

**Capacity Building Initiative  
Internal Organizational Capacity Assessment\***  
[www.surveymonkey.com/s/cbify16](http://www.surveymonkey.com/s/cbify16)

|                     |  |
|---------------------|--|
| <b>Organization</b> |  |
|---------------------|--|

This tool has been developed to help your group assess its organizational capacity. Different perspectives on your organizational capacity can lead to valuable discussions within an organization, so we ask that at least two or three senior people from your organization work together to complete this assessment. Only one completed on-line assessment per organization will be accepted.

Ideally your team will include your Executive Director, another staff person, and at least one Board member. The same individuals will be asked to complete this survey again to assess changes over time. List your team below.

Your organization's assessment information should be submitted using the online survey found here:

[www.surveymonkey.com/s/cbify16](http://www.surveymonkey.com/s/cbify16)

If you are having trouble accessing this survey, please contact Stephan Herrera.

| Name | Title | Phone | Email Address |
|------|-------|-------|---------------|
|      |       |       |               |
|      |       |       |               |
|      |       |       |               |
|      |       |       |               |

**Directions:**

- 1) Print and review the pdf version of this assessment with 3+ people from your organization.
- 2) Come to consensus on where the organization is for the various organizational components.
- 3) Complete one survey for your group representing that consensus position.
- 4) When your assessment has been completed, you will need to enter and submit your group's information using this online survey at [www.surveymonkey.com/s/cbify16](http://www.surveymonkey.com/s/cbify16)

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The information you provide will be used by MRG staff and grantmakers to identify groups that can most benefit from intensive capacity building support. Neither minimizing nor overstating organizational challenges will help you get funded and, if your group is selected, both will make the technical assistance you receive less effective. Therefore, it is essential that your team be transparent when completing this assessment.

The assessment is divided into three areas of organizational capacity:

- I. **Governance, Operations, & Financial Management:** Organizational Development, Board, Staffing, Financial Systems, and Technology.
- II. **Programs & Planning:** Planning and Evaluation, Leadership Development, Relationship & Coalition Building.
- III. **Fundraising & Communications:** Development Planning, Grant Writing, Individual Fundraising, Board Engagement, Communications Strategy and Tools.

Note: Throughout the assessment, we use the term “leaders”. “Leaders” refers to community members who have unpaid leadership roles within the organization and are not Board members.

*\*This tool has been adapted from Liberty Hill Foundation’s Wally Marks Leadership Institute for Change Organizational Assessment.*

## I. Governance, Operations, & Financial Management

**Organizational Development:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. The organization has received its own 501c3 federal tax-exempt status.                            |                                       |                               |                                      |                  |     |
| 2. Organizational structure is well-defined (e.g., roles, decision-making processes, and authority). |                                       |                               |                                      |                  |     |
| 3. Organizational mission is clearly stated and well understood by Board and staff.                  |                                       |                               |                                      |                  |     |
| 4. Organizational vision is clearly stated and well understood by Board and staff.                   |                                       |                               |                                      |                  |     |
| 5. Organizational values are clearly stated and well understood by Board and staff.                  |                                       |                               |                                      |                  |     |
| 6. Organization has an agreed upon theory of change that is well understood by Board and staff.      |                                       |                               |                                      |                  |     |
| <b>Comments:</b>   |                                       |                               |                                      |                  |     |

**Board of Directors:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Board recruitment process and priorities are well-defined.  |                                       |                               |                                      |                  |     |
| 2. Board composition reflects organization's base. (e.g., race/ethnicity, class, geographic location, etc.). |                                       |                               |                                      |                  |     |
| 3. Regular, well-attended Board meetings are held.   |                                       |                               |                                      |                  |     |
| 4. Board members understand their fiduciary and governance responsibilities.                                 |                                       |                               |                                      |                  |     |
| 5. Board sets and advances the organization's vision, mission, and values.                                   |                                       |                               |                                      |                  |     |
| 6. Board sets the organization's strategic direction.  |                                       |                               |                                      |                  |     |
| 7. Board members are engaged in making organizational policy decisions.                                      |                                       |                               |                                      |                  |     |
| 8. Board members have input into identifying priority issue and campaigns.                                   |                                       |                               |                                      |                  |     |
| 9. Board evaluates the Executive Director's performance annually.  |                                       |                               |                                      |                  |     |
| 10. Board regularly reviews financial statements.  |                                       |                               |                                      |                  |     |
| 11. Board conducts a self-evaluation annually (of the Board's performance).                                  |                                       |                               |                                      |                  |     |
| 12. Board has established practices for developing Board leaders.  |                                       |                               |                                      |                  |     |

