The State of the Memphis Nonprofit Infrastructure:

A Report to Momentum Nonprofit Partners and the Nonprofit Capacity Builders Network

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Introduction

In the fall of 2017, Momentum Nonprofit Partners convened a group of organizations that provide a variety of capacity building services to nonprofit organizations in Memphis and the Mid-South, with the purpose of coordinating efforts and developing a shared strategy. These convenings were intended to strengthen the network that supports the local nonprofit sector and ensure area organizations have a system of coordinated support, now called the Capacity Builders Network (CBN).

Initial goal-setting meetings prioritized the identification and delineation of assets that comprise the local nonprofit infrastructure. Specifically, the CBN was interested in identifying service deserts and areas of duplication, and creating an inventory of capacity building programs and services that would be publicly available and shared with local nonprofit organizations interested in obtaining capacity building assistance.

In the spring of 2019, an interdisciplinary team of researchers from the University of Memphis began to examine the size and scope of the nonprofit infrastructure. Through an online survey and a review of publicly available documents, the team gathered the information presented below. This report first defines organizational capacity and outlines various ways in which capacity is built. Next, this report highlights the role of the nonprofit infrastructure in building both individual organizational capacity and the capacity of the nonprofit sector, more broadly. Then, the focus will shift to the local nonprofit infrastructure and outline the types and locations of capacity building programming that is provided to nonprofits in Memphis and the Mid-South. Finally, this report concludes with suggestions to enhance the existing assets of the Memphis nonprofit infrastructure.

Literature Review

Organizational capacity is what drives a nonprofit's ability to grow, mature, and thrive (Cairns, Harris, & Young, 2005). Without organizational capacity, a nonprofit is unable to achieve intended program outcomes. Capacity *building*, then, involves different kinds of programs and services intended to strengthen an organization's systems and structures so it is better positioned to fulfill its mission (Backer, 2001; Minzner, Klerman, Markowitz, & Fink, 2014). Because organizations are themselves complex systems, organizational capacity should be viewed from a multi-dimensional perspective (Andersson, Faulk, & Stewart, 2016; Connolly & York, 2003). In studying capacity building organizations, Connolly and York (2003) identified four types of capacity that are core to organizational effectiveness: Adaptive, leadership, technical, and management capacity. These four types can be further categorized into two overarching groups: Proactive and Reactive.

Proactive Capacity Building

Using the framework of strategic management, **adaptive capacity** is an organization's ability to monitor and respond to changes in the internal and external operating environment (Connolly & York, 2003). **Leadership capacity** refers to the executive team's ability (both board and staff) to inspire and motivate, allowing the organization to work toward mission fulfillment more effectively and be perceived as a valuable community resource (Connolly & York, 2003). Endeavors to build both adaptive and leadership capacity efforts originate within the organization and are proactive techniques used to build and shape the organization's environment (Millesen, Carman, & Bies, 2010). Rather than focusing on specific skills, tools, or techniques, capacity building at this level focuses on strategy and mission.

Reactive Capacity Building

Technical capacity refers to the core programmatic functions of the organization, like financial management, fund development, and program evaluation. Organizations high in technical capacity have a team of subject matter experts who hold the appropriate knowledge, skills, and abilities to do the work of their functional area (Connolly & York, 2003). **Management capacity** refers to the organization's ability to leverage the talent of human resources, both paid and unpaid, toward mission fulfillment (Connolly & York, 2003). Efforts to build technical and managerial capacity tend to be reactive in nature, because they are typically the result of some external mandate or pressure to further develop the organization. Further, this is the type of capacity building most commonly funded by philanthropic dollars (Kapucu, Healy, & Arslan, 2011; Millesen et al., 2003).

These varied facets of organizational capacity require a similarly multifaceted approach in building that capacity. **Capacity building organizations** work to strengthen the effectiveness and capacity of nonprofit organizations by (a) mobilizing resources, (b) providing information and research, and (c) building networks internal and external to the

sector (Abramson& McCarthy, 2012; Brown, Andersson, & Jo, 2016; Graf, McBeath, Lwin, Holmes, & Austin, 2016; Smith, 1997). It is somewhat unlikely that a single organization can provide this portfolio and breadth of services to an entire sector. Rather, several capacity building organizations form an infrastructure that supports the work of the nonprofit sector, the various subsectors, and/or at the local, state, and national level.

Networked Capacity: The Nonprofit Infrastructure

Infrastructure organizations work to develop individuals, agencies, and systems/sectors collectively, addressing the various types of capacity listed above. Capacity building at the *individual level* leads to greater self-efficacy, new knowledge and skills, enhanced leadership skills, and stronger professional networks (Abramson & McCarthy. 2012; Backer, 2001; Brown et al., 2016; Lopez, Krieder, & Coffman, 2005; Renz, 2008). Capacity building at the *organizational level* creates stronger internal systems and structures, networks of organizations, and organizational partnerships that span boundaries and increase capacity for service delivery (Abramson & McCarthy. 2012; Lopez, Krieder, & Coffman, 2005; Renz, 2008). Finally, capacity building at the *systems or sector level* increases the sector accountability and self-regulation inherent to the nonprofit sector, works toward policy changes favorable to the nonprofit sector, and promotes strong networks and alliances across sectors (Abramson & McCarthy. 2012; Backer, 2001; Brown et al., 2016; Lopez, Krieder, & Coffman, 2005; Prentice & Brudney, 2018; Renz, 2008).

Infrastructure Typologies

With all that is necessary to create a robust infrastructure that supports the nonprofit sector, it is helpful to categorize infrastructure organizations by whom they serve and how they help build individual, organizational, and/or sector-wide capacity. Prentice and Brudney (2018) suggest that there are four major types of infrastructure organizations, along with nonprofit academic centers (see Appendix A for detailed information): Sector support, management aupport, intermediaries and funders, and community support organizations.

Sector support organizations (SSOs) serve the sector on the whole by engaging in research and advocacy work for and about the sector, by serving as a knowledge broker, and bridging the nonprofit sector to other organizations and sectors. ***Management support organizations (MSOs)*** serve organizations and their staff by providing training and technical assistance, management support, and by acting as a knowledge broker by disseminating research relevant to the sector. ***Intermediary organizations*** serve organizations and their staff primarily through funding capacity work, engaging in research typically specific to a subsector, and through creating networks of organizations across and between sectors and subsectors. Finally, ***community support organizations (CSOs)*** serve the local community by acting as a connector and advocate, convening individuals and organizations around specific policy or community issues, and by building social capital across sectors. Collectively, these types of infrastructure organizations can work together to address and enhance the adaptive, leadership, technical, and management capacities of nonprofit organizations, raising the overall capacity of the sector in the process (Minzner, et al., 2014).

Defining the Nonprofit Infrastructure

As infrastructure organizations work to build the capacity of the nonprofit sector, it is important to determine whether that infrastructure indeed meets the needs of local nonprofits (Backer & Barbell, 2004). An important first step is to understand the assets that exist among the nonprofit infrastructure, both in number and type. Additionally, understanding the presence, scope, and capacity of the capacity builders themselves will provide valuable information as stakeholders consider points of leverage to improve capacity in the sector and ensure community nonprofit needs are met (De Vita, Fleming, & Twombly, 2001). Using this framework, and in partnership with the Capacity Builders Network and Momentum Nonprofit Partners, the research team created the following questions that guided our research in this area:

- What organizations comprise the nonprofit infrastructure in Memphis and the Mid-South?
- What capacity building services are provided by infrastructure organizations?
- Where are capacity building services provided?
- What types of nonprofits are typically served by capacity building programs?
- What is the capacity of the Memphis nonprofit infrastructure?

Methods

In order to learn more about the nonprofit capacity building network in the Memphis community, the research team used a multi-stage approach to gathering information. In Fall 2018, the research team gathering stakeholder input from members of the Capacity Builders Network to learn about the network's needs and goals in developing a mapping project that strategically and systematically outlines the capacity building network in our community. The information shared helped guide the UofM team by allowing us to better understand the questions and ideals for a mapping project.

The next phase, in May 2019, consisted of a large stakeholder focus group meeting at Momentum Nonprofit Partners to gather additional information prior to developing a survey to gather data for the mapping project. Stakeholders worked in small groups, and discussions were guided to learn more about (a) what they might want to know more specifically, (b) what would make a mapping project useful to them, (c) organizations they felt should be included, and (d) any additional information they felt would be helpful for the UofM team in moving to the next phase of the project. Stakeholders were reminded that a survey would be forthcoming and were asked in advance to fill out the survey when it arrived.

