The Capacity Commons

Learn to use pro bono to strengthen your organization!

May 7, 2019
Session Goals

This session will equip you to:

✓ Explain the benefits of skills-based volunteering as a tool to build organizational capacity

✓ Kickstart the process:
  ✓ Assess your organizational readiness
  ✓ Scope a Project
  ✓ Find Volunteers

✓ Understand how to utilize www.CapacityCommons.org to plan, launch, and evaluate your pro bono projects
Common Impact catalyzes a new, connected economy by aligning business and social purpose.
How has your organization engaged skilled volunteers?

- I’m still learning the concept of skills-based volunteering
- Our organization has not engaged skilled volunteers, but I’m aware of the concept
- We have worked with individual skills-based volunteers
- We have worked with skills-based volunteers from companies
The Social Sector Need for Pro Bono

The Nonprofit Capacity Gap

1.5 Million nonprofits across the US. 10% of the national workforce and 5.5% of GDP

Infrastructure Gap:

Average Nonprofit

2-8% on Infrastructure

Total Budget

versus

Average Company

30-35% on Infrastructure

Total Budget
How Do Nonprofits Build Capacity?

Funding
Internal Resources
Volunteers
Funding

• Traditionally, funding for capacity building has been limited:
  – Use of overhead ratio as a measure of success
  – Desire of individual and institutional donors to invest directly in programs

• Deeper education of funders → A shifting mindset
  – The Overhead Myth (Charity Navigator, GuideStar and BBB Wise Giving Alliance)
  – The Way we Think about Charity is Dead Wrong (Dan Palotta)
Internal Resources

• Staff
  – Lack of **time** to tackle capacity building initiatives
  – Lack of **expertise** or background required in various capacity building functions

• Board of Directors
  – Provide **strategic guidance** and access to funding networks but typically not the direct resources to get capacity building work completed
Volunteers

• **Hands-on Volunteers**
  – Ideal for projects that require a contribution of **time**
  – Value of volunteer time: **$26 / hour**

• **Skilled Volunteers**
  – Ideal for projects that require a contribution of **expertise or talent** that you don’t have on staff or on your Board
  – Value of volunteer time: **$150 / hour**
The Pro Bono Supply is Growing

• Over 4 million professionals on LinkedIn have expressed interest in joining a nonprofit board or doing skills-based volunteering

• Pro bono is the fastest growing corporate engagement program
  – 54% of businesses report that they have a pro bono program

• Pro bono allows individuals to:
  – Give back to the community
  – Expand their social and professional networks
  – Build their functional and leadership skills
Nonprofits are excited...

72% of nonprofits believe they could increase their impact with the use of skills-based volunteers.

90% of nonprofits report needing more volunteer support.

...but many nonprofits struggle to access effective pro bono and integrate it as a strategic, proactive resource.
Share Your Experiences

• How does your organization currently use skills-based volunteers?

• What are the benefits of using skills-based volunteering?

• What have you found challenging about using skilled volunteers?
Key Challenges

Nonprofits cite the following barriers to utilizing skilled volunteers:

- Intangible Long-Term Value that’s hard to quantify
- Deprioritized by my Board and Staff
- Lack of Access to Pro Bono

I want to use Pro Bono but...
Introducing…the Capacity Commons

Your go-to skills-based volunteering hub

• Next month, Common Impact is launching a new online portal which will meet all your skills-based volunteering needs

• Today, we’ll walk through a similar journey to the one you’ll be able to take online
The Skills-Based Volunteering 1, 2, 3

1. **Assess readiness**
   Ensure you’re in a strong place to take on a pro bono project

2. **Scope the initiative**
   Identify the challenge and define a clear outcome and role for the stakeholders you’re engaging (staff, volunteers, funders)

3. **Consider your volunteer options**
   Identify which type of pro bono support will work best for your organization
Assess Readiness
### Assess Organizational Readiness

**Are you at the right point in your org lifecycle for skills-based volunteerism?**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Strong Executive Leadership</strong></td>
<td>• Conveys a strong social vision, energizes and listens to stakeholders, leverages opportunities to innovate and meet changing client needs, and is open to constructive critical feedback and new ideas.</td>
</tr>
<tr>
<td><strong>Create Deep Social Impact</strong></td>
<td>• Takes a compelling vision, breaks it into programs that work, and hones the model over time to achieve the mission</td>
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<tr>
<td><strong>Effective Relationship Building</strong></td>
<td>• Leverages external resources, engages people with different points of view, solicits feedback, and sustains long-standing partnerships</td>
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<tr>
<td><strong>Organizational Stability</strong></td>
<td>• Solid financial and operational footing, with no significant management, staff or board turnover in the last few years</td>
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<tr>
<td><strong>Engagement of Volunteers</strong></td>
<td>• Connects the work of volunteers to the organization’s ability to strengthen its foundation for greater sustainability</td>
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<tr>
<td><strong>Commitment to Capacity Building</strong></td>
<td>• Senior leadership has shown a willingness to devote time and resources to capacity building functions.</td>
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Readiness Reflection

With your neighbor, take 2 minutes to discuss the category in which you feel the strongest? The weakest?

1. Strong Executive Leadership
2. Potential to Create Deep Social Impact
3. Effective Relationship Building
4. Organizational Stability
5. Commitment to Capacity Building
6. Strategic Volunteer Engagement

You’ll have the opportunity to take a full Organizational Assessment on the Capacity Commons platform!
Scope the Initiative
Pro Bono In Action

Skills-Based Volunteering can build capacity for your organization in a number of core functional areas

- Strategy
- Finance
- Marketing
- Technology
- Operations
- Human Resources
- Client Relations
Skilled volunteers can assist in **strategy refinement** by helping define nonprofit’s **organizational goals** and creating a framework that aligns with their **mission and capacity**.

