



THE IMPACT PUZZLE

ARE YOU MAKING AN IMPACT THAT CHANGES LIVES?

2023

Presented by Dr. David Franklin
President & CEO, OCCUR



Before we start, please make sure to change your Zoom name to your first & last name + your organization name

Ex. "Shy Alderman - OCCUR"

HOW TO CHANGE YOUR ZOOM NAME

- 1) Hover over your video
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- 3) Click Rename
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A recording of this workshop & the presentation slides will be emailed out to all attendees in few days. They will also be made available on *amodelbuilttonfaith.org*

If you did not pre-register for this event & are just showing up, please make sure to drop your email in the chat so we know where to send materials



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Overview

- I. Introduction - Charity vs. Impact
- II. Adaptive Strategies
- III. Collaboration
- IV. Impact Funding
- V. Conclusion
- VI. Questions



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Introduction

Charity

This concept typically refers to acts of kindness or generosity, often in the form of giving money, resources, or time to individuals, groups, or causes in need. The focus of charity is on providing immediate relief for pressing issues, such as food for the hungry, shelter for the homeless, or aid for victims of natural disasters. The act of charity is often seen as a moral or ethical duty and is generally directed towards alleviating symptoms of societal problems.



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Introduction

Impact

This concept is broader and often refers to the long-term effects of actions or initiatives, whether they're charitable or not. In the context of nonprofit organizations, impact refers to the tangible outcomes and changes that result from charitable acts or social programs. These outcomes might be measured in a variety of ways, such as the number of people lifted out of poverty, the improvement in health outcomes, or the increase in literacy rates. **The focus of impact is on creating lasting change and addressing the root causes of societal problems, not just their symptoms.**

CHANGE IS A NECESSITY FOR PROGRESS

We want embrace the change
required to making a lasting change
in our community..

Adapt

Get better consistently.



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Case Study



Homeboy Industries was founded in 1988 in response to the needs of gang-involved youth in East Los Angeles. The organization initially focused on providing job opportunities to former gang members, but they soon realized that job placement was just a part of the solution. Many of these individuals needed more comprehensive support to truly turn their lives around.

Case Study



01 Expanding Services

Homeboy Industries decided to expand its services beyond job placement. They started providing comprehensive support, including mental health counseling, legal services, tattoo removal, educational classes, and workforce development training.

02 Social Enterprises

To support this expansion, Homeboy Industries created several social enterprises, such as a bakery and a cafe, to provide job training opportunities and generate revenue for the organization.

03 Community Engagement

They worked to build strong relationships within the community and local businesses to open up job opportunities for their clients.

Case Study



04 Implementation

Implementing this expanded, holistic approach required additional resources, staff training, and partnerships. They worked closely with their clients, local businesses, and other stakeholders to make it a success.

05 Results

As a result of this strategic adaptation, Homeboy Industries has helped thousands of former gang members and previously incarcerated men and women to redirect their lives. The organization's recidivism rate is remarkably low compared to the national average, demonstrating the effectiveness of their comprehensive approach.

Nearly \$60 million in revenue in 2021

Organizations that adapt effectively, generate greater impact.

Organizations that fail to adapt experience diminishing results.

Diminishing Results

Declining Relevance: Reduced importance to the organization's primary population

Decreased Funding: Revenue has plateaued or is decreasing

Ineffectiveness: Programs are serving needs that have expanded or changed

Missed Opportunities: Opportunities for funding or partnership are missed because an organization is too wedded to the existing strategy. This includes ignoring political, economic, social, and technological changes.

Loss of Staff Morale & High Turnover: Rigid strategies create tense work environments.

100%

of organizations can improve their impact



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Static Strategies

Static Strategies are rigid, and while they can be successful in a steady environment, they limit an organization's ability to adapt in times of change.

Adaptive Strategies

Adaptive strategies allow organizations to improve their effectiveness, remain relevant, increase funding, expand their team, and enhance their impact.

Adaptive Strategies



Experimentation



Feedback Collection



**Iterative
Improvements**

Adaptive Strategies



Try



Evaluate



Tweak

Try

Programming – Pilot a new program to better serve the organization's mission. Example: For example, if the nonprofit's mission is to address homelessness, it could experiment with a new type of transitional housing program or job training initiative.

Technology – Use technology to increase efficiency. Example: Develop a skill-based volunteering program that matches volunteers with tasks that utilize their professional skills. [Volunteermatch.org](https://www.volunteermatch.org) (Another example: Crowdsourced funding.)

Structure – Adopt a more flexible, team-based structure instead of a traditional hierarchical one. Example: If everything flows through the senior leader in the organization. Fund a project that doesn't require the senior leader's input. Start small.

Evaluate

Do an impact evaluation.

Does the programming provided by our organization enhance the quality of life for the individuals we serve?

Listen to the participants in the program. Listen to the members of your community served. What can you learn about how your organization is making an impact? What can you learn about the needs of your community that you did not know before?

Getting direct feedback from the participants served can unlock new opportunities to improve programming.

Tweak

Keep making changes based on the feedback you received. Iterate. An adjustment can be as simple as the language you use to communicate what your program is offering. It can be as significant as restructuring an entire program to serve your community better. The point is don't become satisfied with the current condition of your organization or any program that is running. There is always a way to get better.

Case Study



Inner-City Muslim
Action Network

Inner-City Muslim Action Network was established in 1997 to serve the needs of the urban population in Chicago. Initially focusing on basic social services, the organization soon recognized the need for more comprehensive strategies to address the complex interrelated issues facing the community.