Survey Instrument

Using responses from the CBN focus group as well as the typology devised by Prentice and Brudney (2018), the researchers identified a total of 37 capacity building organizations in Shelby County. Both members of the CBN and additional nonprofit organizations and associations considered part of the local nonprofit infrastructure were contacted by email to complete the Capacity Building Survey between July 22 and August 19, 2019. Over the course of 43 questions on the survey, respondents were asked to provide a variety of information about their organization, including details on their mission statement or major purpose, key capacity building programs (including the recipients and where the programs were offered), challenges to their organization, collaboration efforts, financial trends, and demographic information of the board and staff.

While 37 capacity building organizations were asked to complete the survey, 26 (70.3%) actually provided responses. Furthermore, respondents varied widely in the number of questions/amount of data supplied. Therefore, the number of individual responses available for a particular question could be very different. In cases where respondents did not provide an answer to a particular question, publicly available data found on www.GuideStar.org, www.livegiveMid-South.org, and organizational websites were used (where available) to supply the missing information. Readers should keep the response rates in mind when interpreting the survey results as information presented may or may not be representative of the initial pool of survey recipients contacted, based on available data.

As a final step, preliminary results were presented to the Capacity Builders Network for vetting and feedback in November 2019. The research team compiled questions, comments, and feedback, and refined the final report to address stakeholder feedback.

Results

Question 1: What organizations comprise the local nonprofit infrastructure?
Prior to beginning the larger research project, the following organizations were identified as contributors to the local infrastructure, based on the typologies presented in Appendix A (Prentice & Brudney, 2018). Organizations highlighted in green responded to the survey. Please note that many of these organizations serve in multiple capacities. For example, although the Assisi Foundation is primarily a funder, the training and technical assistance also provided by the foundation would be categorized as management support. The categorizations below, then, are reflective of what organizations indicated was their primary capacity building purpose.

Table 1: Typologies of Nonprofit Infrastructure Organizations

Organization Type	Organization Name
Sector Support Organizations	None
Professional / Membership Associations[1]	Association of Fundraising Professionals DOVIA Grant Professionals Association Mid-South Philanthropy Network Planned Giving Council of Greater Memphis Society of Human Resources Managers
Intermediaries / Funders	ArtsMemphis Assisi Foundation[2] Community Foundation of Greater Memphis Community Lift Epicenter Memphis Music Initiative Slingshot Memphis United Way of the Mid-South Urban Child Institute Women's Foundation of Greater Memphis
Management Support Organizations	BLDG Memphis Education Pioneers ioby Literacy Mid-South Memphis Leadership Foundation Momentum Nonprofit Partners Seeding Success SOUL for the City
Community Support Organizations	Center for Transforming Communities City Leadership Community Alliance for the Homeless Early Success Coalition Family Safety Center Kindred Place Memphis Tilth Memphis Tomorrow Mid-South Peace & Justice South Memphis Alliance Whole Child Strategies
Nonprofit Academic Centers	University of Memphis Institute for Philanthropy and Nonprofit Leadership

[1] Although Professional and Membership Associations are classified separately in this table to show the population of infrastructure organizations, they are categorized as Management Support Organizations in analysis.
[2] The funders included in the sample also provided funding specifically for capacity building services or offered programs or services that build sector capacity in addition to grantmaking activities.

Before determining the exact programs and services that are provided by infrastructure organizations, it is helpful to map those programs onto the broader infrastructure typologies, to first ensure that the core functions of the infrastructure are present within the local nonprofit sector. In order to gain the most comprehensive perspective of the nonprofit infrastructure, the research team asked respondents to describe their capacity building activities in several ways. While table 1 above offers a singular view of what infrastructure organizations do, table 2 below provides more depth to the additional ways in which these organizations contribute to the overall infrastructure.

Respondent organizations were first asked to list up to five capacity building functions (20 in total) the organization most frequently delivers. Program types listed correspond directly to the infrastructure typologies presented above. For example, if an organization listed "advocate for the nonprofit sector, broadly" as a response choice, that response would be categorized as the work of a sector support organization.

Analysis also assessed the types of capacity building functions that were performed in the nonprofit infrastructure, but not necessarily as a primary organizational function. For example, Momentum Nonprofit Partners primarily serves in a management support role. However, the research and policy work conducted by Momentum also places some of their work in the sector support role. Similarly, Memphis Music Initiative (MMI) is primarily an intermediary organization. However, they also provide training and technical assistance as part of their programming, which allows them to fulfill a management support role. Table 2 below shows the number of organizations that fill a function for the sector on the whole, or for a particular subsector. Again using the example of MMI, they serve an intermediary role, but for the arts as a subsector, not for the sector holistically.

Table 2: Respondents' Self-Ranked Organizational Infrastructure Function

Organization Type	Primary Function	Additional Function	Sector-wide Focus	Subsector Focus	Total n Orgs
Sector Support Organizations	4	13	6	11	17
Intermediaries / Funders	6[3]	4	3	7	10
Management Support Organizations	7	14	9	12	21
Community Support Organizations	4	15	6	13	19
Nonprofit Academic Centers	1		1		1

As an additional measure of the scope and function of the nonprofit infrastructure, the research team asked respondents to provide mission statements and program descriptions of their primary capacity building program(s). Researchers coded both using the infrastructure typologies shown here. Table 3 below shows the number of organizations serving in various infrastructure functions, in both primary and additional capacities.

Table 3: Respondents' Programmatic Infrastructure Function Based on Capacity Building Program Description

Organization Type	Primary Function	Additional Function	Sector-wide Focus	Subsector Focus	Total n Orgs
Sector Support Organizations	0	4	2	2	4
Intermediaries / Funders	7	0	3	4	7
Management Support Organizations	10	9	9	10	19
Community Support Organizations	8	10	4	14	18
Nonprofit Academic Centers	1		1		1

Of note, these codes generated from program descriptions do not directly align with the self-reported ranked capacity building activities. Of the 23 organizations that both ranked the activities and provided capacity building program descriptions, only 10 listed their primary infrastructure function consistently across both questions. The remaining 13

[3] Some funders/intermediaries did not list that they were funders as a primary function, but instead focused on the other capacity building programs and services offered by the foundation. This affected how well this category aligned with the data in Table 1.

organizations' descriptions and rankings did not align on the primary function, but 10 of those organizations did include the same functions in both their ranked and coded functions. So, while there were some slight inconsistencies in rankings, overall program goals and perceptions of capacity building activities do generally align. In terms of the overall infrastructure, it is important to note that while only 4 responding organizations list sector support activities among their program descriptions, all organizations who responded to that question ranked sector support activities among their top five capacity building initiatives. It may be the case that rather than having a formal advocacy or research program, those activities may be an inherent part of the organization's mission.

In addition, several organizations contribute to the infrastructure as management support organizations, with nearly half of the organizations focusing on the entire Memphis nonprofit sector, and slightly more than half focusing on a particular subsector (most frequently education and youth development). Of note, there are many organizations that serve as community support organizations, either as a primary or additional organizational function. Memphis has a tradition of organizing around neighborhoods and particular issues, which makes the large representation of CSOs in the local infrastructure not especially surprising, but unlikely to be found in such abundance in many other cities. That the majority of these organizations connect around a subsector is not surprising, as CSOs typically organize around a particular policy issue or mission.

Question 2: What capacity building services are provided by infrastructure organizations?
While the first question examines the nonprofit infrastructure by overarching typology, the second question asks what specific programs and services are provided by the nonprofit infrastructure, in order to support and build capacity in the local sector.

Services Provided
The broader infrastructure functions can be broken out into activities, services, and/or programs. For example, sector support organizations typically conduct research on the nonprofit sector, or a particular subsector, and engage in advocacy for the same. Intermediary organizations provide funding to other organizations and create networks to both generate and share knowledge relevant to the nonprofit sector. Management support organizations typically provide training, consulting, technical assistance, and professional development. They also serve as a knowledge broker, sharing relevant research and information with their stakeholders. Community support organizations are the conveners, network-formers, and bridgers both within and external to the nonprofit sector. Through these networks, CSOs build social capital and promote community engagement and volunteerism.