**Comments:**

**Staffing:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component  | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|---|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization has paid staff.   |                                       |                               |                                      |                  |     |
| 2. Organization has clear and written procedures for staff recruitment and hiring, which are used.        |                                       |                               |                                      |                  |     |
| 3. Organization has clear, well-understood personnel policies, which are followed.                        |                                       |                               |                                      |                  |     |
| 4. Staffing structure is appropriate for the size and activity of the organization.                       |                                       |                               |                                      |                  |     |
| 5. New staff receive comprehensive orientation and training.  |                                       |                               |                                      |                  |     |
| 6. Staff participate in professional development opportunities to increase their skill and effectiveness. |                                       |                               |                                      |                  |     |
| 7. Staff receive regular and constructive feedback and evaluations.                                       |                                       |                               |                                      |                  |     |
| 8. Staff receive competitive pay.   |                                       |                               |                                      |                  |     |
| 9. Health benefits are available to staff.  |                                       |                               |                                      |                  |     |
| 10. Retirement benefits are available to staff.   |                                       |                               |                                      |                  |     |
| 11. Staff retention is strong.  |                                       |                               |                                      |                  |     |

**Comments:**

**Financial Systems:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization has written and well-understood financial policies, procedures, and systems.   |                                       |                               |                                      |                  |     |
| 2. Organization has a comprehensive annual budget that includes all projected revenue sources and uses of funds.   |                                       |                               |                                      |                  |     |
| 3. Board approves the annual budget and any major revisions.   |                                       |                               |                                      |                  |     |
| 4. Financial activities are tracked and reported with complete financial statements (including a statement of activities and a statement of financial position). |                                       |                               |                                      |                  |     |
| 5. Organization monitors cash flow on a regular basis.   |                                       |                               |                                      |                  |     |
| 6. Board and staff receive regular updates on the financial health of the organization.  |                                       |                               |                                      |                  |     |
| 7. Organization has at least three months of operating reserves.   |                                       |                               |                                      |                  |     |
| 8. Organization has access to loans or reserves to manage cash flow.   |                                       |                               |                                      |                  |     |
| 9. Organization has long-term budget projections (3 to 5 years).   |                                       |                               |                                      |                  |     |
| <p><b>Comments:</b></p>  |                                       |                               |                                      |                  |     |

**Technology:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Adequate technology is available (i.e., phones, computers, copier, printer).          |                                       |                               |                                      |                  |     |
| 2. IT is included in annual budget (i.e., hardware, software, maintenance, and support). |                                       |                               |                                      |                  |     |
| 3. Staff is trained to use technology.   |                                       |                               |                                      |                  |     |
| 4. Organization explores and implements creative and strategic uses of technology.       |                                       |                               |                                      |                  |     |
| 5. Organization has a database that is operational and well-maintained.                  |                                       |                               |                                      |                  |     |
| 6. Staff know how to use the database.   |                                       |                               |                                      |                  |     |

**Comments:**

## II. Programs & Planning

**Planning and Evaluation:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component  | Not present or is under consideration | Early stage of implementation         | Implemented, but needs strengthening | Functioning Well | N/A |
|---|---------------------------------------|---------------------------------------|--------------------------------------|------------------|-----|
| 1. Organization’s strategic planning process includes meaningful engagement of Board, staff, leaders, and constituents. |                                       | Not present or is under consideration |                                      |                  |     |
| 2. Organization has a strategic plan.   |                                       |                                       |                                      |                  |     |
| 3. The strategic plan is regularly referred to and updated.   |                                       |                                       |                                      |                  |     |
| 4. Organization has an annual work plan, which is aligned with the strategic plan.                                      |                                       |                                       |                                      |                  |     |
| 5. Programs, projects, and campaigns have their own implementation plans.   |                                       |                                       |                                      |                  |     |
| 6. Staff and Board use evaluation data to guide decisions and improvements.   |                                       |                                       |                                      |                  |     |
| 7. Staff and leaders are able to lead evaluations of actions, events, and/or campaigns.                                 |                                       |                                       |                                      |                  |     |
| 8. Resources are allocated to document organization’s work and capture the “story” of its impact.                       |                                       |                                       |                                      |                  |     |
| 9. Evaluation processes are integrated into implementation plans for programs, projects and campaigns.                  |                                       |                                       |                                      |                  |     |
| <b>Comments:</b>  |                                       |                                       |                                      |                  |     |



