

FOOD SYSTEMS LEADERSHIP NETWORK

Organizational Capacity Matrix

The purpose of the organizational capacity matrix is to help network members and their organizations reflect and assess their organization in a range of key areas. An honest self-assessment can help a team seek out specific support and resources and prioritize areas of focus. This tool was designed primarily for nonprofit organizations. If your organization is not a nonprofit, please answer those areas which are relevant to you and exclude others (grants, etc).

For each capacity element, identify the level of capacity that best describes your organization's status or level of performance. If your organization's capacity does not fall clearly into one category, identify the description that is most suitable for your organization. It is better to underestimate rather than overestimate your organization's capacity in a given area. With an accurate portrait of the capacity of your organization, you will be better equipped to identify the most critical areas for improvement. You'll see an option to write in goals related to each section; writing out a few goals can help jump start your progress. If you do it alone, it should take about 30 minutes; if you do it with your team, it should take about 2 hours.

Please download this file, rename it with your organization's name (ex. FSLN_OCAM), complete and submit with your application.

Level of Capacity Scoring Options:

- **Robust:** statement is true; all elements in place and practiced consistently
- **Moderate:** most elements in place; some room for growth
- **Basic:** some elements in place; much room for growth
- **Absent:** not present or in place

Name	
Organization	
Service Applied For	
Date	

1. Leadership: the capacity of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate	Rating (Check one per row)			
Mission, vision, values	Absent	Basic	Moderate	Robust
Our organization has a clear, specific, and compelling expression and understanding of what we seek to achieve; our guiding statements reflect our reason for existence, purpose, values, and daily work; they are universally held within our organization and used to direct actions and set priorities. We avoid mission drift in planning and implementing programs, and our organizational culture reflects our purpose and shared values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy and goals	Absent	Basic	Moderate	Robust
Our organization has an articulated theory of change which informs a current strategic plan. Our strategic plan includes a clear, bold set of actionable short-, medium- and long-term goals. Our strategy is universally known and is consistently used to direct actions and set priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial Equity	Absent	Basic	Moderate	Robust
Our organization's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining our mission, structure, constituency, policies and practices. We Ally with others in combating all forms of social oppression.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Director/CEO Leadership and Effectiveness	Absent	Basic	Moderate	Robust
Our organization's leader(s) develops respectful, positive, and motivating relationships with others, both within and outside the organization; they embody the organization's mission, vision, and values and compel others into action; they have strong analytical and strategic skills and can make informed decisions in complex situations; and they have exceptional financial judgement skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board of Directors involvement and support	Absent	Basic	Moderate	Robust
Our organization has a diverse board of directors with a broad variety of expertise and a membership that reflects our community. The board is actively engaged, thoughtful, ethical, and competent; they actively define performance targets and hold our CEO/ED fully accountable; and they are periodically evaluated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community engagement	Absent	Basic	Moderate	Robust
Community members take on a wide variety of roles in organization, including volunteer positions of leadership. Paid staff work collaboratively with community members to plan and lead much of the organization's work, understand community needs, and define desired outcomes. Organizing efforts are focused on growing community capacity and social capital to tackle issues/problems, and we have systems for receiving feedback from our clients and the community we serve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goals related to leadership capacities (optional):

2. Programming: The capacity of a nonprofit organization to monitor, assess, and respond to internal and external changes, opportunities and needs.	Rating (Check one per row)			
Partnerships and alliances	Absent	Basic	Moderate	Robust
Strong, high-impact relationships with a variety of relevant entities have been built, leveraged, and maintained; our relationships are anchored in trust and transparency, and stable, long-term, mutually beneficial collaboration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of external environment	Absent	Basic	Moderate	Robust
Clear, participatory, established systems are regularly used to understand and assess community needs and external opportunities and threats; assessments are used to inform our planning efforts and programs; our organization regularly communicates with community members and opinion leaders about evolving community needs, and we produce an annual report to inform our community and partners about our work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program development	Absent	Basic	Moderate	Robust
All programs and services are well-defined and fully aligned with our mission, vision, values, overarching goals, and community needs; program offerings are clearly linked to one another and to overall organizational strategy; we are doing the right work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational learning and performance measurement	Absent	Basic	Moderate	Robust
Monitoring and Evaluating: An evaluation strategy is in place for all of our programs. Evaluation results are used to inform and improve program implementation and future program planning, and are shared with community members and partners as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food Systems Knowledge	Absent	Basic	Moderate	Robust
Organization has a firm understanding of food system: We have a clear understanding of how our organization's work is related and connected to others working in the food system, and how our programs address the social, economic, and environmental impacts the food system has on our community. We are informed about local, regional and national trends, innovations, and opportunities, and have collaborative relationships with partners working in different parts of the food system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goals related to programming capacities (optional):