The following sections outline the various services and programs that respondents report are most frequently delivered in the Memphis nonprofit infrastructure. Table 4 below breaks the various programs out by the overall infrastructure function and provides counts for the number of organizations that report each activity. Please note that the data for intermediary and community support organizations are identical to what is presented in table 2 above, and thus omitted from this table.

Table 4: Capacity Building Services by Infrastructure Function

Capacity Building Service	Total n	Primary Program	Additional Program	Sector-wide Focus	Subsector Focus
Sector Support					
Sector-wide advocacy	7	0	7	7	n/a
Sector-wide research (conduct or disseminate)	4	1	3	4	n/a
Mission-area advocacy	14	2	12	n/a	14
Mission-area research (conduct or disseminate)	12	0	12	n/a	12
Management Support					
Provide consulting and/or technical assistance	17	3	14	7	10
Training/workshops on leadership development	6	1	5	2	4
Training/workshops on strategic planning/org strategy	4	0	4	1	3
Training/workshops on boards/board governance	2	0	2	0	2
Training/workshops on other: data management	2	2	0	1	1
Training/workshops on financial management	1	1	0	0	1
Training/workshops on fundraising	1	0	1	0	1
Training/workshops on grant writing	1	1	0	1	0
Training/workshops on volunteer management	1	1	0	0	1
Training/workshops on marketing	0	0	0	0	0
Training/workshops on advocacy/lobbying	0	0	0	0	0
Training/workshops on human resources management	0	0	0	0	0

Sector support. As shown in table 4 above, while some organizations focus on sector-wide advocacy and research, many more focus their work on or in their respective subsectors. While this is appropriate for those organizations that serve a specific subsector, it is important for the broader infrastructure to ensure that some organizations are, at least in part, advocating and researching the sector on the whole. Although not solely the responsibility of the Memphis infrastructure, a statewide nonprofit association would benefit Memphis nonprofits as well as others across the state, and provide additional advocacy support (and arguably, a larger voice) at the state level.

Management support. Many organizations report that they provide consulting services and/or technical assistance to build sector capacity, with a heavier focus on providing these services to the various subsectors. Many of these organizations self-identify as intermediaries or funders, whose capacity building work is to supplement funding with tools and resources to improve organizational performance.

Many infrastructure organizations also address adaptive and leadership capacity within the nonprofits they serve; in fact, these two types of capacity building are the most frequently provided trainings and/or workshops on topics like leadership development and/or organizational strategy. In this regard, the infrastructure is helping nonprofits build their ability to interact with and influence their internal and external environments and be more strategic in their practice. Six organizations provide leadership development training to individuals within organizations, with over half of these programs focused on particular subsectors like youth, community development, early childhood education, and economic development, and two serving the sector on the whole. Four infrastructure organizations provide training on strategic planning and/or organizational strategy, again primarily to subsectors. Of note, only one organization lists either of these capacity building programs as a primary organizational program.

Several respondents also offer programs that build technical and management capacity within nonprofit organizations. A total of seven organizations provide board development, data management, financial management, fundraising, grant writing, and volunteer management training to their members or clients. Only two of these programs are offered to a sector-wide audience, with the remainder focusing on particular subsectors like youth and economic development.

Capacity building program descriptions were also coded into six broad categories that reflect the functions of the various infrastructure organizations and describe the programs and services those infrastructure organizations conduct. The categories are advocacy, forming networks, research, serving as an intermediary, providing technical assistance, and providing training or educational programs. Because of the complex nature of nonprofit programs, program descriptions were given a primary code, and where applicable, secondary and tertiary codes, totaling 75 codes across 59 programs. Table 5 below provides the total number of times each of the capacity building activities was mentioned in program descriptions.

Table 5: Total Capacity Building Activity Mentions

Capacity Building Program	N	%
Advocacy	2	2.7
Forming Networks	23	30.7
Intermediary / Funder	12	16.0
Research	2	2.7
Training / Education	27	36.0
Technical Assistance	9	12.0
Total	75	100.0

These data reflect what organizations listed as their most frequently offered programs or services, but it is not a comprehensive list of all programs and services provided by all infrastructure organizations. However, programs that are delivered less frequently or infrequently are unlikely to be a core component of an organization's work, and more likely an ancillary piece of its overall programmatic offerings.

Average Age of Infrastructure and Capacity Building Programs

Respondents were asked to list up to three of their organization's most important capacity building programs or activities, as well as the various program ages, as one way of determining program maturity (Andersson et al., 2016).

Infrastructure maturity. Although organizations at any age can fall anywhere along the organizational lifecycle continuum (Brothers & Sherman, 2011), it is good to know the relative age of the nonprofit infrastructure to see

whether it is relatively young and maturing, or older. Table 6 below shows the ages of the nonprofit infrastructure by primary function. Of the 21 organizations that provided data both on organization age and infrastructure work, there is a fairly even split among organizations that are more or less mature, both across ages and infrastructure types.

Table 6: Ages of Infrastructure Organizations by Type

Infrastructure Type	0-5 years old	6-10 years old	11-24 years old	25 years old or greater
Management Support	0	2	3	5
Intermediary / Funder	2	1	1	3
Community Support	2	5	0	0
Nonprofit Academic Centers	0	0	1	0
Total	4	8	5	8

Program maturity. Respondents also listed the age of their respective capacity building *programs* across a total of 43 of the 59 coded program descriptions. Table 7 below provides data on the number of programs by age category. Of note, nearly three quarters (72.1%, n=31) of the programs are considered "young" or under 10 years of age.

Table 7: Overall Program Age Group Categories

Program Age	N	%
0-5 years old	20	46.5
Under 10 years old	11	25.6
10-24 years old	8	18.6
25 years or older	4	9.3
Total	43	100.00

Program descriptions were coded into 6 broad categories that reflect the functions of the various infrastructure organizations and describe the programs and services those infrastructure organizations conduct. The categories are advocacy, forming networks, research, serving as an intermediary, providing technical assistance, and providing training or educational programs. As a reminder, program descriptions were given a primary code, and where applicable, secondary and tertiary codes, totaling 75 codes across 59 programs. Seventeen of the responding organizations provided both program descriptions and program ages for their primary capacity building program, 15 for the second most important capacity building program, and 11 for the third most important capacity building program, totaling 43 program-age combinations (72.9% of the listed programs).

As shown in table 8 below, the vast majority of capacity building programs across all types are under 10 years old, indicating a relatively young capacity building network. This could be attributed to a number of factors, including changes in the nonprofit landscape and funder priorities.

Table 8: Ages of Capacity Building Programs by Type

Program Type	0-5 years old	6-10 years old	11-24 years old	25 years old or greater
Advocacy	1	0	0	0
Forming Networks	6	5	3	0
Intermediary / Funder	6	1	2	1
Research	0	1	0	1
Training / Education	9	5	3	2
Technical Assistance	4	1	1	1
Total	26	13	9	5

Summary
The Memphis nonprofit infrastructure has a variety of capacity building programs and services, many of which are subsector-specific. Although there are anchor organizations that provide various types of capacity building services to the sector on the whole, it is important to ensure that both the sector on the whole and its various subsectors are adequately served. Importantly, there are organizations working to develop all four core areas of capacity (adaptive, leadership, technical, management), although this should be a point of consideration when creating new programs or making changes to existing ones.

Although the organizational ages are fairly evenly spread between more and less mature, the capacity building programs themselves are still relatively young. While young program ages are not inherently problematic, it is important for infrastructure organizations to find the balance between being responsive to changing sector needs and / or funders' interests, and ensuring quality programs are able to mature and serve the sector consistently.

Question 3: Where are capacity building programs provided?
The third question that guided this project asks what areas are served by the Memphis nonprofit infrastructure. The research team examined this question by asking respondents to list the zip codes served by their primary capacity building program(s). In cases of missing data, the research team accessed publicly available data on organizational websites, www.GuideStar.org, and www.livegiveMid-South.org to supplement responses.

Type of Capacity Building by Zip Code
Respondents could indicate up to 115 zip codes their programs served in the Memphis MSA, encompassing Fayette, Shelby, and Tipton Counties in Tennessee; Crittenden County in Arkansas; and De Soto County in Mississippi. Ten (42.3%) of the 26 organizations noted that they served all zip codes listed, while others typically focused more on Shelby County and/or smaller sections of the Memphis metropolitan statistical area (MSA). However, 65.3 percent of the responding organizations reported serving over 70 zips in the MSA, and no zip code within the MSA is completely unserved by capacity building support.

