

Social Entrepreneurs, Inc., under a contract with First 5 San Bernardino, is pleased to announce the implementation of the 2010-11 First 5 San Bernardino Capacity Building Academy.



## Capacity Building Academy Fact Sheet



a project supported by  
First 5 San Bernardino



### Capacity Building Initiative Overview

First 5 San Bernardino is committed to building regional capacity and working with providers to support their organizational effectiveness and impact in creating positive outcomes for very young children and their families. Through its Capacity Building Initiative, First 5 San Bernardino is launching the 2010-11 Capacity Building Academy. The first project is focused on Sustainability Planning. The Commission seeks to support the development of strong, adaptive and sustainable organizations that serve the 0 to 5 population.

Over the years, there has been an increased investment in capacity building by the First 5 community and many other funders nationally. While First 5 San Bernardino and other Commissions have been providing a range of trainings, conferences and workshops, many are looking for opportunities to deepen the impact of capacity building assistance to agencies serving the 0-5 population. The First 5 San Bernardino Capacity Building Initiative builds upon many of these models as well as a growing body of research that points to the need for a comprehensive multi-pronged approach that goes beyond individual trainings to include coaching, tailored technical assistance, peer learning, and a more intensive training series.

### Description of the Capacity Building Academy

One of the central components of the Capacity Building Initiative is the Capacity Building Academy (CBA). CBA is a structured curriculum-based training module that helps agencies assess their organizational capacity in a variety of areas including leadership, management, financial, and technical. The first module to be launched in 2010 is the Sustainability Project. This 10 month program will include organizational teams that strategically plan how to build their organizational capacity to pursue and secure resources to address their agency's long-term needs. Throughout the process, the teams identify not only critical financial needs, but also essential political, collaborative, and administrative resources required to achieve long-term sustainability.

### Participation and Eligibility

Organizations must meet the following requirements to be eligible to apply and participate in the Capacity Building Academy:

- + Organizations serving the 0-5 population and their families
- + 2010-2011 funded partners of First 5 San Bernardino
- + 501 (c) 3 status
- + Organizational readiness and commitment to assemble a team, participate in all workshops, and develop a sustainability plan.



## Activities and Types of Engagement for 2010-2011

In addition to the training module, the CBA will also provide opportunities for tailored technical assistance, consultations, and peer learning forums to promote continuous learning and quality improvement. The key characteristics of the Sustainability Project are highlighted below.

### The Sustainability Project

- + The Sustainability Project will be piloted in FY 2010-2011, with approximately 8 to 10 agencies successfully completing the program and producing sustainability plans.
- + Sustainability teams from each agency consist of 2 to 4 people, which may include the executive director, finance officer, program director, development director and board members.
- + Workshops are designed to walk sustainability teams through each step of the sustainability planning process with the ultimate goal of creating and implementing a comprehensive sustainability plan.
- + Agencies that successfully complete a written sustainability plan are eligible to receive a \$5,000 stipend to fund some of the staff time needed to develop and implement their plans.
- + The project culminates with a Resource Forum which brings programs together with local private and corporate foundations, county offices and nonprofit agencies. Participating agencies present their sustainability plans, receive feedback and work to build new relationships with the panelists.

## Anticipated Outcomes

### Short Term Outcomes

#### *Results of capacity building engagements on individual participants*

- + Knowledge acquisition and shift in attitudes related to sustainability planning, implementation, organizational development, leadership development, and overall capacity building

