



Capacity building can be defined as “activities which strengthen the knowledge, abilities, skills, and behaviour of individuals and improve institutional structures and processes such that an organization can efficiently and effectively meet its mission and goals in a sustainable way.” (World Customs Organization)

In this respect, capacity building is much more than training and can include the following:

- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively;
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between different organizations and sectors (public, private and community);
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities;
- Funding stream development, the process of identifying and building upon those financial sources appropriate for a particular organization or situation
- Technological development, the ability to use automated systems and other technologies to enhance the work of human and other capital resources.

The Cameron Foundation’s Technical Assistance Grants are intended to support capacity building and organizational development and/or effectiveness through the provision of operational or management consultation services including, but not limited to, strategic planning, program development, fundraising and marketing assistance, financial planning, and board and/or staff development. To make this assistance as impactful as possible, organizations are asked to complete the Nonprofit Organizational Capacity Self-Assessment Form. This enables foundation program staff to recommend appropriate consultants and helps selected consultant(s) more quickly and thoroughly understand the agency’s organizational status and/or structure.

This Guide has been developed to help the chief staff officer and/or board chair/president (preferably both) completing this form – for all general operating or technical assistance applications – to better understand the terminology used and/or the method for computing certain information. This is not a step-by-step instruction manual, however, if you come across a term or don’t understand a question and it isn’t covered in this Guide, please contact the program officer assigned to your agency for clarification or to discuss a situation that may be unique to the way you should answer the question. Answer all questions to the best of your ability, and as candidly as possible – indicating “Not Applicable” or “N/A” and why, if appropriate.

While the form may be completed online, it cannot be saved online. As you complete a page, you may wish to print it before proceeding to the next page so that no work will be lost if a computer or network connection fails. All 12 pages and the “Signature/Checklist” page must be completed, printed, and mailed through USPS or hand-delivered to The Cameron Foundation, 24 W. Old St., Petersburg, VA 23803. Supplemental information pages may be provided as attachments; however, brevity is strongly suggested.

Organizational Structure and Development

2. While developmental time for the organization is important, this question is just looking for the amount of time your organization has been actively serving clients or constituents. If there was a period of inactivity since inception, for any reason, do not count that time.
6. A strategic plan considers the organization as a whole over a period of time (usually 2-3 years), including governance, management, program, funding, and system goals and objectives. An operations plan, on the other hand, is more specifically geared to the resources required and desired implementation period (usually within a fiscal or program year) for programs and/or client services.

A board composition assessment evaluates current board members for their knowledge, skills, and abilities as well as their demographic characteristics (gender, race, and age). This assessment allows an organization to see what requirements are missing or where certain characteristics may be over-represented.

An outcome measures evaluation looks at the ways the organization is tracking the clients being served by its services/programs and the impact those programs/services are having on clients and/or the community.

7. For example, if the organization went through a strategic planning process two years ago, you may want to describe how it was facilitated, the length of the process, the top three goals and/or objectives chosen for attention in the first planning year, any mechanism (manual or automated) being used for process tracking, and how implementation of those goals and objectives has gone.
8. For example, the organization may be amending its Bylaws and working with a lawyer to ensure legal accuracy and appropriateness. If responsiveness by the lawyer has been slow to organization representatives, this is one type of challenge this question addresses. Another example may be that a particular board committee is charged with addressing the review and revision of the Bylaws but they never seem to find the time to meet or spend too much time discussing the matter, not putting a proposal in front of the board for discussion and a vote.

Board Governance

13. If the board usually meets monthly but doesn't meet in the summer and/or in December, mark "Monthly" but also list the months you don't meet in "Other" as "Except".
17. A financial contribution to the organization is money given in addition to a membership, association, or other fee given to belong to the organization or for which no additional benefit is expected by the board member.
20. Board member orientation is the process by which new board members are told about the organization and about their expectations and responsibilities as board members.
21. Examples: Are there board member term limits? Board officer term limits? Process by which a Vice-President automatically rises to President in a subsequent term? Process by which a departing President/Chair stays on the Board for a period as President/Chair Emeritus? Number of consecutive terms after which a board member must stand down for at least one term? Criteria by which board members are asked to resign for nonperformance of duties?