A total of 37 capacity building programs and zip code combinations were listed by respondents. As indicated earlier, many of the coded capacity building programs listed served multiple capacity building functions. This led to a maximum number of 65 programs serving any particular zip code. Organizations that listed more than one program typically served a consistent geographical area across all programs, with few exceptions.

Data show that zip code 38104 is served by all listed capacity building programs, with 3 others (38105, 38106, and 38107) receiving over 90 percent of the programs listed. A majority of the zip codes listed received services from 51 of the programs (n = 47, 40.9%), and fewer capacity building programs were provided in areas outside Shelby County. Please see Appendix B for detailed information about the number of programs offered in each zip code. Consistent with the program age data, most programs across all zip codes are under 10 years old, indicating relatively young capacity building programs.

In order to determine the geographic concentration of the various types of capacity building services, the researchers contrasted the zip codes served by the respondents' three most important capacity building programs with the types of capacity building services offered. Capacity building services were coded using the schema discussed earlier in this report. Appendix B provides detailed information regarding which program types served which zip codes.

Advocacy. Two respondents provided both program data and geographical information for their advocacy work. The data show that this work is limited to Shelby, Tipton, and Fayette Counties in Tennessee. One of these organizations engages in mission-specific advocacy work, while the other works at the sector-level.

Research. Three respondents that engage in sector-related research also provided geographical information about their program. Of these organizations, one focuses on research for the entire MSA area; one limits its scope to Shelby, Tipton, and Fayette Counties; and the third concentrates their research to zip codes 38103, 38104, and 38105. Two of the organizations conduct research work at the sector-level, while the third concentrates its work in one specific mission area.

Serve as intermediary or funder. Eight organizations indicated that they serve as an intermediary or funder within their program descriptions, and three organizations included multiple programs where they serve as an intermediary. Twelve programs had geographic data associated with their role as intermediary, and all 115 zip codes were served by at least one intermediary's program. Zips 38103 and 38104 received service from all listed programs. Only 2 programs serve Arkansas and Mississippi portions of the MSA (n=19 zip codes). Ninety-five percent (n=109) of the zip codes in the Memphis MSA are served by 5 or fewer programs, with 79.1 percent of those zips (n=91) located in Shelby County, specifically.

Training / Education. A total of 24 training and education programs also had geographic data provided by respondents. Although only two zip codes (38104 and 38105) receive services from all programs listed by respondents, most of the zip codes (n=60, 52.1%) receive services by at least 20 of those programs. Only 11 programs target the Arkansas and Mississippi portions of the MSA (n=19 zip codes).

Technical assistance. Nine programs listed also had geographical information provided. Although no zip code is served by all technical assistance programs, 38116 is served by eight of the nine. Further, zip codes 38103, 38104, and 38106 are served by 7 of the programs listed. Based on these data, 38116 and 38125 are served by technical

assistance programs. Ninety-two zip codes (80%) are served by six technical assistance programs, and the zip codes in Arkansas and Mississippi were served by 4 programs.

Forming networks. A total of 23 programs had associated geographic data provided. No zip code is served by all of the network-forming programs. However, zip code 38107 is served by 21 of the 23 programs. Five zip codes (38107, 38106, 38108, 38112, 38105) are served by at least 18 programs, and the majority of the MSA is served by 16 network-forming programs (n=86, 74.7%). Only 11 programs target the Arkansas and Mississippi portions of the Memphis MSA.

Based on the responses provided, zip codes 38104 and 38105 are served by the most programs and the widest variety of programs. Additionally, the zip codes in Arkansas and Mississippi offer the most opportunity for additional capacity building programs and services, alongside Fayette and Tipton Counties in Tennessee, as they are underserved in comparison to their Shelby County counterparts. It makes sense that the majority of capacity building programs are concentrated in Shelby County, but sector strength can also be considered a regional issue, and is a possible area for expansion by the Capacity Builders Network members.

Question 4: What types of organizations are typically served by capacity building programs?
There were 26 options for organization types served based on IRS NTEE codes (see table 9). However, respondents were asked to select and rank only the top five mission types served. Although some organizations selected "other" as their primary service recipient, the qualitative responses provided mapped onto one of the other NTEE codes listed, and were included in that category's counts. Only the NTEE codes that were ranked within the first five were used for analysis. Readers should note that the number of respondents varied for each question, and that the results that follow are based on the number of respondents for each individual question.

Table 9: Organizational NTEE Codes

Organization Type	
Aging & Senior Care	Health & Rehabilitation
Alcohol & Substance Abuse	Human Services/Multipurpose
Animal & Animal Welfare	Jobs, Employment & Training
Arts & Culture	Legal Services
Civil Rights & Social Action	Mental Health & Crisis Intervention
Community Development, Housing	Public Safety & Disaster Relief
Developmental Disabilities	Public Benefit Social Action
Economic Development	Recreation, Leisure & Sports
Education: Early Childhood	Rehabilitation & Physical Disabilities
Education: K-12	Religion & Spirituality
Education: Colleges & Universities	Volunteerism & Philanthropy
Environment/Conservation	Youth Development
Foundations/Philanthropic Grantmaking	Other

Missions Frequently Served
A total of 21 respondents listed the 5 NTEE mission areas they most frequently serve with their capacity building services. As shown in table 10 below, Youth Development and Economic Development organizations were reportedly served by over half of the respondents (n=12, 57.1%; n=11, 52.4%, respectively). Human Services organizations, K-12 Education organizations, and Community Development, Housing organizations were next most frequently served, by over 30 percent of the respondents (n=9, 42.9%; n=8, 38.1%; n=7, 33.33%, respectively).

Table 10: Percentage of Mission Areas Frequently Served

Mission Area	% (n)	Mission Area	% (n)
Aging & Senior Care	28.6 (6)	Legal Services	0
Alcohol & Substance Abuse	14.3 (3)	Mental Health & Crisis Intervention	4.8 (1)
Animal & Animal Welfare	14.3 (3)	Public Safety & Disaster Relief	0
Arts & Culture	28.6 (6)	Public Benefit Social Action	19.0 (4)
Civil Rights & Social Action	9.5 (2)	Recreation, Leisure & Sports	0
Community Development, Housing	33.3 (7)	Rehabilitation & Physical Disabilities	0
Developmental Disabilities	4.8 (1)	Religion & Spirituality	4.8 (1)
Economic Development	52.4 (11)	Volunteerism & Philanthropy	9.5 (2)
Education: Early Childhood	23.8 (5)	Youth Development	57.1 (12)
Education: K-12	38.1 (8)		
Education: Colleges & Universities	19.0 (4)		
Environment/Conservation	4.8 (1)		
Foundations/Philanthropic Grantmaking	23.8 (5)		
Health & Rehabilitation	9.5 (2)		
Human Services/Multipurpose	42.9 (9)		
Jobs, Employment & Training	28.6 (6)		

Of note, 4 mission types were listed as frequently served by only one respondent, and 4 mission types were not listed as frequently served. The data do not suggest that these particular mission areas aren't served, but instead that they are not the primary recipient of capacity building programs and services. The Capacity Builders Network may wish to determine whether these organizations are, in fact, being served, and if they are not, what barriers to access or use may be in place for those mission types.

Program Demand

Respondents were asked to describe the change in demand for their three most important capacity building programs over the last fiscal year. As shown in table 11 below, demand stayed more or less the same for the largest percentage of programs (34.9%, n=15 programs). However, 60.4 percent of respondents noted that demand for their programs had increased either moderately (30.2%, n=13) or significantly (30.2%, n=13). Additionally, no organizations reported that demand for their capacity building programs decreased significantly, and only 4.7 percent (n=2) saw a moderate decrease in the demand for their capacity building programs. With a growing and maturing nonprofit sector, and an increased need for a professionalized workforce, the need for capacity building services seems to be increasing.