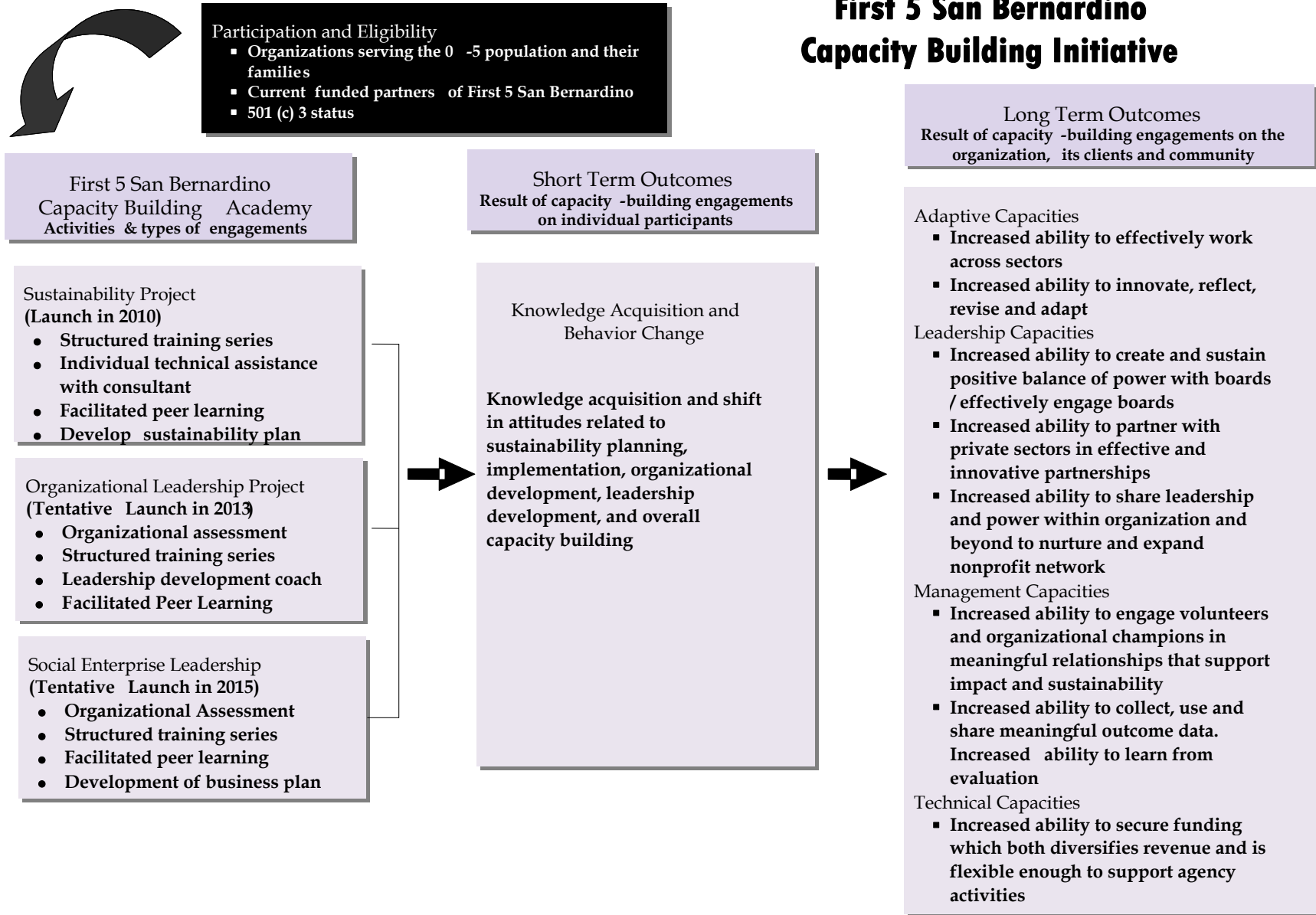
### Long Term Outcomes

#### *Results of capacity building engagements on the organization, its clients and community served*

- + Adaptive Capacities: Increased ability to effectively work across sectors and increased ability to innovate, reflect, revise and adapt to changing environment
- + Leadership Capacities: Increased ability to create and sustain positive balance of power with boards and ability to effectively engage boards; increased ability to partner with private sectors in effective and innovative partnerships; and increased ability to share leadership and power within organization and beyond to nurture and expand nonprofit network
- + Management Capacities: Increased ability to engage volunteers and organizational champions in meaningful relationships that support impact and sustainability and increased ability to collect, use and share meaningful outcome data. Increased ability to learn from evaluation
- + Technical Capacities: Increased ability to secure funding which both diversifies revenue and is flexible enough to support agency activities

For more information, please contact Ruth Griffin, First 5 San Bernardino Ph: 909.387.1525  
rgriffin@cfc.sbcounty.gov . For questions about applying to participate in the Sustainability Project contact  
Kelly Marschall, Social Entrepreneurs, Inc. Ph: 775.324.4567 kmarschall@socialent.com

# Capacity Building Initiative Overview





## Capacity Building Academy Request for Application (RFA)

Social Entrepreneurs, Inc. (SEI), on behalf of First 5 San Bernardino is accepting applications from all current funded partners to participate in a 10 month Capacity Building Academy focused on Sustainability. SEI has been contracted by First 5 San Bernardino to lead, coordinate, and implement the Capacity Building Academy. SEI was selected given their extensive experience providing training, sustainability, and capacity building programs for First 5 funded organizations throughout the state. Selected participants will be assigned a sustainability coach from SEI.