Mission and Activities

29. Funding diversity in this case, refers to having different types of funding sources governmental (federal, state, or local), foundation (public or private), corporate, congregational, or individual – as well as multiple sources within each type.
30. Effective / actively engaged board members understand the governance role they have within the organization’s development structure – not confusing it with the CEO/E.D.’s management role.

Visible constituent / program advocacy refers to organization representatives (board, staff, or volunteers) attending public meetings, meeting with public representatives /legislators, providing information to stakeholders and/or the community, and conducting other appropriate advocacy efforts on behalf of their communities, programs and/or constituents (i.e., not lobbying).

Staffing and Human Resources

36. Full-time Equivalency (FTE) is computed by taking the total number of hours worked per year by all employees within each staffing category (administrative/support and program related) and dividing that number by 2040. For example, an agency has 5 part-time paid staff, 2 are considered support and 3 are considered program. The 2 support staff members each work 20 hours per week for 50 weeks a year. The three program staff members each work 25 hours a week for 48 weeks a year. The FTE computation for support staff is $(2 \times 20 \times 50) / 2040 = .98$ or 1 FTE. The FTE computation for program staff is $(3 \times 25 \times 48) / 2040 = 1.75$ FTE.

Financial Management

50. Also called variance reporting, taking actual expense statements for a monthly, quarterly, semi-annual, or yearly period and comparing them against the amount budgeted for the same period identifies where expenses are realistic and appropriate or may be getting out of control. Once “out of sync” conditions are identified, the cause should then be determined.
53. The organization has a Net Excess when it takes in more revenues than it pays out in expenses. To compute a Net Excess Percentage, divide the Net Excess by Total Revenue. The organization has a Net Deficit when it pays out more in expenses that it receives in revenues. To compute a Net Deficit Percentage, divide the Net Deficit by Total Expenses.

Please contact The Cameron Foundation at 804.732.8900 or info@thecameronfoundation.org for further explanation or clarification about the Nonprofit Organization Capacity Self Assessment Form.



Name of the Organization

Name and Title of Person Completing Form

Organizational Structure and Development

1. In what year was/did the organization:

a. Founded? _____ b. Incorporated? _____ c. Receive 501(c)(3) status? _____

2. Since inception, the number of years/months the organization has actively provided program services (excluding board meetings and fundraising activities)? _____ years _____ months

3. City/County of organization's headquarters (check one): Provides services (check all that apply):

- | | | | |
|---|---|---|---|
| <input type="checkbox"/> Colonial Heights | <input type="checkbox"/> Dinwiddie | <input type="checkbox"/> Colonial Heights | <input type="checkbox"/> Dinwiddie |
| <input type="checkbox"/> Hopewell | <input type="checkbox"/> Prince George | <input type="checkbox"/> Hopewell | <input type="checkbox"/> Prince George |
| <input type="checkbox"/> Petersburg | <input type="checkbox"/> Sussex | <input type="checkbox"/> Petersburg | <input type="checkbox"/> Sussex |
| <input type="checkbox"/> Other _____ | <input type="checkbox"/> So. Chesterfield | <input type="checkbox"/> Other _____ | <input type="checkbox"/> So. Chesterfield |

4. The organization has written (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Bylaws | <input type="checkbox"/> Administrative and HR Policies & Procedures |
| <input type="checkbox"/> Organization Chart | <input type="checkbox"/> Collaborative Agreements with other Entities |
| <input type="checkbox"/> Board Meeting Minutes Book | <input type="checkbox"/> Board Member Orientation Manual |
| <input type="checkbox"/> Strategic Plan (dated within last 3 years) | <input type="checkbox"/> Board Member Expectations & Responsibilities |
| <input type="checkbox"/> Whistleblower Policy | <input type="checkbox"/> Nepotism Policy |
| <input type="checkbox"/> Document Retention/Destruction Policy (CEO) | <input type="checkbox"/> Conflict of Interest Policy (signed by BOD & CEO) |

5. The organization has (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Board Member Orientation & Evaluation Process | <input type="checkbox"/> Staff Orientation & Evaluation Processes |
| <input type="checkbox"/> Volunteer Orientation, Evaluation and Recognition Processes | |