**Leadership Development:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component  | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|---|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Staff, Board, and leaders have a shared understanding of the leadership development process. |                                       |                               |                                      |                  |     |
| 2. Organization systematically develops and trains leaders for campaigns and projects.          |                                       |                               |                                      |                  |     |
| 3. Roles for leaders are clearly defined.   |                                       |                               |                                      |                  |     |
| 4. Leaders are directly impacted by the issues the organization is addressing.                  |                                       |                               |                                      |                  |     |
| 5. Leaders are given responsibilities and challenges appropriate to their skill levels.         |                                       |                               |                                      |                  |     |
| 6. Leaders can operate as organizers.   |                                       |                               |                                      |                  |     |
| 7. Leaders take part in recruiting new leaders.   |                                       |                               |                                      |                  |     |
| 8. Leaders help develop campaign strategies.  |                                       |                               |                                      |                  |     |
| 9. Leaders can articulate a clear social/political analysis.                                    |                                       |                               |                                      |                  |     |
| 10. Leaders can represent the organization without staff.                                       |                                       |                               |                                      |                  |     |
| 11. Outside power actors relate directly to leaders.  |                                       |                               |                                      |                  |     |
| 12. Leaders are engaged in defining organizational priorities.                                  |                                       |                               |                                      |                  |     |

**Comments:**

**Relationship and Coalition Building:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component  | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|---|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization engages in campaigns that alter the relations of power in the community.                                    |                                       |                               |                                      |                  |     |
| 2. Organization has established working relationships with allies and neutrals.   |                                       |                               |                                      |                  |     |
| 3. Organization has the ability to bring opponents into negotiations that have the potential to lead to ally relationships. |                                       |                               |                                      |                  |     |
| 4. The organization’s key allies include other community based groups.  |                                       |                               |                                      |                  |     |
| 5. The organization’s key allies include social service organizations.  |                                       |                               |                                      |                  |     |
| 6. The organization’s key allies include labor unions.  |                                       |                               |                                      |                  |     |
| 7. The organization’s key allies include advocacy organizations.  |                                       |                               |                                      |                  |     |
| 8. The organization’s key allies include elected and other government officials.  |                                       |                               |                                      |                  |     |
| 9. The organization’s key allies include those in the business sector.  |                                       |                               |                                      |                  |     |
| <b>Comments:</b>  |                                       |                               |                                      |                  |     |

### III. Fundraising & Communications

**Development Planning:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization has a 3-5 year fundraising plan.   |                                       |                               |                                      |                  |     |
| 2. Fundraising plan includes diverse sources of funding such as foundations, individual donors and members, and earned income.     |                                       |                               |                                      |                  |     |
| 3. Fundraising plan includes strategy for donor cultivation to help meet long-term development needs.                              |                                       |                               |                                      |                  |     |
| 4. All staff and board, and many leaders and community members are involved in fundraising.  |                                       |                               |                                      |                  |     |
| 5. All staff and board, and many leaders and community members are provided with support and training to be effective fundraisers. |                                       |                               |                                      |                  |     |
| 6. Fund development strategy is integrated into organization's long-term budget projections.                                       |                                       |                               |                                      |                  |     |
| 7. Estimated gift potential is reviewed for prospects, donors, and activities (such as events).                                    |                                       |                               |                                      |                  |     |
| 8. Fundraising activities and results are tracked.   |                                       |                               |                                      |                  |     |
| 9. Up-to-date results from fundraising efforts are used to inform planning and implementation.                                     |                                       |                               |                                      |                  |     |

