



Cultural Investment Portfolio Organizational Capacity Measurement Tool

Organizational capacity is at the center of how well nonprofit organizations can fulfill their missions in an effective manner. Distinct capacity building projects, such as identifying a communications strategy, improving volunteer recruitment, ensuring thoughtful leadership succession, updating a nonprofit's technology, and improving how it measures its outcomes, all build the capacity of a nonprofit to effectively deliver its mission. When capacity building is successful, it strengthens a nonprofit's ability to fulfill its mission over time, thereby enhancing the nonprofit's ability to have a positive impact on lives and communities.

The Mass Cultural Council Organizational Capacity Measurement Tool can be used by organizations to measure capacity areas. Many organizations will find it useful to have staff, board members, and/or constituents complete the Tool. Completing the Tool using a team approach both improves validity, and reduces individual biases. This process also serves as a catalyst for key stakeholders to engage in a rich dialogue about the organization. This Tool measures organizational capacity in four clusters:

Leadership: the capacity of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate

Adaptive: the capacity of the organization to monitor, assess, and respond to internal and external change

Management: the capacity of the organization to ensure the effective and efficient use of organizational resources

Operational: the capacity of the organization to implement key organizational and programmatic functions

How this Tool can benefit your organization:

- **For larger organizations**, the regular distribution of this evaluation to key staff, board members and volunteers is a springboard for internal communication about problem areas, or to identify places where you're doing a good job.
- **For organizations with limited staffing**, this tool provides a good way to identify the skills needed as you focus on board development and recruitment.
- **For younger organizations**, this tool can help forecast future staffing, technology or development needs.
- **For organizations in leadership or other transition**, this tool may help clarify areas of needed growth and attention before a search begins.

Questions?

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40 Elements of Organization Capacity as Measured by this Tool
(Adapted from the McKinsey Capacity Grid)

1. Leadership Capacity Elements: (9)

1. Mission
2. Vision
3. Overarching Goals
4. Overarching Strategy
5. Shared Beliefs & Values
6. Board Composition & Commitment
7. Board Governance
8. Board Involvement & Support
9. ED Organizational Leadership/Effectiveness

2. Adaptive Capacity Elements: (8)

1. Strategic Planning
2. Evaluation & Organizational Learning
3. Program Relevance & Integration
4. New Program Development
5. Monitoring of Program Landscape
6. Assessment of External Environment
7. Partnerships & Alliances
8. Community Presence

3. Management Capacity Elements: (13)

1. Staff
2. Leadership Transition
3. Shared References & Practices
4. Goals
5. Funding Diversification Model
6. Fund Development Planning
7. Financial Planning/Budgeting
8. Financial Operations Management
9. Operational Planning
10. Organizational Processes
11. Interfunctional Coordination & Communication
12. Human Resources Planning
13. Volunteer Management

4. Operational Capacity Elements: (10)

1. Staffing Levels
2. Skills, Abilities, & Commitment of Volunteers
3. Fundraising
4. Board Involvement & Participation in Fundraising
5. Communications Strategy
6. Communications & Outreach
7. Hardware and Software
8. Website
9. Database /Management Reporting Systems
10. Management of Legal & Liability Matters