6. Assess the following activities/documents from the organization's perspective:

	Don't Need	Need	Have	Dated
a. Strategic Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
b. Operations Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
c. Revised Bylaws	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
d. Revised Mission / Vision Statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
e. Business Plan / S.W.O.T. Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
f. Fundraising / Fund Development Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
g. Marketing / Communications Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
h. Board Composition Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
i. Board Performance Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
j. Financial Management Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
k. Outcome Measures Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
l. Technology / Telecommunications Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
m. Human Resource Policies / Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
n. Staffing / Volunteer Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
o. Training / Development (board, staff, volunteers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
p. Plan for program enhancement or expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
q. Plan for increasing numbers of clients served	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
r. Joint programming / collaboration w/ other orgs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

Organizational Structure and Development

Please provide brief explanations of:

7. Selecting one completed activity listed in #6, describe the process used and outcome(s):

8. For two or three activities listed in #6 that are needed but not completed, the challenges – aside from funding availability – the organization has faced which prevented completion:

9. For the activities listed in Question #6 that are needed but not completed, which 3 or 4 would the organization prioritize for accomplishing with technical assistance funding support?

10. Has the organization previously worked with a professional consultant? Yes No
If yes, which area(s) or activities were concentrated on (from Question #6 or other):

Board Governance

11. For the organization’s governing Board:

- a. If specified by Bylaws, the minimum number of board members: _____
- b. If specified by Bylaws, the maximum number of board members: _____
- c. Historically, highest number of board members: _____
- d. Current number of board members: _____
- e. Number of staff members with board member voting status: _____

12. Are board members compensated financially for their service (does not include reimbursement of program or development-related expenses)? Yes No

13. How often does Board meet? Monthly Quarterly Other _____

14. Standing committees that meet at least quarterly (check all that apply):

- Executive Fundraising / Fund Development
- Finance / Audit Personnel / Human Resources
- Nominating / Board Development Program
- Other _____

15. How are board members recruited for the organization (check all that apply):

- Advertisements Recommendations from current board or staff members
- Appointment by member affiliates Application and/or interview process
- Recommendations by stakeholders/others Other _____

16. Percentage of current board members who currently serve on board(s) of other nonprofit(s):

- 0 – 25% 26% – 50% 51% – 75% 76% – 100%

17. Percentage of current board members who made a financial contribution (not in-kind service) to the organization in the last fiscal year?

- 0 – 25% 26% – 50% 51% – 75% 76% – 100%

18. Percentage of last fiscal year’s revenues from board member financial contributions?

- < 2% 2% – 5% 6% – 10% 11% – 15% 16% – 20% > 20%

19. Current board member composition (the three totals blocks should contain the same number):

Gender	Number	%	Race	Number	%
Male	_____	_____	African American/Black	_____	_____
Female	_____	_____	Asian/Pacific Islander	_____	_____
Total	_____	100%	Caucasian/White	_____	_____
Age			Hispanic/Latino	_____	_____
< 35 years	_____	_____	Native American	_____	_____
35 – 60 years	_____	_____	Mixed Race	_____	_____
> 60 years	_____	_____	Other	_____	_____
Total	_____	100%	Total	_____	100%

Please provide brief explanations of:

20. Board member orientation process:

21. Board member rotation and leadership transition process:

22. Board training and education opportunities:

Please provide brief explanations of:

23. The organization's mission:

24. The programs and services offered/provided by the organization:

25. How the organization decided to pursue the activities it is engaged in:

26. How the organization's services and program activities fulfill the stated mission:

27. The organization's process for tracking program outcomes:

28. The organization's program and organizational goals for the next three years:

Mission and Activities

29. Considering the organization's mission, goals and current resources, what organizational capacities does the organization need to build over the next three years (check all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Board Development / Enhancement | <input type="checkbox"/> Funding Diversity / Development |
| <input type="checkbox"/> Executive Leadership | <input type="checkbox"/> Administrative Policies and Procedures |
| <input type="checkbox"/> Staff / Program Development | <input type="checkbox"/> Program Planning and Evaluation |
| <input type="checkbox"/> Technology / Equipment Upgrades | <input type="checkbox"/> Facility Upgrades |
| <input type="checkbox"/> Internal Systems (financial, tracking, etc.); specify _____ | |