**Comments:**

**Grant Writing:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component  | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|---|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization’s grant writing needs are adequately staffed.   |                                       |                               |                                      |                  |     |
| 2. Grant proposals include the engagement of relevant program staff and leaders.                      |                                       |                               |                                      |                  |     |
| 3. Grant proposals are reviewed by and include input from administrative staff.                       |                                       |                               |                                      |                  |     |
| 4. Organization’s in-house grant writers have opportunities for learning more about fund development. |                                       |                               |                                      |                  |     |
| 5. Organization produces strong grant proposals with realistic budgets and timelines.                 |                                       |                               |                                      |                  |     |

**Comments:**

**Individual Fundraising:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization conducts an annual donation drive.   |                                       |                               |                                      |                  |     |
| 2. Organization has a major donor program.   |                                       |                               |                                      |                  |     |
| 3. Organization is planning for a capital campaign.  |                                       |                               |                                      |                  |     |
| 4. Leaders, donors, and prospects are tracked in a data system.                                      |                                       |                               |                                      |                  |     |
| 5. All donors are thanked promptly.  |                                       |                               |                                      |                  |     |
| 6. Organization regularly communicates with donors and prospects.                                    |                                       |                               |                                      |                  |     |
| 7. Organization has convenient payment mechanisms, including ability to accept online contributions. |                                       |                               |                                      |                  |     |
| 8. Leaders/constituents make financial contributions.  |                                       |                               |                                      |                  |     |
| 9. Organization has secured some multi-year funding.   |                                       |                               |                                      |                  |     |
| 10. If organization is member-based, most pay dues on time.  |                                       |                               |                                      |                  |     |

**Comments:**

**Board Engagement:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component   | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|--|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Board members embrace fundraising as one of their core responsibilities.                                |                                       |                               |                                      |                  |     |
| 2. Organization has realistic and appropriate Board fundraising goals and plans.                           |                                       |                               |                                      |                  |     |
| 3. Board members lead and implement fundraising activities w/active participation from broader leadership. |                                       |                               |                                      |                  |     |
| 4. Every Board member (100%) makes an annual financial gift.   |                                       |                               |                                      |                  |     |

**Comments:**

**Communication Strategies and Tools:** For each organizational component, please place an X in the response that most closely reflects your organization most of the time – please mark only one response for each line.

| Organizational Component  | Not present or is under consideration | Early stage of implementation | Implemented, but needs strengthening | Functioning Well | N/A |
|---|---------------------------------------|-------------------------------|--------------------------------------|------------------|-----|
| 1. Organization has a comprehensive outreach and communication strategy that includes target audiences and key messages.                                |                                       |                               |                                      |                  |     |
| 2. Organization has an annual outreach and communications plan that includes a concrete calendar and action items                                       |                                       |                               |                                      |                  |     |
| 3. Organization has outreach and communication materials that are current and appeal to its target audiences.   |                                       |                               |                                      |                  |     |
| 4. Organization has a dedicated staff person for communications.  |                                       |                               |                                      |                  |     |
| 5. Organizational messages are clear, concise, and consistent.  |                                       |                               |                                      |                  |     |
| 6. Leaders help in the creation of messages and materials.  |                                       |                               |                                      |                  |     |
| 7. Outreach and communication materials are available in the primary languages spoken by constituents.  |                                       |                               |                                      |                  |     |
| 8. Outreach and communication materials have an established “look” (i.e., standards set for fonts, colors, logo placements, etc.)                       |                                       |                               |                                      |                  |     |
| 9. Organization has established relationships with various media (print, radio, TV, on-line) to leverage its campaigns.                                 |                                       |                               |                                      |                  |     |
| 10. Organization has the ability to secure earned media that is free of cost.   |                                       |                               |                                      |                  |     |
| 11. Organization has a website that is up-to-date and fully operational.  |                                       |                               |                                      |                  |     |
| 12. Organization creates and posts its own communications content, such as blogs, videos, and photos.   |                                       |                               |                                      |                  |     |
| 13. Organization has a defined social media strategy and effectively uses social media to engage constituents (i.e., Facebook, Twitter, and Instagram). |                                       |                               |                                      |                  |     |

**Comments:**