**Sustainability Planning Overview:** First 5 San Bernardino defines sustainability as *the ability to support positive outcomes for young children and parents over time and ensure long-term results through financial and non-financial resources*. In other words, the capacity of organizations to sustain their work relies upon their leaders' ability to leverage and effectively use a range of resources to ensure long-term success. The Finance Project has identified eight elements that are key to sustainability. These critical elements include:

- + **Vision:** Have a clear picture of what needs to be sustained starting with a clear articulation of what the organization wants to achieve through its work and the strategies and activities that will get them there.
- + **Results Orientation:** Define success, measure progress over time, and adjust work based on what is learned
- + **Strategic Financing Orientation:** Estimate the resources the organization will need and develop financing strategies and funding sources to provide stable base of resources over time
- + **Broad-Based Community Support:** Consider whose support is needed and develop appropriate outreach efforts and vehicles for community involvement
- + **Key Champions:** Rally leaders from business, faith-based institutions, government agencies, and other parts of the community and persuade them to use their power and influence to generate support
- + **Adaptability to Changing Conditions:** Be proactive in the policy environment and adjust to changing social, economic, and political trends in the community
- + **Strong Internal Systems:** Build strong systems and structures, such as fiscal management, information, personnel and governance.
- + **Sustainability Plan:** Create a written plan the organization can use to manage and market its work.

**Sustainability Planning Approach:** Selected participants will attend 7 workshops between September 2010 and June 2011 and one resource forum in June 2011 to address the eight key sustainability elements. Workshops and the resource forum will be scheduled from 10 am to 4 pm based on participants' availability. Follow up technical assistance sessions will take place each month between participants and their SEI coach and will not exceed two hours per session except for May when two follow-up sessions will take place. Participants will draft sustainability plans with assistance from their coach and will submit a final implementation plan to First 5 San Bernardino. Participants will be awarded a \$5,000 stipend upon submission of their final self-assessment.



## The calendar of activities includes:

RFA's will be reviewed and participants will be selected in July 2010. Participants will attend **Workshop # 1: Introduction to the Planning Process and Orientation** in September 2010. The purpose is to ensure clarity about the process, its requirements from funded partners and the benefits of participation. Participants will be introduced to their coach and establish optimal communication mechanisms and schedule future workshops.

Participants will attend: **Workshop #2: Participant Self Assessment in October 2010** where each group will share their organization history and thoughts/needs regarding sustainability and be orientated and prepared to complete their self-assessment. Participants will complete and submit their self-assessment to SEI in November 2010. Assessment results will be provided to First 5 San Bernardino in aggregate without agency identifying information.

Participants will attend **Workshop #3: Developing a Vision and Results Orientation**. SEI will conduct follow-up on-site technical assistance with each funded partner to define the vision and scope of the sustainability plan. SEI will provide technical assistance with each participant in December 2010 and January 2011 to identify key strengths and areas of focus from the self-assessment and establish their vision and desired results.

In February 2011, participants will attend **Workshop #4: Plan for Community Support**. Following the workshop, SEI will facilitate a technical assistance session for each group in February to define what community support and key champions are most important for sustainability and how the organization will cultivate that support.

In March 2011, participants will attend **Workshop #5: Strong Internal Systems and Relationships**. SEI will provide technical assistance to assist funded partners in March in defining strategies for enhancing internal systems and strategic relationships.

In April 2011, participants will attend **Workshop #6: Strategic Financing** to orient funded partners on the approach to creating a strategic financial plan and to share research of options for fund development. SEI will conduct web-based technical assistance twice with each funded partner in May to develop cost management strategies and assess future funding and use a second web-cast to define fund development strategies to fill funding gaps and diversify/strengthen revenue streams in general, and to set fundraising goals for each strategy.

In June, 2011, participants will attend **Workshop #7: Implementation Planning**. Following the Workshop, SEI will work with each funded partner to create a one-year implementation plan. Funded partners will present their sustainability plans and implementation plans at a Resource Forum to be scheduled and facilitated by SEI at the project conclusion. In July 2011, participants will complete and submit an organizational re-assessment to document changes achieved throughout the Academy and to qualify for their stipend.

*First 5 San Bernardino Funded Partners* As a funded partner for 2010-2011, you are invited to apply to participate in the Capacity Building Academy related to Sustainability. All participants selected for the CBA must be a funded partner of First 5 San Bernardino as of FY 2010-2011. For questions about the application contact: [kmarschall@socialent.com](mailto:kmarschall@socialent.com). **Applications are due July 15, 2010 by 5 pm and may be submitted via email to [kmarschall@socialent.com](mailto:kmarschall@socialent.com) or by hard copy to SEI, care of: First 5 San Bernardino, 330 North "D" Street, Suite 500, San Bernardino, CA 92415.** All applications **must be received** by July 15 whether submitted by email or hard copy. Any applications received at First 5 San Bernardino will be promptly forwarded to SEI offices. All applicants will be notified whether their application is accepted by August 1, 2010.