1. LEADERSHIP CAPACITY						
Capacity Elements		LEVEL ONE	LEVEL TWO	LEVEL THREE	LEVEL FOUR	Capacity Rating (1-4)
1.01	Mission	No written mission or limited expression of the organization's reason for existence (lacks clarity or specificity); either held by very few in the organization or rarely referenced	Some expression of organization's reason for existence that reflects its values and purpose, but may lack clarity; held by some within organization and occasionally referenced	Clear expression of organization's reason for existence which reflects its values and purpose; held by many within the organization and often referenced	Clear expression of organization's reason for existence which describes an enduring reality that reflects its values and purpose; universally held within the organization and frequently referenced	
1.02	Vision	No clear vision articulated; little shared understanding of what the organization aspires to become or achieve beyond the stated mission	Somewhat clear or specific understanding of what the organization aspires to become or achieve; held by only a few, or "on the wall," but rarely used to direct actions or set priorities	Clear and specific understanding of what organization aspires to become or achieve; held by many within the organization and often used to direct actions and set priorities	Clear, specific, and compelling understanding of what organization aspires to become or achieve; universally held within organization and consistently used to direct actions and set priorities	
1.03	Overarching Goals	Vision (if it exists) not explicitly translated into set of concrete goals, though there may be general (but inconsistent and imprecise) knowledge within the organization of overarching goals and what it aims to achieve	Vision translated into a concrete set of goals; goals lack at least two of following four attributes: clarity, boldness, associated measures, or time frame for measuring attainment; goals known by only a few, or only occasionally used to direct actions or set priorities	Vision translated into small set of concrete goals, but goals lack at most two of following four attributes: clarity, boldness, associated measures, or time frame for measuring attainment; goals are known by many within the organization and often used by them to direct actions and set priorities	Vision translated into clear, bold set of (up to three) goals that organization aims to achieve, with specific time frames and concrete measures for each goal; goals are universally known within the organization and consistently used to direct actions and set priorities	
1.04	Overarching Strategy	Strategy is either non-existent, unclear, or incoherent (largely a set of scattered initiatives); strategy has no influence over day-to-day behavior	Strategy exists but is either not clearly linked to mission, vision, and overarching goals, or lacks coherence, or is not easily actionable; strategy is not broadly known and has limited influence over day-to-day behavior	Coherent strategy has been developed and is linked to mission and vision but is not fully ready to be acted upon; strategy is mostly known, and day-to-day behavior is partly driven by it	Clear, coherent medium-to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals; strategy is universally known and consistently helps drive day-to-day behavior at all levels of the organization	

1.05	Shared Beliefs & Values	No common set of basic beliefs and values (e.g., social, cultural, etc.) exists within the organization	Common set of basic beliefs and values exists in some groups within the organization, but is not shared broadly; beliefs and values are only partially aligned with organizational purpose and constituents' norms, or are rarely harnessed to produce impact	Common set of basic beliefs and values held by many people within the organization; helps provide a sense of connection to organization; beliefs and values are aligned with organizational purpose and constituents' norms, and are occasionally harnessed to produce impact	Common set of basic beliefs and values exists and is widely shared within the organization; helps provide a sense of connection to organization and a clear direction for behavior; beliefs and values embodied by leader but are also timeless and stable across leadership changes; beliefs and values clearly support organizational purpose, are in line with constituents' norms, and are consistently harnessed to produce impact	
1.06	Board Composition & Commitment	Membership with limited diversity in fields of practice and expertise; drawn from a narrow spectrum of constituencies relevant to the organization; little or no relevant experience; commitment to organization's success, vision, and mission is unclear; meetings are sporadic and/or attendance is sometimes poor	Some diversity in fields of practice and expertise; membership represents a few different constituencies relevant to organization; some evidence of commitment to organization's success, vision, and mission; regular meetings are well-planned, and attendance is adequate; occasional subcommittee meetings	Good diversity in fields of practice and expertise; membership represents most constituencies relevant to the organization; solid evidence of commitment to organization's success, vision, and mission; regular, purposeful meetings are well-planned, and attendance is consistently good; regular subcommittee meetings	Membership with broad variety in fields of practice and expertise, and drawn from the full spectrum of constituencies relevant to the organization; includes functional and issue area expertise; proven track record of learning about the organization and addressing its issues; consistently demonstrated commitment to the organization's success, mission, and vision; regular, purposeful meetings are well-planned and attendance is consistently strong; regular meetings of focused subcommittees	