30. The organization's most important assets that currently assist in accomplishing its mission and contribute to organizational success (check all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Effective / Actively Engaged Board Members | <input type="checkbox"/> Diverse / Stable Funding |
| <input type="checkbox"/> Strong / Effective Executive Leadership | <input type="checkbox"/> Established Policies and Procedures |
| <input type="checkbox"/> Knowledgeable / Consistent Staff | <input type="checkbox"/> Visible Constituent / Program Advocacy |
| <input type="checkbox"/> Branded Program Services / Activities | <input type="checkbox"/> Sufficient Facility / Technology Assets |
| <input type="checkbox"/> Sufficient / Dependable Volunteers | <input type="checkbox"/> Strong / Sustained Community Support |
| <input type="checkbox"/> Other; specify _____ | |

31. The organization's most serious barriers impeding accomplishment of the mission or hindering program development (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Ineffective / Poorly Engaged Board Members | <input type="checkbox"/> Single Source / Undependable Funding |
| <input type="checkbox"/> No / Poor Executive Leadership | <input type="checkbox"/> No / Few Policies and Procedures |
| <input type="checkbox"/> No / Inconsistent Staffing | <input type="checkbox"/> No / Low Constituent / Program Advocacy |
| <input type="checkbox"/> Low Volume Program Services / Activities | <input type="checkbox"/> No / Insufficient Facility / Technology Assets |
| <input type="checkbox"/> Insufficient / Undependable Volunteers | <input type="checkbox"/> No / Poor Community Support |
| <input type="checkbox"/> Other; specify _____ | |

Program Clientele

32. The organization's primary constituency / clientele / customers are best briefly described as:

33. On average, the number of constituents / clients / customers you serve annually:

- Less than 25
 25 – 50
 50 – 100
 100 – 250
 More than 250

34. Client composition for last fiscal year (the three totals blocks should contain the same number):

Gender	Number	%	Race	Number	%
Male	_____	_____	African American/Black	_____	_____
Female	_____	_____	Asian/Pacific Islander	_____	_____
Total	_____	100%	Caucasian/White	_____	_____
Age			Hispanic/Latino	_____	_____
< 18 years	_____	_____	Native American	_____	_____
18 – 64 years	_____	_____	Mixed Race/Ethnicity	_____	_____
> 64 years	_____	_____	Other	_____	_____
Total	_____	100%	Total	_____	100%

35. Geographic service area represented by your clientele last fiscal year:

Locality	Number	%
<input type="checkbox"/> Colonial Heights	_____	_____
<input type="checkbox"/> Dinwiddie	_____	_____
<input type="checkbox"/> Hopewell	_____	_____
<input type="checkbox"/> Petersburg	_____	_____
<input type="checkbox"/> Prince George	_____	_____
<input type="checkbox"/> Sussex	_____	_____
<input type="checkbox"/> Southern Chesterfield	_____	_____
<input type="checkbox"/> Other _____	_____	_____
Total	_____	100%

Staffing and Human Resources

36. The organization's staffing at the present time:

- a. CEO / Executive Director: No Yes If Yes, Full-time Part-time
 b. Excluding CEO / E.D., number of admin./support positions: _____ FTE: _____
 c. Excluding CEO / E.D., number of program-related positions: _____ FTE: _____

37. If the organization utilizes volunteers to perform staff functions, on average, the total number of hours per week volunteers provide:

- < 20 21 – 40 41 – 60 61 – 80 > 81

38. On average, the number of active volunteers who work with the organization:

- < 5 6 – 10 11 – 20 21 – 50 > 51

39. Staff composition at present time (the three totals blocks should contain the same number):

Gender	Number	%	Race	Number	%
Male	_____	_____	African American/Black	_____	_____
Female	_____	_____	Asian/Pacific Islander	_____	_____
Total	_____	100%	Caucasian/White	_____	_____
Age			Hispanic/Latino	_____	_____
< 35 years	_____	_____	Native American	_____	_____
35-65 years	_____	_____	Mixed Race/Ethnicity	_____	_____
> 65 years	_____	_____	Other	_____	_____
Total	_____	100%	Total	_____	100%