Table 11: Change in Demand for Capacity Building Programs

Change	N	%
Decreased significantly (more than 25 percent)	0	0.0
Decreased moderately (10-25 percent)	2	4.7
Stayed more or less the same	15	34.9
Increased moderately (10-25 percent)	13	30.2
Increased significantly (more than 25 percent)	13	30.2
Total	43	100.0

Program Use

Respondents were asked to provide the number of duplicated and unduplicated individuals and organizations served by their three most important capacity building programs, services, or activities in the most recent fiscal year. In addition to total and average answers reported, the median number served was calculated. The median is the point at which half of the sample falls above, and half of the sample falls below (i.e. half of the sample served more, and half served less than the median). In cases like this survey where there are outliers (i.e. a very large or small number reported that is very different from the other responses) and small sample sizes, the median is a better indicator of the midpoint than the average. Responses that were in text form (i.e. "difficult to count") are not included in the average or median.

Duplicated individuals. Some capacity building programs are geared toward developing capacity at the individual level via training and educational programs and offer multiple courses or offer participants multiple opportunities to engage over the course of a year. The respondents were asked how many individuals had used the organization's capacity building programs or services more than one time over the last fiscal year. A total of 23 respondents noted that the number of duplicated individuals served ranges from 0 to over two million. The median number of duplicated individuals served was 199.

Non-duplicated individuals. Respondents were also asked how many individuals had used programs or services only one time in the last fiscal year. A total of 15 respondents noted that the number of non-duplicated individuals served ranges from 11 to 1,500. The median number of duplicated individuals served was 97.

Duplicated organizations. Some capacity building programs are geared toward developing capacity at the organizational level, often through technical assistance, funding, and the like, and offer multiple sessions or offer participants multiple opportunities to engage over the course of a year. The respondents were asked how many organizations had used capacity building programs or services more than one time over the last fiscal year. A total of 14 respondents noted that the number of duplicated organizations served ranged from 0 to 322. The median number of duplicated organizations was 5.

Non-duplicated organizations. Respondents were also asked how many organizations had used programs or services only one time in the last fiscal year. A total of 24 respondents noted that the number of non-duplicated organizations served ranges from 0 to 322. The median number of non-duplicated organizations was 20.

The median number of duplicated individuals served (n=97) was over twice the number of non-duplicated individuals, which may indicate that program participants typically engage with capacity building programs on a repetitive basis. As suggested above, it may be the case that individuals participate in an infrastructure organization's educational program covering multiple topics over the course of a year.

In contrast, the median number of non-duplicated organizations served (n=20) was four times the number of duplicated organizations served (n=5). This indicates that although infrastructure organizations serve individuals on a repeated basis, their programmatic work with organizations may be more concentrated. This makes sense, given the population of infrastructure organizations that responded, as many serve as intermediaries, or provide services to organizations that would not necessarily be duplicative in nature.

Question 5: What is the capacity of the Memphis nonprofit infrastructure?
The structure of the nonprofit infrastructure and where and how it builds capacity of area organizations is an important piece of information in determining the health of the sector. However, the health of the sector overall is only possible if the infrastructure that is in place to support it is itself healthy and high functioning. This section highlights the strengths and areas of opportunity for the nonprofit infrastructure organizations in Memphis.

Organizational Challenges
Respondents answered a total of 19 questions related to the extent to which a series of activities represented a challenge to their organization. The 19 questions were then grouped into four capacity building areas: Adaptive, Leadership, Management, and Technical. Readers should note that 18 organizations responded to these questions, but because "not applicable" was a response choice, the percentages across questions may not add to 100%.

Adaptive capacity. The adaptive capacity of respondents was measured by a total of 4 questions that addressed the organization's ability to monitor and respond to changes in the organization's operating environment. Respondents noted that evaluating and assessing program outcomes posed a challenge to their organizations (72.2%, n=13), as shown in table 12 below. Although the majority of respondents noted that this issue is a minor challenge to the organization, 16 percent do report that it is a major challenge. Respondents also indicated that strategic planning was largely either not a challenge, or a minor challenge for the organization.

Table 12: Challenges with Adaptive Capacity

Indicators of adaptive capacity	% Not a challenge	% Minor challenge	% Major challenge
Evaluating program outcomes	22.2	55.6	16.7
Forming/maintaining relationships with other CB organizations	33.3	55.6	5.5
Forming/maintaining relationships with other (non-CB) entities	44.4	50.0	5.5
Strategic planning for your organization	50.0	27.8	5.5

Relationship-building across organizations (both infrastructure and non-infrastructure) is a minor challenge for most respondents, and all respondents indicate that they are a member of at least one collaborative network. Respondents also report that collaboration alleviates some of the capacity challenges presented in this section. Specifically, over 90 percent of respondents indicate that collaboration makes it easier to meet client or stakeholder needs (96.2%, n=16). Similar proportions of respondents indicate that collaboration enhances the visibility or reputation of their organization (92.3%, n=16), and enhances the organizational capacity of the organizations served by the CBN (92.3%, n=16). The most common perceived barrier to collaboration is the lack of internal capacity to collaborate, with associated costs and issues of scope and fit also highly ranked. Although there are perceived barriers, respondents still report a net gain when engaging collaboratively.

Leadership capacity. The leadership capacity of respondents was measured with five items that reflect the organization's image as a valuable community resource, and its leadership's ability to inspire and motivate human resources toward mission fulfilment. As shown in table 13 below, respondents largely reported that internal leadership capacity is not a challenge or is a minor challenge.

Table 13: Challenges with Leadership Capacity

Indicators of leadership capacity	% Not a challenge	% Minor challenge	% Major challenge
Meeting the needs of current clients/stakeholders	27.8	55.6	16.7
Enhancing the visibility/reputation of the organization	44.4	38.9	16.7
Communicating with clients/stakeholders	50.0	50.0	0
Attracting new clients	61.1	33.3	0
Managing/improving board/staff relationships	61.1	16.7	5.5

Table 13 shows that meeting the needs of current clients and stakeholders is a challenge for 72.2 percent of respondents, but only a minor challenge for over half of those respondents. This result may be explained, at least in part, by reports of increased demand for respondents' capacity building programs and services. Additionally, although 55.6 percent or respondents noted that enhancing the visibility or reputation was a challenge, to most (n=7), it was only a minor challenge.

Management capacity. The management capacity of respondents was measured with a series of questions that assessed the organization's ability to leverage the talent of paid and unpaid staff toward mission fulfillment. This area of capacity is another strength of the Memphis nonprofit infrastructure, as respondents noted that a high proportion of these items were either no challenge or a minor challenge for their organizations.

Table 14: Challenges with Management Capacity

Indicators of management capacity	% Not a challenge	% Minor challenge	% Major challenge
Recruiting/keeping qualified staff	50.0	33.3	11.1
Managing human resources (paid and unpaid)	50.0	33.3	11.1
Delivering high quality programs/services	55.6	38.9	0
Recruiting/keeping effective board members	55.6	22.2	11.1
Recruiting/keeping qualified and reliable volunteers	38.9	16.7	5.6

As table 14 above shows, only a few facets of management capacity posed a challenge (major or minor) to responding organizations. Recruitment and management of personnel, both paid and unpaid, was a challenge to fewer than half of the organizations. Additionally, no organizations reported that although delivering high quality programs and services was a major challenge, it is a minor challenge for nearly 40 percent of responding organizations.

Technical capacity. The technical capacity of respondents was measured with a series of five questions that assessed the perceived capacity of the organization's core operating functions. As shown in table 15 below, financial and facilities management were overwhelmingly not a challenge to responding organizations.

Table 15: Challenges with Technical Capacity

Indicators of technical capacity	% Not a challenge	% Minor challenge	% Major challenge
Using technology effectively	38.9	50.0	11.1
Obtaining funding specifically for capacity building programs	22.2	33.3	22.2
Obtaining funding or other financial assets	33.3	22.2	33.3
Financial management and accounting	77.8	16.7	0
Managing the facilities or space your organization uses	72.2	11.1	16.7

Table 15 above also shows that there are some perceived challenges among respondents with regards to procuring funding for the various programs and services (among other things, like general operations) within the organization. Further, although 22.2 percent of respondents note that obtaining funding for capacity building programs, specifically, is not a challenge for the organization, over half note that it is a challenge on some level, with over 20 percent of respondents saying that it is a major challenge for their organization.