1.07	Board Governance	Roles of legal board, advisory board, and management are unclear; board rarely scrutinizes budgets, holds CEO/ED accountable, or operates according to formal procedures	Roles of legal board, advisory board, and management are clear; board functions according to by-laws, reviews budgets, and occasionally sets organizational direction and targets, but does not regularly review CEO/ED performance, monitor potential conflicts of interest, scrutinize audits, or review IRS and state filings	Roles of legal board, advisory board, and management are clear and function well; board reviews budgets, audits, IRS and state filings; size of board set for maximum effectiveness with formal nomination process; board co-defines performance targets and actively encourages CEO/ED to meet targets; annual review of CEO/ED's performance, but board not prepared to hire or fire CEO/ED	Legal board, advisory board, and management work well together from clear roles; board fully understands and fulfills fiduciary duties; size of board set for maximum effectiveness with rigorous nomination process; board actively defines performance targets and holds CEO/ED fully accountable; board empowered and prepared to hire or fire CEO/ED if necessary; board periodically evaluated	
1.08	Board Involvement & Support	Provide little direction, support, and accountability to leadership; not fully informed about material and other major organizational matters; largely "feel-good" support	Provide occasional direction, support, and accountability to leadership; generally informed about all material matters in a timely manner; input and responses often solicited	Provide direction, support, and accountability to leadership; fully informed about all material matters; input and responses actively sought and valued; full participant in major decisions	Provide strong direction, support, and accountability to leadership and engaged as a strategic resource; communication between board and leadership reflects mutual respect, appreciation for roles and responsibilities, shared commitment, and valuing of collective wisdom	
1.09	ED Organizational Leadership / Effectiveness	Some difficulty building trust and rapport with others; micromanages projects; shares little of own experiences as developmental/coaching tool; inconsistent attention to organizational vision	Responsive to opportunities from others to work together; generally confident in others' ability to be successful; shares own experience and expertise; visible commitment to organization and its vision	Actively and easily builds rapport and trust with others; effectively encourages others to succeed; shares relevant experience and expertise, yet gives others freedom to work their own way, try out new ideas, and grow; shows constant commitment to organization and its vision; inspires others around vision	Constantly establishing successful, win-win relationships with others, both within and outside the organization; delivers consistent, positive, and reinforcing messages to motivate people; finds or creates special opportunities to promote people's development; lives the organization's vision; compellingly articulates path to achieving vision that enables others to see where they are going	

2. ADAPTIVE CAPACITY						
Capacity Elements		LEVEL ONE	LEVEL TWO	LEVEL THREE	LEVEL FOUR	Capacity Rating (1-4)
2.01	Strategic Planning	Limited ability and tendency to develop strategic plan, either internally or via external assistance; if strategic plan exists, it is rarely or never referenced	Some ability and tendency to develop high-level strategic plan either internally or via external assistance; strategic plan sometimes directs management decisions	Ability and tendency to develop and refine concrete, realistic strategic plan; some internal expertise in strategic planning or access to relevant external assistance; strategic planning carried out on a near-regular basis; strategic plan used to guide management decisions	Ability to develop and refine concrete, realistic, and detailed strategic plan; critical mass of internal expertise in strategic planning, or efficient use of external, sustainable, highly qualified resources; strategic planning exercise carried out regularly; strategic plan used extensively to guide management decisions	
2.02	Evaluation & Organizational Learning	Performance data rarely used to improve program and organization; little experience with evaluation beyond capturing information to report to funders; information systems not in place	Performance data occasionally used by staff and board to improve organization; some staff time devoted to evaluation efforts, as required by funders, however, staff and board do not typically see evaluation as integral to organization's work; information systems not in place	Learnings from performance data distributed throughout organization, and often used by staff and board to make adjustments and improvements; some staff time devoted to documenting organization's work; some information systems in place to support on-going evaluation	Systematic staff and board practices of making adjustments and improvements on basis of performance data; resources are devoted to thoroughly documenting organization's work and capturing the complete story of its impact; evaluation processes fully integrated into information systems	
2.03	Program Relevance & Integration	Core programs and services vaguely defined and lack clear alignment with mission and overarching goals; programs seem scattered and largely unrelated to each other	Most core programs and services well-defined and solidly linked with mission and overarching goals; program offerings may be somewhat scattered and not fully integrated into clear strategy	Core programs and services well-defined and aligned with mission and overarching goals; program offerings fit together well as part of clear strategy	All programs and services well-defined and fully aligned with mission, overarching goals, and constituency; program offerings are clearly linked to one another and to overall strategy; synergies across programs are captured	

