

Nonprofit Support Program Capacity Building Services Overview **2023**

June 22, 2023

Welcome

1. 4th Consultant Network Convening
[Web page for convenings](#)
2. Opportunity for consultants to come together to learn, share ideas, build connections
3. - Keep cameras on to facilitate community building
 - Enter questions in Chat throughout
 - Mute when not speaking
4. Complete survey following session

What we'll cover...

- 1. Intros in small groups
(breakout)**
- 2. Overview of NSP services
and consultant roles**
- 3. Opportunity for Q&A –
throughout session and at
end**

Breakout Introductions

10 minutes

Introduce yourselves and your practices

**One thing you're hoping to learn from
today's session**



Use Chat to enter one thing you hope to learn at today's session

Staff

Elysa Gordon - Vice President, Community Impact

Capacity Building and Nonprofit Support Program Staff

Melanie Tavares – Director, Capacity Building and Nonprofit Support

Meher Shulman, Associate Director

Amy Studwell, Senior Community Impact Officer

Lucas Codognolla, Senior Community Impact Officer

Betsy Johnson, Senior Program Associate

Monica Kelly, Community Impact Manager

How Does NSP fit within the Hartford Foundation?

- Part of the Community Impact department
- Organizational capacity building arm
- Inquiries come directly from nonprofits or from Community Impact staff
- Organizations that fit within the [Foundation's strategic priorities](#) are prioritized to receive grants and other services

Our Guiding Principles

We believe...

1. Capacity building is a long term, ongoing, adaptive process, involving continuous learning
2. We should meet nonprofits where they are in their lifecycle – provide information, guidance and resources to allow nonprofits to make their best decisions
3. Feedback and learning loops are necessary for the continuous improvement of our resources, supports and service to nonprofits and leaders
4. As a community foundation, our mission is to leverage resources and create space to build community

We are committed to a culturally responsive, pro-DEI approach in our capacity building work by:

- Recognizing that we strive to be a race forward organization and that all organizations are racialized structures susceptible to bias even if it is unintentional
- Prioritizing support to organizations who are engaged in explicit anti-racism work as it relates to our strategic priorities
- Understanding and tackling drivers to racial inequity in the nonprofit sector, including the under-resourcing of Black- and Latinx-led organizations
- Joining with other capacity builders focused on racial justice to strengthen our network
- Actively recruiting more consultants of color to be part of our capacity building work and appropriately compensating consultants for their time and contributions
- Identifying culturally responsive practices in our programs and services and supporting those working on our behalf to do the same
- Working toward embedding the principles of DEI in all of our practices, including the development and co-design of our interventions

How the field is reflecting and evolving

- [Should we cancel Capacity Building?](#)
- [Capacity Building's necessary existential crisis](#)
- [Nonprofits Led by People of Color Win Less Grant Money With More Strings \(Study\)](#)
- [Rethinking What Capacity Building Should Be — and Who Should Decide](#)
- [Transformational Capacity Building](#)
- [Reimagining Capacity Building: Navigating Culture, Systems & Power](#)
- [Funding and the flawed notion of nonprofit “readiness” \(Nonprofit AF\)](#)
- [Redesigning Capacity Building: How Philanthropy Must Support Leaders of Color \(Nonprofit quarterly\)](#)
- [THE DELTA VISION: Building Capacity for and by Communities of Color](#)

NSP's Framework for Support

Areas of Support

- Organizational Planning
- Executive Transition
- DEI
- Leadership Development
- Board Development/Governance
- Financial Management
- Technology
- Evaluation

Strategies/Tools

- Assessments
- Grants
- Workshops, Learning Opportunities
- Cohorts/Convenings
- Consultant and Coaching Resources
- Catchafire

Areas of Focus

- Identify and address emerging needs using flexible nature of existing services, and new more personalized services (Case Consult and coaching approach)
- Contribute to the growth, diversity and strengthening of the consultant community serving Greater Hartford
- Explore new models for self directed resources and online and hybrid learning
- Assess and educate the field on the need for Fiscal Sponsorship and shared management/co-locating services in our service area
- Prioritize Equitable Evaluation practices and culturally responsive approaches in our programs and services
- Reimagine offerings to small nonprofits
- Expand our role in supporting organizations with DEI resources

Consultant Roles in NSP Grants & Programs

With limited staff, NSP views consultants as partners in delivering services to nonprofits.

NSP selects consultants for certain programs, and nonprofits select consultants for others...

With some NSP assessments, consultants are not eligible to do follow-up work recommended in the assessment, but exceptions are made...