Case Study



Inner-City Muslim
Action Network

01 Holistic Approach

IMAN expanded its services to take a holistic approach to community wellness. They developed programs in health, arts and culture, and leadership development, with an underlying focus on social justice.

02 Community Health Center

Recognizing the lack of accessible, high-quality health care in the community, IMAN opened a community health center that offers both medical and behavioral health services, regardless of patients' ability to pay.

03 Green ReEntry Program

IMAN developed the Green ReEntry program, a transitional housing and workforce development initiative that provides job training in the construction industry for formerly incarcerated individuals and high-risk youth.

Case Study



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Collaboration

Find partners. Increase impact.



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DON'T DO IT ALONE

Build or become part of a group of organizations that can work together to make a lasting impact in your community.

What to look for in partners

Complementarity of Purpose: Look for partners with similar or complementary goals and missions.

Resource Compatibility: Find organizations that can contribute needed resources and benefit from yours.

Cultural Fit: Seek partners with compatible values, behaviors, and work styles.

Reputation and Credibility: Ensure potential partners have a positive reputation and are trusted in their field.

Advantages of collaboration

Resource Sharing: Partnerships allow pooling of resources, leading to cost savings and efficiency.

Increased Reach: Collaborations help nonprofits serve more people and reach new audiences.

Shared Expertise: Organizations mutually benefit from each other's skills and knowledge.

Strengthens Influence: Joint efforts can amplify impact on policy and advocacy.

Risk Mitigation: Sharing responsibilities helps manage and spread risk.

Sustainability: Partnerships foster more resilient structures for long-term impact.

Competitive Advantage: Collaborations can differentiate nonprofits from others, offering unique services, resources, or expertise, and enhancing their appeal to donors, volunteers, and the communities they serve.

Examples



Good360 and All Hands and Hearts

Good360, an organization that helps companies distribute excess goods to nonprofits, partnered with All Hands and Hearts, a nonprofit dedicated to disaster relief. Through their partnership, Good360 provides All Hands and Hearts with needed goods like building materials, which All Hands and Hearts then uses in its disaster recovery work. This partnership amplified the impact of both organizations.



Examples

The Kiva logo is written in a lowercase, green, sans-serif font.The Accion logo is written in a bold, uppercase, orange, sans-serif font, enclosed within a white rounded rectangular box.

Kiva and Accion

Kiva, a platform that crowdfunds loans for entrepreneurs in underserved communities, has partnered with many smaller microfinance organizations worldwide. One such partner is Accion, a global nonprofit committed to creating a financially inclusive world. Accion helps vet borrowers and administer loans funded through Kiva's platform. This partnership allows both organizations to extend their reach and increase their impact.

Examples



Various Schools

Crisis Text Line and Various Schools

Crisis Text Line, a nonprofit providing mental health support via text messaging, has partnered with various schools and school districts to ensure students have access to emotional support. This partnership allows Crisis Text Line to extend its services to students in need, while schools can provide mental health services without the need for extensive resources.

Impact Funding

Funds follow impact.



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INCREASING IMPACT GIVES YOUR ORGANIZATION A BETTER STORY TO TELL

Focusing on impact strengthens your story and gives donors more confidence in your organization.

How to Use Impact to Increase Organizational Funding

Quantify and Communicate Impact

Provide clear, measurable outcomes of your work to highlight the effectiveness of potential contributions to donors.

Clarify what you count.

Use Impact Stories

Personal narratives of lives transformed by your work can make "impact" relatable and inspiring, encouraging more donations.

Make the abstract personal.

Align Fundraising Goals with Impact Goals

Instead of just asking for money, tie fundraising goals to specific impact goals. For example, set a fundraising goal of \$50,000 to provide meals for 10,000 families. This allows donors to see exactly what their donations will achieve, increasing the likelihood that they'll give

How to Use Impact to Increase Organizational Funding

Engage in Transparent Financial Reporting

Show how funds are used directly for mission-focused activities. Transparency in financial matters builds donor trust and can lead to increased contributions.

Leverage Partnerships

Work with your partner organizations to broaden your fundraising approach and network. Possibly co-host events together or describe how a donation to one organization benefits both organizations.

In conclusion, choose...



Impact Over Charity

Choosing impact over charity fosters sustainable solutions instead of temporary relief, effecting long-lasting change.



Collaboration Over Isolation

Collaboration fosters shared resources, diversified ideas, and increased reach, enhancing their overall impact and effectiveness.



Adaptive Strategies over Static Strategies

Adaptive strategies enable better responsiveness to shifting community needs and resource availability.



Impact Fundraising Over Program Fundraising

Impact fundraising focuses on the long-term goals and systemic changes organizations seek to make and increases the trust of donors.

Please join us for our next workshop!

GETTING BACK TO BASICS

HOW TO GET BOARDS RIGHT - THE "EFFECTIVENESS SPECTRUM"

Presented by Dr. Gina Fromer, PhD

President & CEO, Children's Council of San Francisco

Executive Coach, Fromer Consulting

To Register, Visit:

AModelBuiltOnFaith.org

SAVE THE DATE

JUNE 22



THANK YOU FOR COMING!

We'd love your feedback! Please take a moment to fill out our Evaluation Form. Your responses help us to improve programming and maintain funding for A Model Built On Faith. The Evaluation Form will pop up right here in Zoom.