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<tr>
<th>Strategic Plan Development</th>
<th>Business Plan Development</th>
<th>Product Development</th>
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<tr>
<td>• Construct or update a strategic plan to help achieve operational goals</td>
<td>• Create a business plan for a specific program or initiative</td>
<td>• Assess a service line or initiative and provide recs on marketing, PR, distribution, price point, etc.</td>
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Skilled volunteers are able to help nonprofits with their varied financial needs to build a more robust operating environment enabling the non-profit to better utilize their financial resources.

### Financial Modeling Project
- Produce an interactive financial model to analyze costs regarding program pricing, cost, and scale

### Financial Systems Assessment
- Review financial management systems, identify challenges and provide recs on new processes or vendors

### Cost Benefit Analysis
- Quantify the costs and benefits of a decision, initiative or program
Skilled volunteers can help to **shift** a nonprofit’s position in the marketplace by helping to **re-envision** their marketing strategy and allow for **greater reach** among targeted audiences.

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<th>Peer Assessment</th>
<th>Collateral Assessment</th>
<th>Digital Communications Plan</th>
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<tr>
<td>• Conduct a landscape scan of peer organizations and clarify an organization’s unique value proposition</td>
<td>• Analyze existing collateral and provide recommendations to create greater alignment across marketing portfolio</td>
<td>• Craft an integrated digital communications plan with key recommendations focusing on consistency</td>
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Skilled volunteers can assist in **technology needs** by assessing nonprofit’s **pain points** and determining solutions to **revamp** nonprofit’s systems.

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<th>Website Development Project</th>
<th>Network Assessment</th>
<th>Platform Training</th>
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<td>• Add functionality to an existing website or create a new site that engages a key constituents more effectively</td>
<td>• Assess current network infrastructure and develop improvements to security/ network capability</td>
<td>• Conduct training on a platform, system or software such as Salesforce, Microsoft Office Suite, WordPress, Adobe Creative Suite, etc.</td>
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Skilled Volunteers **analyze** operation needs and help refine procedures that allow a more **structured and process driven** operation of the nonprofit.

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<th>Information Mapping Project</th>
<th>Program Delivery Optimization Project</th>
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<td>• Diagram and document methods for tracking and managing information across an organization</td>
<td>• Create a process map and analyze ways to generate greater efficiency across services and programs</td>
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Human Resources

Skilled volunteers are able to help nonprofits manage their most important asset, their people, by creating tools to help create high performing and sustainable teams.

**HR Training**
- Conduct a training for your Board or staff on a key HR topic, such as people management, culture building

**Succession Planning**
- Develop a strategy for leadership transition and knowledge retention

**HR Tool Development**
- Create or revamp an HR tool such as a personnel policy or performance review policy

www.commonimpact.org
Client Relations

Corporate volunteers can assist nonprofits with client relations by developing tools to effectively and efficiently manage clients as well as planning for the future by strategizing how to retain and grow clients.

Client Growth Planning
- Assess client relationship management process to develop a strategic roadmap for growth of key audiences

CRM Relationship Planning
- Create a roadmap for optimizing the nonprofit’s infrastructure for effective CRM management

Crisis or Complaint Management
- Create a training guide detailing strategies for managing and deescalating crisis and complaint situations
Project Scoping: Tips for Beginners

Start with projects that...

▸ Directly tie to organizational priorities
▸ Are narrow in focus
▸ Have a clearly defined deliverable
▸ Keep it simple with the volunteer(s)
▸ Require only light implementation
Project Scoping: Break it Down

Often a highly complex project can be broken down into stages, and a few quick identified hits that can make a big difference in a short period of time

- Break the challenge into components
  - *For example:* deeply assessing and selecting a solution, executing a solution, rolling it out to staff

- Are there any quick hits?
  - *For example:* Is there an excel template you can create and share with staff that would alleviate a major challenge?
Project Scoping: Estimate a Timeframe

Questions to Consider:

✓ Will this be a short term or long term project?
✓ How many hours would it take to complete?
✓ How many staff members would you need to involve?
✓ Do you need to build in time to get the board’s approval before moving forward?
Project Scoping Exercise

For the next **20 minutes**, use the provided worksheet to begin mapping out your proposed pro bono project.

Please consult your neighbors and Common Impact for support!

We’ll offer a suite of tools on the Capacity Commons to enable you to scope a project and assess that project’s strength!
Consider your Volunteer Options
Consider your Volunteer Options

• Consider what type of pro bono engagement is best for your organization and your particular project
  – Team versus individual volunteers
  – Virtual versus in-person volunteering
  – Length and model of engagement

• Leverage your existing relationships with individuals and companies

• Consider working with an intermediary organization
Common Sources

Planning for Skills-Based Volunteering as a Resource

- CORPORATIONS
- PROFESSIONAL SERVICES FIRMS
- PROFESSIONAL SCHOOLS
- BOARD OF DIRECTORS
- INDIVIDUALS
- INTERMEDIARIES

- ONLINE PLATFORMS
  - Taprootplus.org
  - AllforGood.org
  - VolunteerMatch.org
  - Catchafire.org
  - Linkedin.com

The Capacity Commons will integrate with online volunteer matching platforms to help you find the right volunteers to tackle your projects!
Next Steps…

Continue your Skills-Based Volunteering Journey Online!

Join us in June at www.capacitycommons.org
Thank You!

Please reach out with questions!

Tessa Vithayathil
tvithayathil@commonimpact.org

Molly Weinstein
mweinstein@commonimpact.org