Organizational Assessments

Supporting Organizations identify strengths, challenges and areas for improvement and understand how to set priorities and create action plans

Governance level assessment helps nonprofits:

- Begin a new planning process and/or prepare for change
- Respond to recent changes in organization, board, ED
- Align leaders on key issues facing organization

Delivery:

- Streamlined application process
- Facilitated consultation (2 x two-hour sessions)
- Requires ED, Board Chair, key board and staff
- Consultant provides report with recommendations

Technical Assistance Grants (TAGs)

NSP's most flexible tool - organizational planning

- Strategic Planning
- Fund Development/Marketing Planning
- Board development
- Business model analysis, scenario planning
- Exploration of downsizing, alliances, merger
- Improve HR systems
- Evaluation
- Organization-wide DEI work
- Executive coaching for EDs/CEOs

Grants pay for the consultant's time.

Consultants are selected by the nonprofit, and help leaders to:

- Devise plans to guide future work
- Prioritize/deploy limited resources
- Align board and staff

Evaluation Capacity

Building evaluation capacity and reinforcing learning and evaluation

Evaluation Capacity Programs:

- Building Evaluation Capacity Program (BEC)
- Evaluation Capacity Grants (part of TAGs)
- Data Strategic Planning with CTData

Financial Management Program

Helps leaders to:

- Understand their financial health and underlying business model
- Effectively communicate their financial story
- Effectively monitor financial results
- Use historical financial information to inform planning and analysis

Services:

- Assessments (conducted by HFPG selected consultants using an established template)
- Training (offered every other year)
- Grants (organization selects implementation consultants/vendors)
- Loans (Nonprofit Revolving Loan Fund)

Strategic Technology

Support for the development and implementation of a multi-year strategic technology plan focused on not just infrastructure, but the role that technology plays in delivering mission

Includes:

- Learning Opportunities/Training
- Technology Consultant Support (conducted by HFPG selected consultants using an established template)
- Grants to implement priority technology initiatives (organization selects implement consultants/vendors)

Offered twice per year by invitation

New streamlined program for small organizations just launched

Catchafire

- Online skills-based volunteering platform
- Allows NSP to extend its' reach (content and eligibility) with self-guided resources
- 278 organizations are registered for an HFPG sponsored membership
- Partnership is in fourth year
- Over 500 projects/ask an expert calls have been matched, representing over 7,700 volunteer hours, valued @ over \$1.5 million

Catchafire

Most frequent projects include:

- Data & analytics
- Human resources
- Event planning & management
- Graphic design - logos, brochures, visual branding
- Google ads support & setup
- Marketing materials, copywriting/editing
- Social media & storytelling
- Tech systems, website audits
- Transcription & translation
- Finance and accounting

Executive Transition Grants

Rationale:

- Selecting the CEO is one of the most important decisions a board makes
- Most boards have little experience with CEO transitions

Nonprofits select the consultant they wish to work with.

Grants pay for consultant's time - 3 Phases:

- Prepare – organizational assessment; board alignment, develop plan
- Search – candidate outreach; interview/selection process
- Thrive – Onboarding plan, performance expectations, coaching

Workshops & Learning Opportunities

Rationale

- Most executive directors have never run an organization
- Limited options for nonprofit professional development in the community
- Nonprofits struggle to find resources to fund staff development

Philosophy

- Leadership buy-in is essential – ED/CEO is a key target audience
- Multiple sessions over a period of time for increased learning
- Team approach spreads learning across organization
- Cohort model for organizations to network / learn from each other
- Follow up support is critical - consultation, grants, coaching

Stand-Alone Workshops/Webinars

- 6-10 per year
- 25-100+ attendees (staff and board)
- Free to any nonprofit serving Hartford region
- Opportunity to hear nationally known speakers (expanded opportunities in virtual format)
- Topics driven by nonprofits' interests and needs

Sequenced Multi-Session Programs

Multiple learning workshops coupled with follow-up consultation/grants

- Governance/Board Leadership
- Financial Management
- Strategic Technology
- Fundraising Training
- Building Evaluation Capacity

Multi-Session Programs for Leaders

It's lonely at the top! There are some thorny issues EDs/CEOs can only discuss with peers

Executive Management Institute (EMI) for EDs/CEOs

- Multiple sessions with presenters - range of topics
- Peer networking/support

Leaders Circles for EDs/CEOs

- Facilitated discussions
- Driven by their leadership issues/challenges
- Executive coaching

Thresholds Program for Departing EDs/CEOs

Emerging Leaders – 1) Senior Leaders Circle, 2) Leadership Development Roundtable (LDR)