Summary

Although the members of the CBN report both successes and areas of opportunity regarding their own organizational capacity, there are a few items that, while not particularly surprising, can be examined more closely within the responding organizations. Evaluation and assessment are a challenge for nearly 75 percent of the respondents. This likely ties into the reported issues of visibility, organizational reputation, and funding. Evaluation is a challenge for most organizations but may be more so for members of the CBN, whose missions and program goals can include sector-wide or subsector-wide capacity improvement – not something especially easy to measure.

Figures 1 and 2 below provide all the ranked challenges, both those considered a major or minor challenge to the organization (table 1), and those items not considered a challenge to the organization (table 2).

Figure 1: Percentage of respondents reporting the activity was a "Minor/Major Challenge"

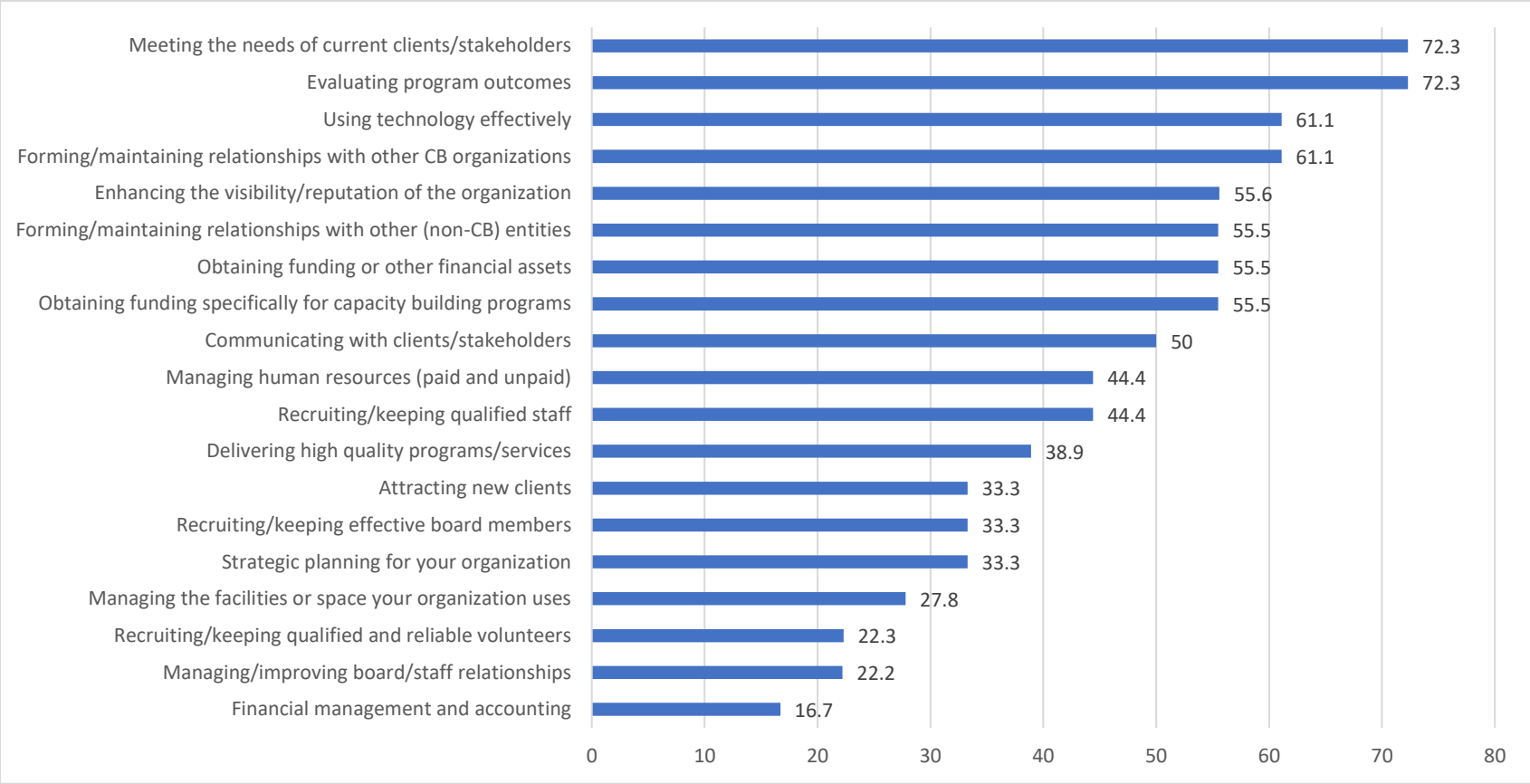
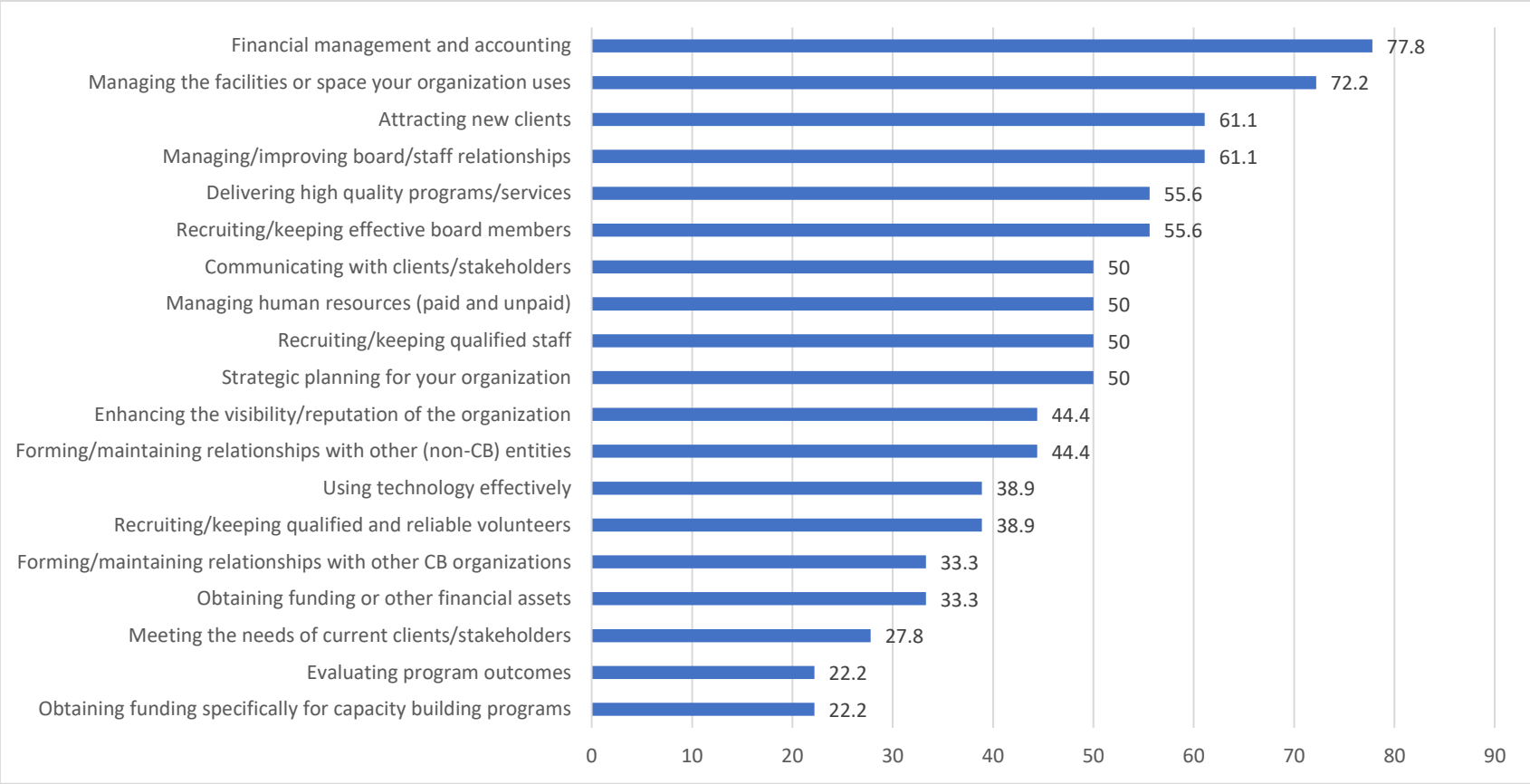


Figure 2: Percentage of respondents reporting the activity was "Not a Challenge"



Funding Sources and Financials

Another measure of organizational health is its financial position. Respondents answered three questions related to their funding sources and financials: (a) revenue sources in the most recently completed fiscal year, as well as changes over the last three years in (b) financial indicators and (c) amount of revenue received. Readers should note that the number of respondents varied for each question, and that the results that follow are based on the number of respondents for each individual question.