3. Management: the capacity of a nonprofit organization to ensure the effective and efficient use of organizational resources	Rating (Check one per row)			
Staff recruitment, development, retention, and evaluation	Absent	Basic	Moderate	Robust
Our management team is actively engaged in general staff development; thoughtful and targeted development plans for key employees/positions are in place; we have written position descriptions for all key staff; frequent, relevant training, coaching/feedback, and consistent performance appraisals are institutionalized; and our recruitment methods ensure that staff reflect the diversity of the community and constituents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management, Budgeting, and planning	Absent	Basic	Moderate	Robust
We have solid, long-term financial plans that are continuously updated; our budget is integrated into all operations and used as a strategic tool; our budget was developed from a process that incorporates and reflects organizational needs and objectives; and our performance-to-budget is closely and regularly monitored by qualified and competent financial management staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal coordination, communication, and knowledge management	Absent	Basic	Moderate	Robust
We have a healthy and seamless integration and communication between different programs and organizational units; relationships between programs/units are dictated primarily by organizational needs rather than hierarchy or politics; and we have well-designed, user friendly, accessible systems to capture and share institutional knowledge within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource Development, and strategy	Absent	Basic	Moderate	Robust
We have well-developed systems for long-term planning, revenue diversification, and outlining and managing to target goals; our diversified fund development strategy is proactive and integrated into our organization's long-term strategic plan and budget projections, and our organization consistently raises funds from at least four sources of income (foundations, individuals, government, corporate, in-kind, earned revenue, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants	Absent	Basic	Moderate	Robust
We systematically track grant opportunities and plan our response well in advance to include community members and partners in grant planning. We evaluate each grant opportunity with respect to mission, current capacity, partner organizations, and stakeholder needs, and have systems in place to track all funder requirements and grant deliverables.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goals related to management capacities (optional):

4. Operational: The capacity of a nonprofit organization to implement key organizational and programmatic functions	Rating (Check one per row)			
External communications and outreach	Absent	Basic	Moderate	Robust
We have a communications plan and strategy in place and it is updated on a frequent basis; our marketing materials are customized to different stakeholder groups (including multiple languages if appropriate), are used consistently, and our website, social media and marketing materials are current and professional in appearance.;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities and Infrastructure	Absent	Basic	Moderate	Robust
Our physical infrastructure suits our organization's current and anticipated future needs and supports staff's health and wellness, collaboration, effectiveness and efficiency; we have the IT equipment, hardware, software and support needed to operate effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal, day-to-day operations	Absent	Basic	Moderate	Robust
We utilize organizational and operational best practices, implemented by an appropriate and adequate team of knowledgeable, skilled and engaged staff, and we strive to be an organization of excellence. A robust, lean and well-designed set of processes and policies are in place to ensure effective and efficient operation of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Database management	Absent	Basic	Moderate	Robust
We have sophisticated, comprehensive electronic databases and management reporting systems for tracking clients, staff, volunteers, program outcomes, and financial information; these systems are widely used and essential in increasing information sharing and efficiency within our organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program implementation and project management	Absent	Basic	Moderate	Robust
We deliver programs and services of the highest quality, which have been shown to effectively address community needs. We have systems in place for planning, organizing, scheduling, leading, communicating and controlling our work to achieve program objectives, on time and within budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Goals related to operational capacities (optional):

The definitions used here were derived from the Marguerite Casey Foundation Organizational Capacity Assessment Tool, available at <https://caseygrants.org/resources/org-capacity-assessment/>