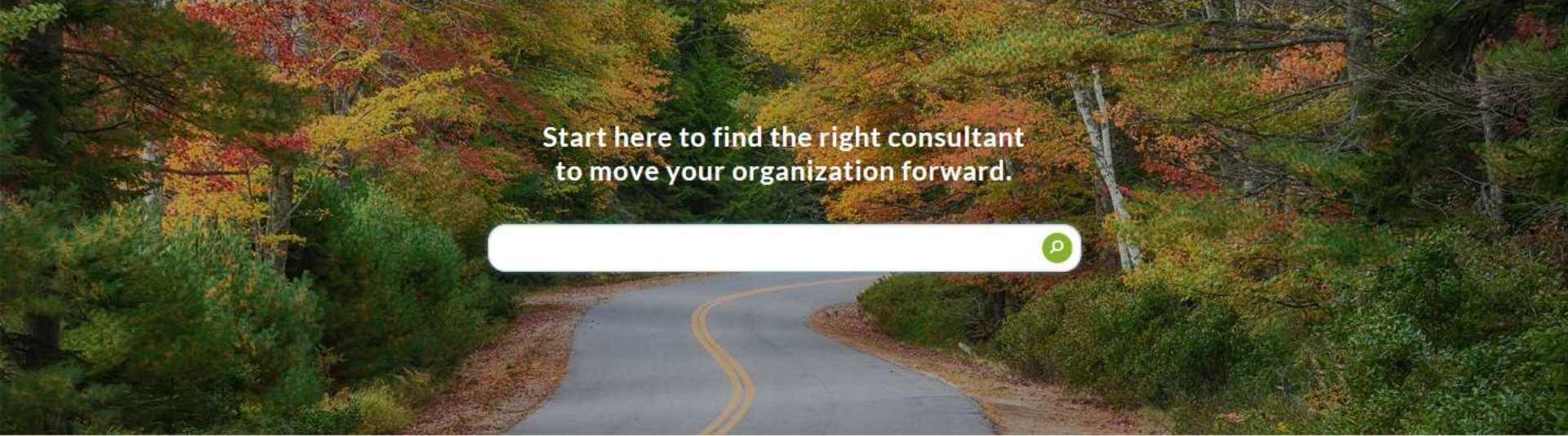
Consultant Learning & Engagement

- Key constituency - consultants deliver most NSP services
- Most consultants are sole practitioners
- Limited professional development opportunities for consultants locally

NSP:

- Consultant engagement and learning opportunities
- Free New England Nonprofit Consultant Directory - www.NEconsultant.org


NEW ENGLAND
NONPROFIT CONSULTANT DIRECTORY




Start here to find the right consultant
to move your organization forward.


Resources


[Hiring & Managing a Consultant](#)


[View Request for Proposal \(RFP\) Guideline](#)


[View Sample Contract & Work Plan \(.pdf\)](#)

For Consultants


[Create / Edit Your Profile](#)

Social Enterprise Accelerator

Social Enterprise Accelerator:

- Help nonprofits to develop or grow earned income ventures to raise unrestricted revenue and diversify funding
- Ventures are mission-aligned

Components of Program:

- Learning Lab Workshops - teams from each org
- Follow-up consultation
- 2+ years of Business Planning & Implementation support

Three Cohorts:

- 2018 - 10 orgs
- 2020 - 6 orgs
- 2023 - learning sessions under way

Supporting Small Nonprofit Organizations

- Foundation defines “small” - nonprofit organizations with annual revenues below \$300,000
- Small Nonprofit offerings have evolved to support Foundation Strategic Plan priorities
- Informed by community input and transformational capacity building practices
- Committed to learning and improving from participant feedback, community partners, and program evaluation

Supporting Small Nonprofit Organizations

Support includes:

- Free workshops (co-produced with the Hartford Public Library)
- Organizational Assessments and Discovery Sessions (consultant assisted)
- Small Nonprofit Operating Support Grants of up to \$15,000
- Small Tech Grants of up to \$10,000
- Convene community partners/other capacity builders to focus on small nonprofits
- Individualized coaching ***Upcoming Offering*
- Convene leaders/teams of small nonprofits for community building and peer-learning



10 Minute BREAK

How NSP Leverages its Resources

NSP Community Partnerships

- [HEDCO - Nonprofit Revolving Loan Fund](#)
- [Pro Bono Partnership – Free Legal Services](#)
- [Leadership Greater Hartford – Leaders on Board](#)
- [Five Frogs – Leadership Development Roundtable](#)
- [Hartford Public Library – small nonprofit workshops](#)
- [Hispanic Federation - Communities of Color Nonprofit Stabilization fund](#)
- [RECenter](#)
- [Catchafire - skills-based volunteer matching](#)



Breakout Discussion (10 minutes)

*What stands out for you?
What are you still wondering about?*



Debrief

What stands out for you?
What are you still wondering about?





**More detailed information on each program
may be found on the NSP Website:**

<https://www.hfpgnonprofitsupportprogram.org/>