Committee charters						
Board operations and policy manual						
By-law review policies						
Chief executive performance review process						
Board self-evaluation process						
Board calendar with meetings, events, activities						
Conflict of Interest Policy						
Board committee work plans (with objectives and timelines)						

STRATEGIC PLANNING	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Defined and effective strategic planning process						
Current strategic plan						
Strategic plan integrated into department and individual planning and evaluation, including operations and staff work plans						
Strategic planning and budgeting aligned						
Periodic strategic plan review and revision						

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PROGRAM AND OUTCOMES EVALUATION	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Valid methods to assess client needs, i.e., focus groups, surveys, etc.						
Service outcomes to match clients needs						
Target indicators for each outcome						
Internal reporting system for outcomes						
External marketing plan for outcomes						

DEVELOPMENT/FUNDRAISING	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Board and staff clarity re. fundraising roles, responsibilities and accountability						
Current development plan, integrated with strategic and financial planning						
Board participation in development/fundraising						
Budget and staff consistent with fundraising needs and expectations						
Coordination of fundraising, program, and marketing/communications activities						
Fundraising supervised for legal and ethical compliance, including employment of consultants						

COMMUNICATIONS/MARKETING	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Communications plan covering all media, integrated with strategic plan						
Regular review of all media to keep current and aligned with mission and strategic plan						
Annual reports						
Regular communication with stakeholders, in coordination with development plan and activities						
Agency brochures / videos						
Media relations strategies						
Access to marketing and media relations expertise						

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INFORMATION MANAGEMENT	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Client program records						
Volunteer records						
Personnel records						
Financial records						
Donor contract records						
Database of supporters						
Mailing lists for regular communication to community						
Operations manual containing work flow descriptions						
Inventory of computer hardware and software						
Procedures to maintain computer systems						
Regular backups of computer disks						
Disaster recovery plan (copied files stored offsite)						

PERSONNEL	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Board-adopted personnel policies						
Record of distribution for handbook of personnel policies						
Performance appraisal system						
Professional development plans						
Diversity plan for Board, staff and vendors						
Recruitment and orientation systems						
Job descriptions						
Affirmative Action/Diversity plan						
Contingency plan for replacing key personnel						

VOLUNTEER MANAGEMENT	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Recruitment system						
Orientation system						
Management and retention system						
Recognition strategies						
Record system of hours and projects						

FINANCES	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Board-approved fiscal policies						
Board-approved fiscal year budget						
Financial procedures and internal controls manual						
Inventory system						
Depreciation schedules						
Cash flow analysis system						
Partial or full accrual accounting system						
Monthly financial statements with balance sheet						
Yearly audit or outside review						
Tax and other reporting schedules						
Payroll record system						

LEGAL ISSUES	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Complete corporate records and retention policies						
Updated by-laws						
Incorporation and tax status policies						
Currently reviewed personnel policies						
Anti-discrimination practices						
Flexible benefit plan updates						
Central location for all critical documents						
ADA Provisions						

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INSURANCE	CURRENT	NEEDS WORK	TOP PRIORITY	MIDDLE PRIORITY	LOW PRIORITY	ACTION REQUIRED
Risk management planning/policies						
Facility liability coverage						
Volunteer liability coverage						
Workers compensation						
Disability coverage						
Professional liability coverage						
Director and officer liability coverage						
Dishonesty bonding						