Revenue sources. Respondents were asked to list all of the various sources of income received in the most recently completed fiscal year. As shown in table 16 below. the largest percentage (16.2%) of reported income is from local foundation grants. Overall, half of the reported income is from following four sources:

- Grants from other local foundations (16.2%)
- Donations from businesses or corporations (12.2%)
- Donations from individuals (10.8%)
- Grants from non-local/national foundations (10.8%)

An additional 28.5 percent of revenue came from government grants, community foundation grants, and fees for service. No respondent indicated income from for-profit subsidiaries or joint ventures, although three did report some income from unrelated business activities.

Table 16: Prevalence of various revenue sources

Revenue Source	*n*	*%*
Grants from other local foundations	12	16.2
Donations from businesses or corporations	9	12.2
Donations from individuals	8	10.8
Grants from non-local / national foundations	8	10.8
Fees/sales from individuals or non-governmental entities	7	9.5
Government grants	7	9.5
Grants from community foundations	7	9.5
Government contracts or fee for service payments	4	5.4
Trusts or bequests from individuals	4	5.4
Income/loss from any unrelated business activities	3	4.1
Grants/support from United Way	2	2.7
Income/loss from corporate sponsorships or marketing fees	2	2.7
Grants/support from other federated funders (Jewish Federation, Combined Federal Campaign, etc.)	1	1.4
Income/loss from for-profit subsidiary	0	0.0
Income/loss from joint ventures	0	0.0
Total	74	100.0

Changes in amount of revenue received. When reporting changes to their organization's revenue streams over the last three years, respondents generally report either increases in revenue or no changes, with very few reporting moderate decreases in revenue, and none reporting significant decreases. Table 17 and figure 3 below show the various changes to revenue sources.

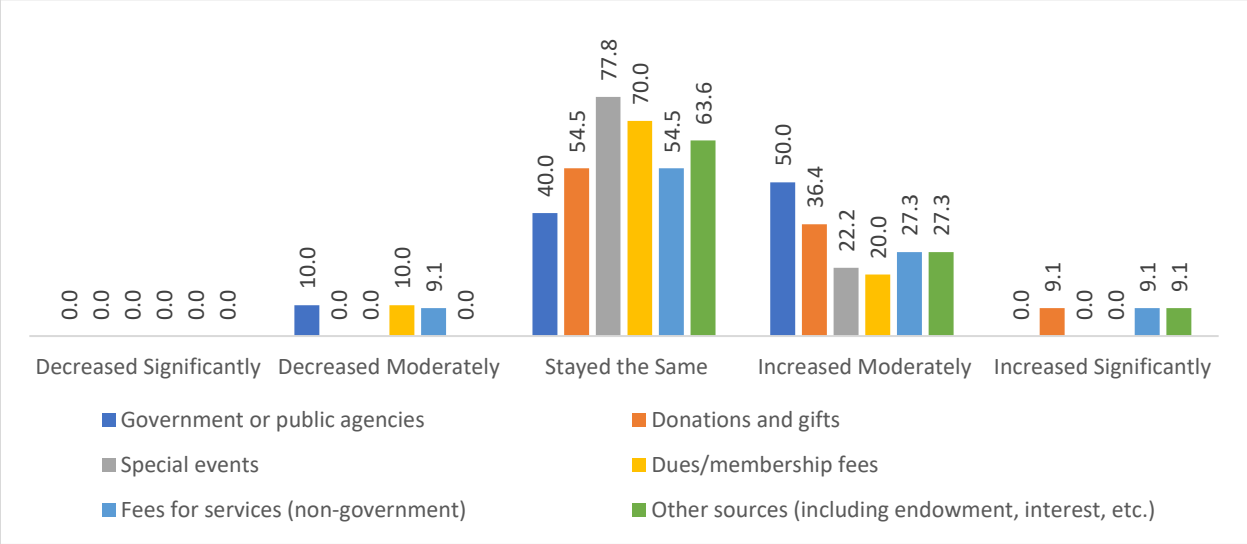
Table 17: Average change to revenue streams over last three years

Revenue Received	Decreased significantly		Decreased moderately		Stayed the same		Increased moderately		Increased significantly		Total	
	n	%	*n*	%	*n*	%	*n*	%	*n*	%	*n*	%
Government or public agencies	0	0.0	1	10.0	4	40.0	5	50.0	0	0.0	10	100.0
Donations and gifts	0	0.0	0	0.0	6	54.5	4	36.4	1	9.1	11	100.0
Special events	0	0.0	0	0.0	7	77.8	2	22.2	0	0.0	9	100.0
Dues/membership fees	0	0.0	1	10.0	7	70.0	2	20.0	0	0.0	10	100.0
Fees for services (non-government)	0	0.0	1	9.1	6	54.5	3	27.3	1	9.1	11	100.0
Other sources (including endowment, interest, etc.)	0	0.0	0	0.0	7	63.6	3	27.3	1	9.1	11	100.0

Note: Cells in green represent the category with the highest percentage of responses

The largest percentage of respondents (50%) noted that revenue from government or public agencies has increased moderately, while over 45% of respondents report that donations and gifts have seen an increase, either moderate or significant, in the last three years. Meanwhile, any decreases in revenue from government agencies, dues/memberships, or fees for service were reportedly minor decreases.

Figure 3: Average change to revenue streams, percentage of respondents by degree of change



Changes in financial indicators. Respondents were asked how their organization's financial indicators have changed over the last three years, in terms of total revenues, expenses, assets, and liabilities. As shown in table 18 below, with the exception of total assets, the largest percentage of respondents stated that indicators had stayed largely the same. However, nearly 65 percent of respondents indicated that total assets had increased, with 35.7% of that group reporting significant increases in assets.

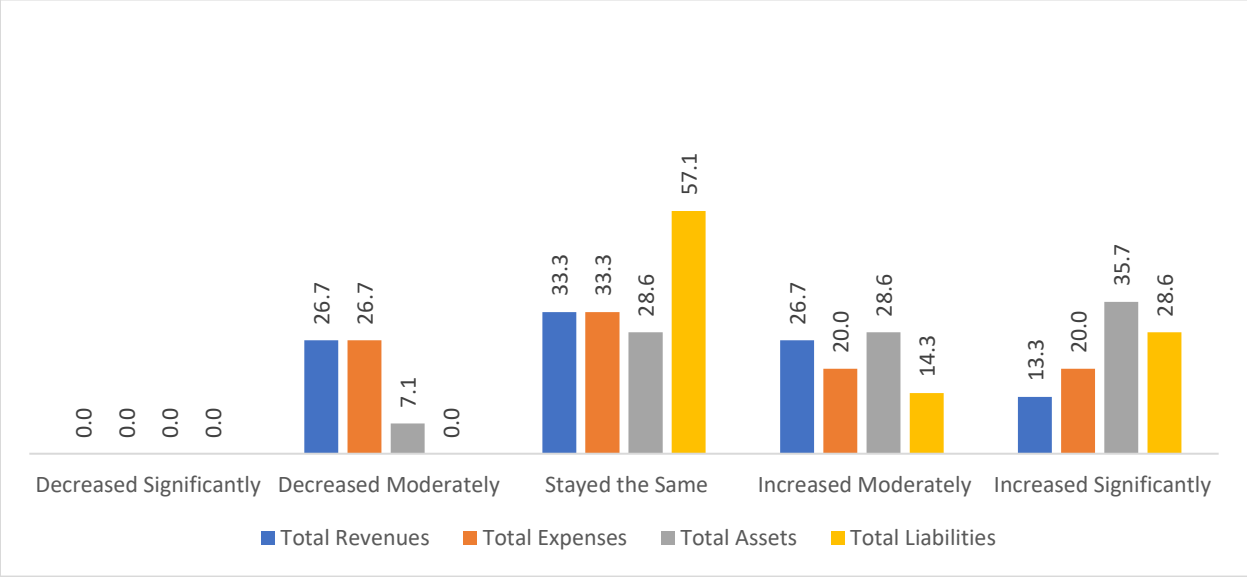
Table 18: Average change to financial indicators over the last three years

Indicator	Decreased significantly		Decreased moderately		Stayed the same		Increased moderately		Increased significantly		Total	
	n	*%*	*n*	*%*	*n*	*%*	*n*	*%*	*n*	*%*	*n*	*%*
Total revenues	0	0.0	4	26.7	5	33.3	4	26.7	2	13.3	15	100.0
Total expenses	0	0.0	4	26.7	5	33.3	3	20.0	3	20.0	15	100.0
Total assets	0	0.0	1	7.1	4	28.6	4	28.6	5	35.7	14	100.0
Total liabilities	0	0.0	0	0.0	8	57.1	2	14.3	4	28.6	14	100.0

Note: Cells in green represent the category with the highest percentage of responses

Over one quarter of respondents (26.7%) note that both total revenues and total expenses had decreased over the last three years, largely within the same respondents, which is reflective of good financial management practice. Figure 4 below shows the percentage of respondents by degree of change.