2.04	New Program Development	No assessment of gaps in ability of current programs to meet recipient needs; limited ability to create new programs; new programs created only in response to funding availability	Limited assessment of gaps in ability of existing programs to meet recipient needs, with little or limited action taken; some ability to modify existing programs and create new programs	Occasional assessment of gaps in ability of existing programs to meet recipient needs, with some adjustments made; demonstrated ability to modify and fine-tune existing programs and create new programs	Continual assessment of gaps in ability of existing programs to meet recipient needs, with adjustments regularly made; ability and tendency to efficiently and effectively create new, innovative programs to meet needs in local area or other geographies; continuous pipeline of new ideas	
2.05	Monitoring of Program Landscape	Minimal knowledge and understanding of other players as well as alternative and complementary models in program area	Basic knowledge of other players as well as alternative and complementary models in program area, but limited ability to adapt behavior based on acquired understanding	Solid knowledge of other players as well as alternative and complementary models in program area; good ability to adapt behavior based on acquired understanding and cultural appropriateness, but only carried out on occasion	Extensive knowledge of other players as well as alternative and complementary models in program area; refined ability and systematic tendency to adapt behavior based on acquired understanding and cultural appropriateness	
2.06	Assessment of External Environment	Planning not supported by systematically collected information about community needs or external opportunities and threats	Information about community needs or external opportunities and threats used to inform planning, although collection is haphazard	Information about community needs and external opportunities and threats used to inform planning	Clear, established systems regularly used to assess community needs and external opportunities and threats; information systematically collected and used to support and improve planning efforts	
2.07	Partnerships & Alliances	No partnerships or alliances with other for-profit, nonprofit, or public sector entities	Early stages of building relationships and collaborating with other for-profit, nonprofit, or public sector entities; if relations do exist, some may be precarious or not fully "win-win"	Some key relationships with a few types of relevant entities (e.g., for-profit, nonprofit, public sector) have been built and leveraged; action around common goals is generally short term	Strong, high-impact, relationships with variety of relevant entities (local, state, and federal government as well as for-profit, other nonprofit, and community agencies) have been built, leveraged, and maintained; relationships anchored in stable, long-term, mutually beneficial collaboration	

2.08	Community Presence	Community presence either not recognized or organization is generally not regarded as a player in the community	Community presence somewhat recognized, and organization is generally regarded as a player in the community	Known within the community beyond just constituents/members; perceived as open and responsive to community needs	Widely known within the community, and perceived as actively engaged with and extremely responsive to it	
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3. MANAGEMENT CAPACITY						
Capacity Elements		LEVEL ONE	LEVEL TWO	LEVEL THREE	LEVEL FOUR	Capacity Rating (1-4)
3.01	Staff	Drawn from a narrow range of backgrounds and experiences; interest and abilities limited to present job; little ability to solve problems as they arise	Drawn from somewhat diverse backgrounds and experiences; good capabilities, including some ability to solve problems as they arise; many are interested in work beyond their current jobs and in the success of the organization's mission	Drawn from diverse backgrounds and experiences and bring a broad range of skills; most are highly capable and committed to mission and strategy; eager to learn and develop, and assume increased responsibility	Drawn from extraordinarily diverse backgrounds and experiences, and bring broad range of skills; most are highly capable in multiple roles and committed to both mission, strategy, and continuous learning; eager and able to take on special projects and collaborate across divisional lines; frequent source of ideas and momentum for improvement and innovation	
3.02	Leadership Transition	Very strong dependence on CEO/ED; organization would cease to exist without his/her presence	High dependence on CEO/ED; organization would continue to exist without his/her presence, but likely in a very different form	Limited dependence on CEO/ED; organization would continue in similar way without his/her presence but areas such as fundraising or operations would likely suffer during transition period; no current member of management team could potentially take on CEO/ED role	Reliance but not dependence on CEO/ED; smooth transition to new leader could be expected; fundraising and operations likely to continue without major interruption; senior management team can fill in during transition time; several members of management team could potentially take on CEO/ED role	

