



CapMap® was created and designed by the
Organizational Development Initiative and **LISC Operating Support Collaboratives**

And was made possible by generous support from





CapMap® is a diagnostic tool designed to assist LISC program staff in mapping the current capacity of an organization, working in partnership with a CDC to determine a path for growth, and measuring achievement along the way. *CapMap*® distinguishes progressive stages of competency in nine key areas of organizational activity that are crucial for success:

- Board Governance
- Community Connections
- Executive Director
- Financial Management
- Fund Development
- Human Resources and Staff Development
- Management Information Systems (MIS)
- Real Estate Asset Management
- Real Estate Development.

By using *CapMap*® to help target and refine strategies for organizational growth, LISC strives to work more effectively with our CDC partners. Our hope is that *CapMap*® will assist in identifying specific areas of organizational growth to invest in, planning the use of resources more effectively, and evaluating the impact of our capacity building efforts.

CapMap® is design for use by LISC staff in collaboration with our CDC partners, and is an important component of our comprehensive approach to organizational capacity building. *CapMap*® is copyrighted and may not be distributed to any other party.

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What Does *CapMap*[®] Do?

“*CapMap*[®] is a key component of LISC’s comprehensive and holistic approach to capacity building. Our ultimate goal is to be of maximum support to our partner CDCs in developing the capacity they need to achieve wild success. “

– Maria Gutierrez, LISC Vice President for Organizational Development

CapMap[®] was created to establish a verifiable baseline of CDC organizational capacity, assist in developing a vision of where the CDC wants to be, and articulate a path for growth. It is a tool to assist LISC staff and CDCs to:

- Map an organization’s baseline performance in nine core competency areas.
- Identify intervention strategies that move an organization from one stage of measurable performance to the next.
- Assess and quantify an organization’s internal growth along a spectrum of progressive measurements.
- Evaluate the need for and effectiveness of capacity building strategies.
- Enhance our institutional knowledge around organizational development and contribute to our various research and development efforts in the field.



Why Capacity Mapping?

“LISC’s capacity mapping project literally saved my organization!”

**–Shirley Simmons, Executive Director,
Wynne Community Enlightenment and Development Corporation, Arkansas**

Capacity mapping is an asset-based approach that locates an organization in its current stage of development. This enables LISC and the CDC to work together more effectively to determine where the organization is *going* – and the resources it needs to get there. **CDCs that have worked with LISC to use *CapMap*[®] reported that *CapMap*[®] has helped them to:**

1. Determine the competencies that are needed to achieve the organization’s vision.

CapMap[®] is based on the belief that expert results are produced by expert systems. The internal structures, procedures, and administration of an organization determine its capacity to mobilize resources and advance its mission. The more expert – or competent – an organization is in key areas, the more it will be able to achieve. *CapMap*[®] outlines progressive stages of competency and describes what most organizations at the varying stages are able to produce and act on. This helps an organization to determine what stage of competency it wants to achieve in order to produce the results it envisions.

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2. Identify organizational priorities and next steps.

Once an organization clearly understands where it *is* and where it *wants to be*, *CapMap*[®] can help point the way to where it needs to go *next*. By identifying progressive stages of competency, *CapMap*[®] outlines the critical gates that an organization should be passing through as its capacity continues to grow. Rather than providing an overwhelming “to do” laundry list, *CapMap*[®] focuses on what is needed to advance to the next stage of organizational capacity.



3. Educate and enroll the entire organization in the process of capacity building.

Different people with different roles in the same organization often have a different understanding of what is needed for growth. Some may not be aware that much is needed at all. *CapMap*[®] helps an organization reach a common understanding of current capacity and chart a path for organizational growth. A CDC can use the capacity mapping process to collectively identify capacity needs and communicate the benefits of capacity building across the organization.

"The MIS module provided me with the information I needed to better educate my board about our CDC's technology needs."

- Rosemary Washington,
Re-Ward Third Ward, Houston, TX

4. Determine whether the organization is heading in the right direction.

Using *CapMap*[®] over time provides a measure of organizational growth and can confirm that your capacity building efforts are yielding results. You may find that some strategies are more difficult or time consuming for your organization than you anticipated. If that is the case, continuous capacity mapping helps your organization and LISC to determine if you need to gather more resources and continue in the same direction, or if you want to pursue a different path for growth. If the new mapping confirms that your organization's capacity has grown, *CapMap*[®] can help you quantify and verify that growth for funders and other stakeholders.

"We found it a very valuable tool and have used it to review what processes we can improve upon. It was a wonderful opportunity to share experiences and ideas."

- Teresa Donovan,
Deputy Director,
Plymouth Housing Group, Seattle, WA

A Sneak Peek...

Here is an example from the Financial Management module of a competency with its corresponding components.

Competencies: a scale of progressively sophisticated internal capacities from stage 1 through 10.