# Capacity Building Academy Application



## Agency/Organization Information

Today's Date	
List projects funded by First 5 San Bernardino for FY 2010-2011	<div style="background-color: gray; width: 40px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: gray; width: 40px; height: 15px;"></div>
Name of Agency or Organization	
Single or Multi-site (Does your organization provide services at a single or multiple sites in San Bernardino County?)	
Lead Contact Person	
Contact Person's Email Please provide an email that is checked frequently	
Address	
City, State, Zip	
Contact Phone Number	
Contact Fax Number	
Indicate the <u>name and title</u> of team members who will participate in the Sustainability Project (e.g. executive director, finance officer, program director, development director and board members)	
Has participation by organizational leadership in the Sustainability Project been approved by the Governing Body of your organization? (yes or no)	
Is your organization a 501 (c) (3)?	
What funding cluster(s) do you receive First 5 San Bernardino funding for? (check all that apply) <input type="checkbox"/> <b>Health and Well-being</b> <input type="checkbox"/> <b>Early Care and Education</b> <input type="checkbox"/> <b>Family Support</b> <input type="checkbox"/> <b>Emerging Needs</b> <input type="checkbox"/> <b>Community Investment</b>	

# Capacity Building Academy Application



1. **Introduction (length 1 paragraph)** Describe why your organization would like to participate in the Sustainability Project. Please describe any specific areas of concern you would like addressed during the CBA.

Answer:

2. **Organizational History (length 1-2 paragraphs)** Please provide a concise description of your organization (mission, length of operation, staff size, number of sites, types of services, numbers served through organizational programs).

Answer:

3. **Learning Objectives (length 1-2 paragraphs)** What are the objectives you would like to accomplish during the Sustainability Project?

Answer:

4. **Availability (length 2-3 paragraphs)** Describe any limitations or preferences regarding meeting times, locations and availability of participants including best days, times of month and times of day to meet, interest in using web-based or phone technology to meet and any months that have exceptional demand on the resources that will participate in planning.

Answer:

5. **Leadership (length 2 paragraphs)** How would you describe the leadership style of the Director and/or management team of your organization?

Answer:

6. **Organizational Learning (1-2 paragraphs)** What opportunities are available for the organization's staff and management team to engage in professional development activities? What investments have been made in the last 12 months related to learning within the organization?

Answer:

# Capacity Building Academy Application



7. **Previous Capacity Building (1-2 paragraphs)** What workshops, sessions or activities has the organization applied for or participated in over the past 24 months related to capacity building or sustainability planning?

**Answer:**

8. **Planning (1-2 paragraphs)** Please describe any planning efforts within your organization and list any short or long term goals that have been established for the organization.

**Answer:**

9. **Role of the Board (1 paragraph)** Please describe the role that your Governing Body/Board plays in setting the future direction of the organization.

**Answer:**

10. **Other (1-2 paragraphs, optional)** What other information would you like us to consider in evaluating your application for participation?

**Answer:**



## Participant Selection

Completed applications submitted to [kmarschall@socialent.com](mailto:kmarschall@socialent.com) or via hard copy to SEI, care of: First 5 San Bernardino, 330 North "D" Street, Suite 500, San Bernardino, CA 92415 and received by July 15, 2010 at 5 pm will be reviewed by SEI and recommendations made to the First 5 San Bernardino Capacity Building Work Group and Commission based on the following selection criteria:

- + Organizations serving the 0-5 population and their families that are funded partners of First 5 San Bernardino for FY 2010-2011 with 501 (c) 3 status.
- + Organizational readiness and commitment to assemble a team, participate in all workshops, and develop a sustainability plan.
- + Demonstrated opportunities for the CBA Sustainability Project to add value to participating organizations.
- + Demonstrated commitment from organizational leadership to engage in sustainability planning.
- + Fit with Commission priorities and strategic direction.
- + Willingness to complete an accurate pre and post self-assessment based on the organization's strengths and areas to improve, using the Social Venture Partners Organizational Capacity Tool.

**BY SUBMITTING THIS APPLICATION, I HEREBY CERTIFY THAT ALL OF THE INFORMATION PROVIDED IN THIS APPLICATION IS TRUE AND COMPLETE.**

I certify that I have read the capacity building approach and our organization's team is available and if selected will commit to participate in all workshops and sustainability planning activities.

I will provide SEI access to agency documents including budgets, marketing materials, organizational chart and strategic plans as requested.

I will participate in a pre and post self-assessment of our organization and engage stakeholders to assist in completion of the assessments. I understand that the results will be aggregated across participating organizations and provided to First 5 San Bernardino without agency identifying information.

I will use SEI meeting materials, templates and results to document the results of sustainability planning into the sustainability plan template.

I will submit my final sustainability implementation plan to First 5 San Bernardino upon its completion.

I will participate in a resource forum with key stakeholders and potential funders.

I will participate in an evaluation of all sustainability planning activities and provide feedback to SEI First 5 San Bernardino, and the Commission's evaluation contractor upon request.

If selected, I will work collaboratively with my SEI coach, and communicate any scheduling or agency challenges promptly as they arise.

<b>Applicant's Signature</b>	
<b>Print Name</b>	