3.03	Shared References & Practices	No significant common set of references and practices (e.g., rituals, unwritten rules, stories, heroes or role models, symbols, language, cultural practices or traditions of communities served, etc.) exists within organization	Common set of references and practices exists in some groups within organization, but is not shared broadly; only partially aligned with organizational purpose or only rarely harnessed to produce impact	Common set of references and practices exists, and is adopted by many people within the organization; references and practices aligned with organizational purpose and occasionally harnessed to produce impact	Common set of references and practices exists, and is shared and adopted by all members of organization; references and practices consciously designed and used to support organizational purpose and regularly harnessed to produce impact	
3.04	Goals	Goals are non-existent or few, vague or confusing, or either too easy or impossible to achieve; not clearly linked to overarching strategy	Realistic goals exist in some key areas, and are mostly aligned with overarching strategy	Realistic yet demanding goals exist in most areas, and are aligned with overarching strategy; primarily quantifiable and focused on outcomes	Realistic yet demanding goals exist in all areas and are tightly linked to overarching strategy; quantifiable, outcome-focused, have annual milestones, and are long-term in nature	
3.05	Funding Diversification Model	Strong dependence on a few funders, largely of same type (e.g., government, foundations, corporations, or individuals)	Multiple types of funding sources with only a few funders in each type, or many funders within only one or two types of funders	Solid base of funders from many types of funding sources; some ability to guard against market instabilities (e.g., operating reserves, small endowment) and/or has developed some sustainable revenue-generating activity	Highly diversified funding streams; organization insulated from potential market instabilities (e.g., fully developed endowment) and/or has developed sustainable revenue-generating activities; other nonprofits try to imitate organization's fundraising activities and strategies	
3.06	Fund Development Planning	No systems in place for long-term planning, diversifying revenue streams, or outlining and managing to target goals; fundraising is reactive; fund development strategy not well-articulated and focuses on one type of activity such as grants	Recognize need to develop systems for long-term planning, revenue diversification, and outlining and managing to target goals; fund development includes several activities, but is not connected to organization's long-term strategic plan and budget projections	Some systems in place for long-term planning, revenue diversification, and outlining and managing to target goals; fund development strategy includes multiple activities and is loosely connected to organization's long-term strategic plan and budget projections	Well-developed systems for long-term planning, revenue diversification, and outlining and managing to target goals; multi-pronged fund development strategy is proactive and integrated into organization's long-term strategic plan and budget projections	

3.07	Financial Planning / Budgeting	No or very limited financial planning; general budget developed; only one budget for entire organization; performance-to-budget loosely or not monitored	Limited financial plans, updated on an ad hoc basis; budget utilized as operational tool; used to guide/assess financial activities; some attempt to isolate divisional (program or geographical) budgets within central budget; performance-to-budget monitored periodically	Solid financial plans, updated regularly; budget integrated into most operations; reflects organizational needs; solid effort made to isolate divisional (program or geographical) budgets within central budget; performance-to-budget monitored regularly	Very solid financial plans, continuously updated; budget integrated into all operations; used as strategic tool; budget developed from process that incorporates and reflects organizational needs and objectives; well-understood divisional (program or geographical) budgets within overall central budget; performance-to-budget closely and regularly monitored	
3.08	Financial Operations Management	Gifts and grants deposited and acknowledged; bills paid regularly; supporting documentation collected and retained	Financial activities consistently documented and reported; appropriate checks and balances exist; activities tracked to budget	Established internal controls govern all financial operations; activities fully tracked, supported, and reported; some attention paid to cash flow management	Robust systems and controls govern all financial operations and their integration with budgeting, decision making, and organizational goals; cash flow actively managed	
3.09	Operational Planning	Operations run purely on day-to-day basis with no short- or longer-term planning activities; no experience in operational planning	Some ability and tendency to develop high-level operational plan either internally or via external assistance; operational plan loosely or not linked to strategic planning activities and used roughly to guide operations	Ability and tendency to develop and refine concrete, realistic operational plan; some internal expertise in operational planning or access to relevant external assistance; operational planning carried out on a near-regular basis; operational plan linked to strategic planning activities and used to guide operations	Concrete, realistic, and detailed operational plan developed and regularly refined; critical mass of internal expertise in operational planning, or efficient use of external, sustainable, highly qualified resources; operational planning exercise carried out regularly; operational plan tightly linked to strategic planning activities and systematically used to direct operations	

