
Spotlight on the Nonprofit Sector of northern Santa Barbara County:

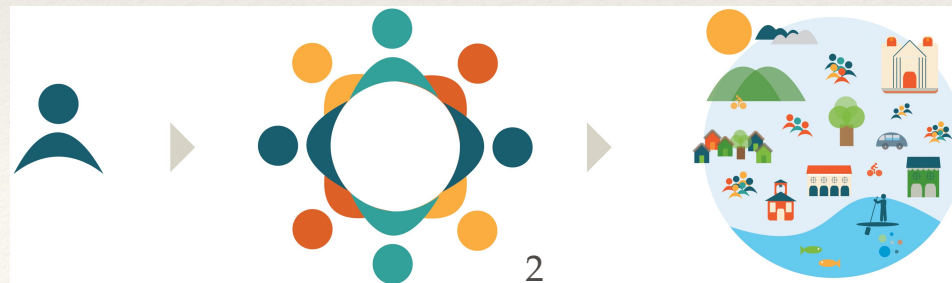
**Christa J. Roth
Leading from Within**

Leadership Done Differently

Leading From Within invests in leaders to make changes on community challenges.

We bring leaders together to:

- ❖ grow as **individuals** and improve their effectiveness as leaders,
- ❖ sustain each other as **peers** to keep leading and learning, and
- ❖ increase their capacity to be **collaborators** for the common good.



Our Programs

- ❖ **Courage to Lead**
- ❖ **Emerging Leaders - Currently accepting applications**
- ❖ **Katherine Harvey Fellows**
- ❖ **Leading for Community Impact**

The Research:



- ❖ Explore ways we can best strengthen and enhance the nonprofit sector of northern Santa Barbara County.
- ❖ Interviewed 20+ Executive Directors
- ❖ Surveyed 35+ additional nonprofit leaders

**Goal was to listen & learn about leaders' needs
and to start a conversation.**

Why focus on the North?

73% of the children living in poverty in Santa Barbara County call Santa Maria or Lompoc home.

You are serving many of our County's **most vulnerable community members. We need to invest in you and your organizations, who are **on the front lines** of providing valuable services and developing innovative programs.**

Capacity Building is

the process of developing and strengthening our skills, systems and resources that we need to not only survive, but adapt and thrive in the fast-changing world.



Why Capacity Building?

“ Nonprofits need to focus on building the capacity of their entire organization if they want to expand and maximize their impact.

We need to dedicate ourselves to raising capacity building to the same level of importance and attention as program development and management.”

**Findings from Effective Capacity Building in Nonprofit Report
By McKinsey & Company 2012**

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A National Perspective

What we heard & learned...

- ❖ Dynamic leaders required to wear too many hats
- ❖ Leaders have little time to invest in collaborations
- ❖ Tight-knit, established, leadership community
- ❖ Have access to fewer resources
- ❖ A rapidly changing minority-majority community
- ❖ Leaders are tired of always having to travel for all key meetings!

Most Importantly...

- ❖ **Passionate, hard working, resilient leaders**, who are very committed to serving this community
- ❖ Emerging group of **first generation college grads** returning to their beloved hometown, who want to make an impact

Three Types of Nonprofits

Local, Grassroots &
Homegrown Nonprofits

Deep connection to the people they serve, but
can struggle with their sustainability

Large, County-wide
Social Service Agencies

Raise \$ in Santa Barbara to expand programs/
services to the north — CALM, Food Bank, CAC

Affiliate Offices of
National Nonprofits

Proven model with technical support from the
National Offices — YMCA, CASA, Boys & Girls
Club

State of Capacity Building

- ❖ General lack of understanding of capacity building in the field
- ❖ Program expansion & investments eclipses most organizational development projects
- ❖ Core funding is priority over “special project” (aka Capacity Building)
- ❖ Lack of a defined strategy of how best to expand their organization’s capacity



Leaders want to...

- ❖ Develop skills and strategies for collaboration
- ❖ Cultivate high-functioning peer networks
- ❖ Enhance their leadership skills
- ❖ Expand/diversify organization's fund base
- ❖ Foster effective management skills across staff
- ❖ Cultivate stronger Boards
- ❖ Develop strategic and annual planning skills
- ❖ Become a community leader who is politically savvy

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Cadre of Resources Have Limited Impact

- ❖ Mostly funder driven Networks
- ❖ Primarily, 1-day, skill-building workshops, which aren't linked to a defined capacity building strategy
- ❖ Need the leadership skills required to advance any strategy with their staff, boards and funders.



Leaders have access to quality training, but...



- ❖ Lack the dedicated time to think through an implementation plan
- ❖ Struggle with gaining the commitment for new approaches
- ❖ Seek out a community of thought-partners

Leadership Development + Capacity Building

“The active involvement and commitment of leaders is critical to the success of any capacity building efforts.

Without the **buy-in and commitment** of all the organizational leadership it is very difficult to implement lasting change. ”

Finding from the Evaluation Report of Liberty Hill Foundation's Capacity Building For Minority Led, Minority Serving Organizations.

Shift our Mindset

AWAY FROM...



TOWARDS...

- ❖ Isolation – go it alone
- ❖ Competitiveness
- ❖ Scarcity of time & \$\$\$
- ❖ Status Quo thinking
- ❖ Politics, Ego and legacy

- ❖ Connections through Peer Networks
- ❖ Collaborations to leverage expertise and resources
- ❖ A focus on Opportunities & Outcomes
- ❖ Risk Taking for personal growth & program innovation
- ❖ A place for everyone at the table.

At the Heart of any Results is

**You -
all of you!**

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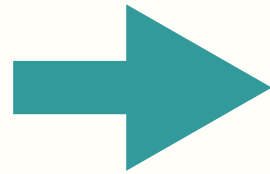
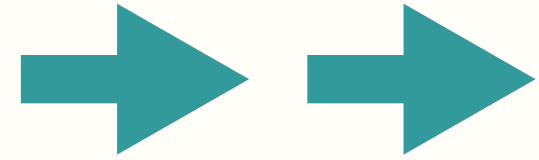
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Recommendation:

Invest in building out a robust Northern Santa Barbara County nonprofit infrastructure with...

- ❖ Active Networks & Collaborations
- ❖ Dedicated time to develop strategies & plan
- ❖ Quality trainings, consultants & executive coaches
- ❖ Dedicated grant dollars for capacity building
- ❖ A pipeline of future qualified staff & volunteer leaders

This Increased Investment



Will Result in

Confident, inspired and diverse leaders driving their organizations to have **an even greater impact** for our communities.

Lets start a conversation...