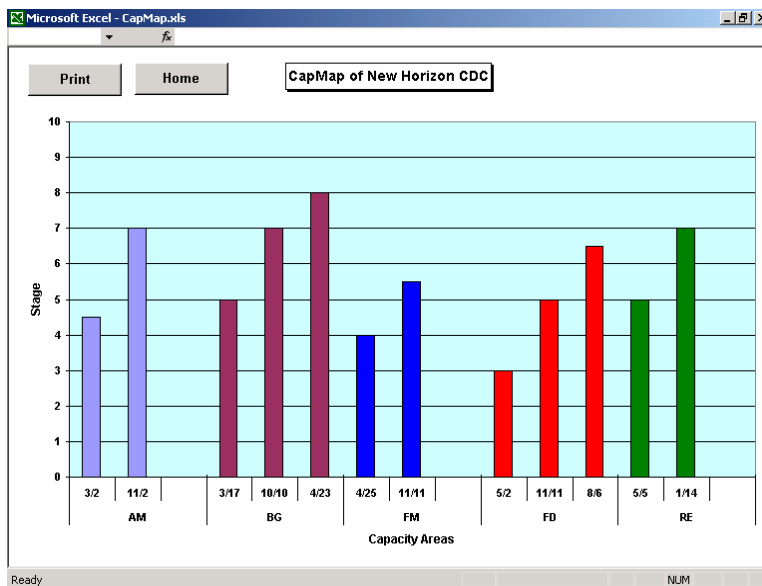
Verifications: a set of corresponding questions ask whether a competency exists.

Indicators: a set of activities that may exist in identifying an organization performing at that competency stage.

CapBuilders: suggestions that may help an organization to achieve greater capacity.

Stage	Critical Competency	Verification / Test ☑ Yes or ☒ No	Indicator / Activity	CapBuilder
7	CDC analyzes historical data and utilizes analysis in management decision-making.	<input type="checkbox"/> Are calculations and trended graphs and charts included with financial reports, noting year-to-year changes in revenue and expenses and asset composition? <input type="checkbox"/> Can the Executive Director or CFO give an example of how management or the board has utilized historical financial analysis?	<ul style="list-style-type: none"> ▶ Key financial ratios are tracked and reviewed quarterly ▶ CDC uses EaSy or equivalent. ▶ CDC analyzes monthly cash flow. 	<ul style="list-style-type: none"> ▶ CDC develops internal or external financial benchmarks to serve as a basis for evaluating performance. ▶ Provide management and board with tools to track key financial ratios, such as EaSy or ratios found in Street-Smart Financial Basics for Nonprofit Managers by Thomas A. McLaughlin. ▶ Hire a consultant to assess skill in financial analysis and trending and make recommendations to enhance these skills. ▶ Board and staff attend training on financial health indicators of nonprofits. ▶ Board treasurer consults peers from a respected nonprofit's board regarding their organization's financial reporting format and quality.

Here is an example of what capacity map might look like:



"The *CapMapping* process was an eye opener that has led to additional analysis of our financial management systems, the purchase and implementation of more relevant software and the ability to access better information."

– Willie Logan,
President, Opa-Locka Community
Development Corporation, Miami, FL

CapMap®'s Guiding Principles:

CapMap® is unique in the industry – no other resource exists to quantify capacity and measure organizational growth within CDCs. The creation of CapMap® drew on the lessons learned from LISC's 20 years of capacity building work and was based on the following principles:

- Organizations, like people, can be masterful in one area and weak in another – despite organizational longevity.
- The majority of organizations pass common milestones as they become increasingly sophisticated in a capacity area, and it is possible to identify these shared stages of growth.
- Organizational change is most effective when it starts by focusing on what is present and possible rather than what is missing or deficient in an organization.
- There is no inherent “wrong” or inadequacy suggested by the attainment of any particular stage.



"CapMap® is a great planning tool."

– Maggi Henry-Blocker,
Sunnyside-Up, Inc.,
Houston, TX

- Organizational capacity *is* as organizational capacity *does*. Proof that an organization *utilizes* the resources and systems it has to further its mission is the clearest way to measure capacity.
- Capacity mapping is a collaborative discovery process that empowers an organization's leadership as actors, not subjects, in their own organizational development. **A capacity map is the beginning, not the end, of a change project.**

What Our OD Practitioners Are Saying...

“CapMap® gave the local program staff a clear picture of what to address with their capacity building efforts and how to move forward.”

- Barbara Jeanetta, Senior Program Officer, Twin Cities LISC

CapMap® creates a vehicle for LISC program staff to openly explore issues of organizational capacity with CDC board and staff. While CapMap® is designed to assess the capacity of individual CDCs, when it is used with a large number of CDCs across a region, program sites can identify capacity trends and shared organizational development needs among their constituent CDCs.

Our hope is that this project will enable LISC to leverage our resources for maximum outcome. It will help us to:

“Since CapMap® can be used to measure actual growth, we will be able to demonstrate verifiable success for annual OD targets. Reporting to our board and other funders about CDC capacity enhancements will be so much easier.”

**- Melora Hiller,
Senior Program Officer, Seattle LISC**

♣ Establish trends and allow for greater

“The information we get from using CapMap® with our 21 groups will allow us to target our programs towards actual need. Once we are able to map for growth and demonstrate the impact of our OD efforts, we will be able to refine our approach to focus on those efforts that are most likely to yield results.”

**- Amanda Timm,
Program Officer, Houston LISC**

targeting of capacity building programs to areas of verified need.

♥ Identify which capacity building approaches and interventions demonstrate results at different stages of organizational development.

◆ Quantify specific growth returns for capacity investment dollars.

♠ Provide a framework for discussing capacity and identifying industry-wide priorities in capacity building.

“A lot of information about how the groups think and operate was revealed in a short period of time.”

- Karen Brown, Senior Program Officer, Detroit Funder's Collaborative, LISC