3.10	Organizational Processes	Limited set of processes (e.g., planning, reviews, internal information dissemination) for ensuring effective functioning of the organization; use of processes is variable, or processes are seen as ad hoc requirements ("paperwork exercises"); no monitoring or assessment of processes	Basic set of processes in core areas for ensuring efficient functioning of the organization; processes known, used, and accepted by a portion of staff; limited monitoring and assessment of processes, with few improvements made in consequence	Solid, well-designed set of processes in place in core areas to ensure smooth, effective functioning of the organization; processes known and accepted by many and often used and contribute to increased impact; occasional monitoring and assessment of processes, with some improvements made accordingly	Robust, lean, and well-designed set of processes in place in all areas to ensure effective and efficient functioning of the organization; processes are widely known, used, and accepted, and are key to ensuring full impact of organization; continual monitoring and assessment of processes, with systematic improvements made accordingly	
3.11	Interfunctional Coordination & Communication	Different programs and organizational units function in silos; little or dysfunctional coordination and communication between them	Interactions between different programs and organizational units generally good, though some coordination and communication problems exist; some pooling of resources	All programs and units function together effectively, with sharing of information and resources; coordination and communication is strong	Constant and seamless integration between different programs and organizational units; relationships are dictated primarily by organizational needs rather than hierarchy or politics	
3.12	Human Resources Planning	Organization uncovers and/or addresses HR needs only when too large to ignore; lack of HR planning activities and expertise (either internally or accessible externally); job descriptions do not exist	Some ability and tendency to develop high-level HR plan either internally or via external assistance; HR plan loosely or not linked to strategic planning activities and roughly guides HR activities; job descriptions tend to be static	Ability and tendency to develop and refine concrete, realistic HR plan; some internal expertise in HR planning or access to relevant external assistance; HR planning carried out on near-regular basis; HR plan linked to strategic planning activities and used to guide HR activities; job descriptions periodically updated and revised in response to changing organizational needs and to support the growth and development of staff	Ability to develop and refine concrete, realistic, and detailed HR plan; critical mass of internal expertise in HR planning, or efficient use of external, highly qualified resources; HR planning exercises carried out regularly; HR plan tightly linked to strategic planning activities and systematically used to direct HR activities; job descriptions regularly updated and revised in response to changing organizational needs and to support growth and development of staff	

3.13	Volunteer Management	No active recruitment of volunteers (only passive recruitment such as people who walk in the door); no defined roles for volunteers to fill; few systems in place to train and support volunteers	Some active recruitment of volunteers; volunteer roles involve a range of time commitments and skill levels; volunteer work is mostly task-oriented; basic training to volunteers provided, generally on an ad hoc basis	Active recruitment of volunteers on a regular basis; wide range of volunteer roles available; written job descriptions for most common volunteer positions; some systems exist to track and manage volunteers; volunteer orientations and trainings take place periodically, with attention paid to both skills and cultural competency; staff trained on how to manage volunteers	Volunteer recruitment systems successfully fill organizational needs with appropriate volunteers; wide range of volunteer roles available, including positions of leadership; written job descriptions for all volunteer positions; robust volunteer management systems in place; volunteer orientations and trainings take place on a regular basis, with attention paid to both skills and cultural competency; staff experienced and/or extensively trained in volunteer management	
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4. OPERATIONAL CAPACITY						
	Capacity Elements	LEVEL ONE	LEVEL TWO	LEVEL THREE	LEVEL FOUR	Capacity Rating (1-4)
4.01	Staffing Levels	Some positions within and peripheral to the organization (e.g., staff, volunteers, board, senior management) are unfilled, inadequately filled, or experience high turnover and/or poor attendance	Critical positions within and peripheral to the organization are staffed, though some inappropriately; attendance problems are limited; high turnover is sometimes a challenge	Critical positions within and peripheral to the organization are adequately and appropriately staffed; attendance problems are rare; turnover is limited	All positions within and peripheral to the organization are adequately and appropriately staffed; attendance problems are extremely rare; turnover is limited; vacancies filled immediately	