40. Volunteer composition at present time (the three totals blocks should contain the same number):

Gender	Number	%	Race	Number	%
Male	_____	_____	African American/Black	_____	_____
Female	_____	_____	Asian/Pacific Islander	_____	_____
Total	_____	100%	Caucasian/White	_____	_____
Age			Hispanic/Latino	_____	_____
< 35 years	_____	_____	Native American	_____	_____
35-65 years	_____	_____	Mixed Race/Ethnicity	_____	_____
> 65 years	_____	_____	Other	_____	_____
Total	_____	100%	Total	_____	100%

41. The organization has (check all that apply):

- CEO / E.D. Job Description Staff Job Descriptions Volunteer Job Descriptions

42. Who is in charge of hiring staff for the organization:

- CEO / E.D. Board Committee Panel of Board and Staff Depends on Position

Please provide brief explanations of:

43. The performance evaluation/feedback process for the C.E.O. / Executive Director:

44. The performance evaluation/feedback process for staff members other than the CEO / E.D:

45. The staff development and training opportunities the organization provides:

46. The recruitment, training and supervisory process for volunteers:

47. The performance evaluation/feedback process for volunteers:

Financial Management

38. Does the organization prepare and follow an annual balanced operating budget? Yes No
39. If “Yes” to #1, does the organization’s board of directors approve the budget? Yes No
40. Does the board compare actual financial performance against the budget on at least a quarterly basis? Yes No
41. Does the organization engage an independent accountant to perform an annual financial audit? Yes No
42. Does the organization engage an independent accountant to prepare the annual IRS Form 990 or 990EZ? Yes No Not Applicable
43. Please provide the following for the past three fiscal year ends (rounded to the nearest thousand):

Revenue	Most recent year		Previous year		2 years previous	
	Amount	Budget %	Amount	Budget %	Amount	Budget %
Foundations						
Government						
Corporations						
United Way						
Special Events						
Board Members						
Individual Donors						
Service/Program Fees						
Endowment Transfer(s)						
Other Uncategorized						
Total Revenue		100%		100%		100%
Expenses						
Salaries & Benefits						
Other General/Administrative						
Other Program-related						
Other Fundraising-related						
Total Expenses		100%		100%		100%
Net Excess / (Deficit)						

Financial Management

Please provide brief explanations of:

44. The organization's budget development process, including the committees, individuals or titles of individuals involved in the various steps and any formulas used:

45. The organization's process for comparing actual to budgeted amounts and the time frames for those comparisons:

46. The organization's process/policy for addressing operating deficits:

Fund Development, Marketing and Communications

Please provide brief explanations of:

47. The organization's fund development or fundraising process, including the committees, individuals or titles of individuals, and their board, staff or volunteer roles:

48. How the organization's board members' fundraising efforts are quantified:

49. The organization's plans for diversifying its funding sources:

50. How the organization uses marketing and communication activities to further its mission:

51. The committees, individuals or titles of individuals responsible for marketing and communication planning and decisions within the organization:

52. The organization's process and criteria for distributing press releases and other media communications to highlight the organization's achievements or challenges:

Nonprofit Organizational Capacity Self-Assessment Checklist

Official Signatures:

On this _____ day of _____, 20____

Completed and/or reviewed by:

Chief Staff Person's Signature

Chief Staff Person's Printed Name, Title, Phone Number and Email Address

Board Chair/President's Signature

Board Chair/President's Printed Name, Title, Phone Number and Email Address

- All questions have been answered or noted as "Not Applicable" _____
- All charts have been filled out in their entirety and totals match _____
- A copy of each of the following form sections has been provided:
 - Organizational Structure and Development (2 pages, 10 questions) _____
 - Board Governance (2 pages, 12 questions) _____
 - Mission and Activities (2 pages, 9 questions) _____
 - Program Clientele (1 page, 4 questions) _____
 - Staffing and Human Resources (2 pages, 12 questions) _____
 - Financial Management (2 pages, 9 questions) _____
 - Fund Development, Marketing & Communications (1 page, 6 questions) _____
- Signatures of the Chief Staff Person and/or Board Chair/President have been provided above _____
- A copy of the organization's Bylaws is included with the form packet _____