4.02	Skills, Abilities, & Commitment of Volunteers	Volunteers not working up to their potential or ill-equipped for work with organization; may be unreliable or have low commitment	Many volunteers working up to their potential; mostly reliable, loyal, and committed to organization's success	Capable set of individuals that bring required skills to organization; culturally competent, reliable, loyal, and generally committed to organization's success and to "making things happen"; work easily with most staff, but do not generally play core roles without staff supervision	Extremely capable set of individuals that bring complementary skills to organization; culturally competent, reliable, loyal, highly committed to organization's success and to "making things happen"; often go beyond call of duty; able to work easily with wide range of staff and play core roles without special supervision	
4.03	Fundraising	Generally weak fundraising skills and lack of expertise (either internally or accessible externally)	Main fundraising needs covered by some combination of internal skills and expertise, and access to external fundraising assistance (if/when needed)	Fundraising needs adequately covered by well-developed internal fundraising skills; occasional access to some external fundraising expertise (if/when needed)	Highly developed internal fundraising skills and expertise in all funding source types to cover all needs; access to external fundraising expertise for additional extraordinary needs	
4.04	Board Involvement & Participation in Fundraising	Most members do not recognize fundraising as one of the board's roles and responsibilities; no goals or plans for board-driven fundraising activities exist; members do not generally make financial contributions to the organization	Members accept that the board has some fundraising responsibilities, but some concerns exist regarding ability of board to be successful in this area; board fundraising activities are limited; some members make a personally significant annual financial contribution to the organization based on their individual means	Many members embrace fundraising as one of the board's core roles and responsibilities, and participate with fundraising endeavors; realistic and appropriate board fundraising goals and plans exist; fundraising activities are underway; most members make a personally significant annual financial contribution to the organization based on their individual means	All members embrace fundraising as one of the board's core roles and responsibilities; realistic and appropriate board fundraising goals and plans in place; board actively fundraises and has achieved measurable progress towards goals; all members make a personally significant annual financial contribution to the organization based on their individual means, and some contribute more frequently	

4.05	Communications Strategy	No communications plan or articulated communications strategy in place; key messages not defined or articulated; stakeholders not identified; information messages about organization are inconsistent	No communications plan or articulated communications strategy in place, but key messages defined and stakeholders identified; communications to stakeholders are fairly inconsistent	Communications plan and strategy in place; key messages defined and stakeholders identified; communications to stakeholders are generally consistent and coordinated	Communications plan and strategy in place and updated on a frequent basis; stakeholders and their values identified, and communications to each of those stakeholders customized; communications always carry a consistent and powerful message	
4.06	Communications & Outreach	No marketing materials, or outdated materials; strictly internally-focused and little to no outreach to stakeholders; any materials that exist are unprofessional in presentation	Loose collection of materials used for marketing; generic documents and not always updated to reflect current programs, activities, and outcomes; materials have a minimal degree of professionalism or consistent look and feel; a few key materials are provided in multiple languages as needed	Packet of marketing materials used on a consistent basis; information contained in the materials is up to date and reflects current programs, activities, and outcomes; materials reasonably professional in presentation and aligned with established standards for font, color, logo placement, etc.; most materials are provided in multiple languages as needed	Packet of marketing materials used consistently and easily updated on a regular basis; materials extremely professional in appearance and appeal to a variety of stakeholders; all materials consistently adhere to established standards for font, color, logo placement, etc.; all materials are provided in multiple languages as needed	
4.07	Hardware and Software	Limited/no use of computers or other technology in day-to-day activity and/or little or no usage by staff of existing IT infrastructure	Adequately equipped at central level; incomplete/limited infrastructure at locations aside from central offices; equipment sharing may be common; satisfactory use of IT infrastructure by staff; periodic training provided to some staff members	Solid hardware and software infrastructure that contributes to increased efficiency; no or limited sharing of equipment is necessary; regular use of IT infrastructure by staff, though some accessibility challenges for front-line program deliverers may exist; periodic training provided to all staff members	State-of-the-art, fully networked computing hardware with comprehensive range of up-to-date software applications; greatly enhances efficiency; all staff have individual computer access and e-mail; high usage level of IT infrastructure by staff; regular training provided to all staff members	

4.08	Website	No individual website	Basic website containing general information, but little information on current developments; site maintenance is a burden and performed only occasionally	Comprehensive website containing basic information on organization as well as up-to-date latest developments; most information is organization-specific; easy to maintain and regularly maintained	Sophisticated, comprehensive, and interactive website, regularly maintained and kept up to date on latest area and organization developments; praised for its user-friendliness and depth of information; includes links to related organizations and useful resources on topic addressed by organization	
4.09	Databases / Management Reporting Systems	No systems for tracking audiences, staff volunteers, program outcomes and financial information	Electronic databases and management reporting systems exist in only few areas; systems perform only basic features, are awkward to use, or are used only occasionally by staff	Electronic database and management reporting systems exist in most areas for tracking audiences, staff, volunteers, program outcomes, and financial information; commonly used and help increase information sharing and efficiency	Sophisticated, comprehensive electronic database and management reporting systems exist for tracking audiences, staff, volunteers, program outcomes, and financial information; widely used and essential in increasing information sharing and efficiency	
4.10	Management of Legal & Liability Matters	Legal issues not anticipated; issues addressed individually when they arise; property insurance includes some liability coverage	Legal support resources identified, readily available, and employed on "as needed" basis; major liability exposures managed and insured (including property liability and workers compensation)	Legal support regularly available and consulted in planning; routine legal risk management and occasional review of insurance	Well-developed, effective, and efficient internal legal infrastructure for day-to-day legal work; additional access to general and specialized external expertise to cover peaks and extraordinary cases; continuous legal risk management and regular adjustment of insurance	

Organizational Capacity Measurement Tool Summary

		Capacity Element Rating Levels (1-4 from worksheet)	Prioritization of Capacity Elements <i>Indicate the three (out of 40) capacity elements your organization is most interested in strengthening</i>	Capacity Dimension Averages
1. LEADERSHIP CAPACITY				
1.01	Mission			0.00
1.02	Vision			
1.03	Overarching Goals			
1.04	Overarching Strategy			
1.05	Shared Beliefs & Values			
1.06	Board Composition & Commitment			
1.07	Board Governance			
1.08	Board Involvement & Support			
1.09	ED Organizational Leadership / Effectiveness			
2. ADAPTIVE CAPACITY				
2.01	Strategic Planning			0.00
2.02	Evaluation & Organizational Learning			
2.03	Program Relevance & Integration			
2.04	New Program Development			
2.05	Monitoring of Program Landscape			
2.06	Assessment of External Environment & Community Needs			
2.07	Partnerships & Alliances			
2.08	Community Presence & Standing			

3. MANAGEMENT CAPACITY			
3.01	Staff		0.00
3.02	Leadership Transition		
3.03	Shared References & Practices		
3.04	Goals		
3.05	Funding Diversification Model		
3.06	Fund Development Planning		
3.07	Financial Planning / Budgeting		
3.08	Financial Operations Management		
3.09	Operational Planning		
3.10	Organizational Processes		
3.11	Interfunctional Coordination & Communication		
3.12	Human Resources Planning		
3.13	Volunteer Management		
4. OPERATIONAL CAPACITY			
4.01	Staffing Levels		0.00
4.02	Skills, Abilities, & Commitment of Volunteers		
4.03	Fundraising		
4.04	Board Involvement & Participation in Fundraising		
4.05	Communications Strategy		
4.06	Communications & Outreach		
4.07	Hardware and Software		
4.08	Website		
4.09	Databases / Management Reporting Systems		
4.10	Management of Legal & Liability Matters		

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