Figure 4: Average change to financial indicators, percentage of respondents by degree of change



Capacity Summary

Across the four capacity areas, respondents indicated having the most need (i.e. minor or major challenge) with their organization's technical capacity, as 60 percent of the items within that category were ranked as a challenge for over half of the responding organizations, with a particular emphasis on the procurement of funding for their various programs and services. Adaptive capacity was also a challenge to a majority of respondents, particularly with regards to evaluation or assessment of their programs, and in forming or maintaining relationships with other organizations or entities. Respondents had relatively little challenge with management capacity elements, and leadership capacity did not pose a major challenge to the majority of respondents. Figure 1 above shows the complete rankings of major and minor challenges by capacity area, while figure 2 shows the complete rankings of those capacity areas deemed not a challenge to respondents.

In general, the Memphis nonprofit infrastructure also seems to be relatively stable financially, with revenue streams either remining relatively unchanged or increasing, and no frequently reported changes to financial indicators.

Respondent Demographics

Respondents answered four demographic questions where they provided the organization's age, the number of staff, board members, and community advisory board members for their organization. For the purposes of analyses and comparison across the three groups, those numbers were converted to a percentage based on the total number of group members. This was done separately by race and gender as not all respondents provided numbers for gender. In addition, race and gender information for each organization's CEO was gathered from publicly available information, including organizational websites, www.GuideStar.org, and www.livegiveMid-South.org. The six available racial options included: African American, Alaskan Native, Asian, Caucasian/White (White), Hispanic/Latinx (Hispanic), and Native Hawaiian/Pacific Islander. The three available gender options were female, male, and non-binary. Readers should note that the number of respondents varied for each question, and that the results that follow are based on the number of respondents for each individual question. Results present the average value for the racial or gender category across respondents except for CEOs, which are based on actual values as opposed to an average.

Organizational age. Respondents noted that their organizations ranged from 2-96 years old, with an average age of 22 years old (s.d. 21.6 years), and a median age of 12 years old. Nearly half of the responding organizations are under 10 years of age (n=12, 48%), while organizations over 25 years of age comprise the second largest grouping (n=8, 32%).

CEO demographics. CEOs of nonprofit infrastructure organizations in the Mid-South are all either White (61.5%) or African American (38.5%) and mostly male (53.8%), as shown in figures 5 and 6 below. Table 19 below shows the percentages by combined race and gender for executives. Over one-third (34.6%) of CEOs are white males. Over one-quarter (26.9%) are white females. The rest are evenly split between African American females and males (19.2% each).

Figure 5: CEO Racial Demographics by Average Percentage

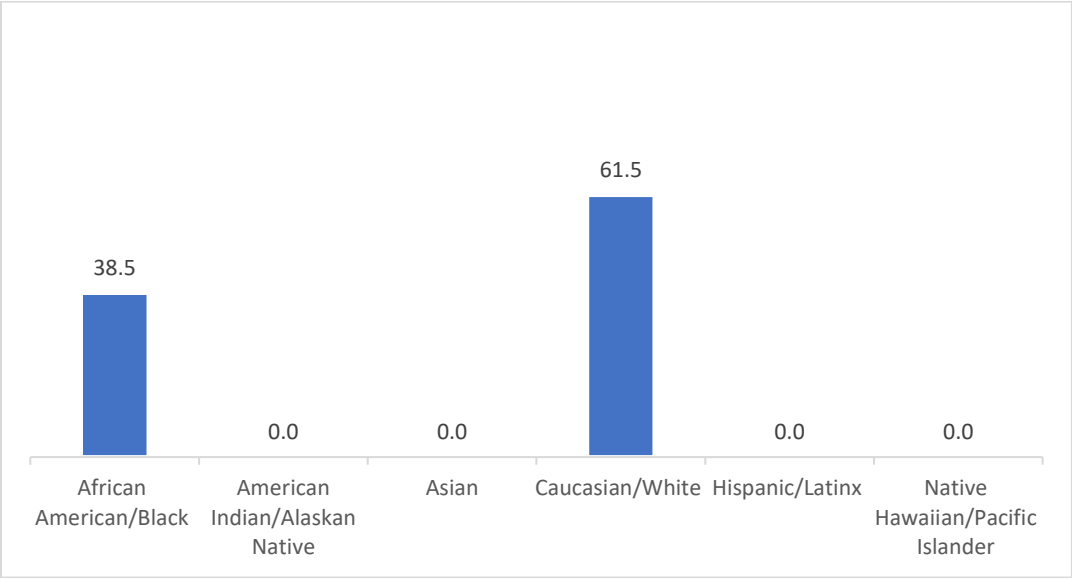


Figure 6: CEO Gender Demographics by Average Percentage

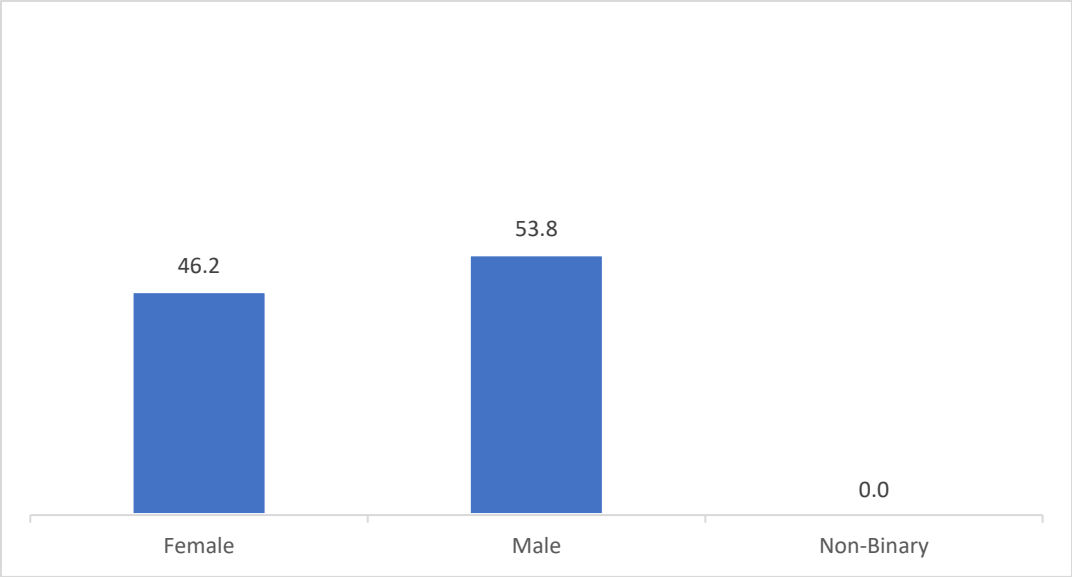


Table 19: CEO Demographics by Combination of Race and Gender

Category	*n*	%
African American Female	5	19.2
African American Male	5	19.2
White Female	7	26.9
White Male	9	34.6
Total	26	100.0

Staff demographics. Respondent staff sizes range from 0 to 17 and averaged 9.7 individuals (s.d. 5.7). Figures 7 and 8 provide their reported demographic information. On average, infrastructure organization staff are nearly exclusively White (55%) or African American (49.1%) and are primarily female (78.8%), which is consistent for demographics found nationally within the nonprofit sector, but not necessarily reflective of the demographic makeup of Memphis.

Figure 7: Staff Racial Demographics by Average Percentage

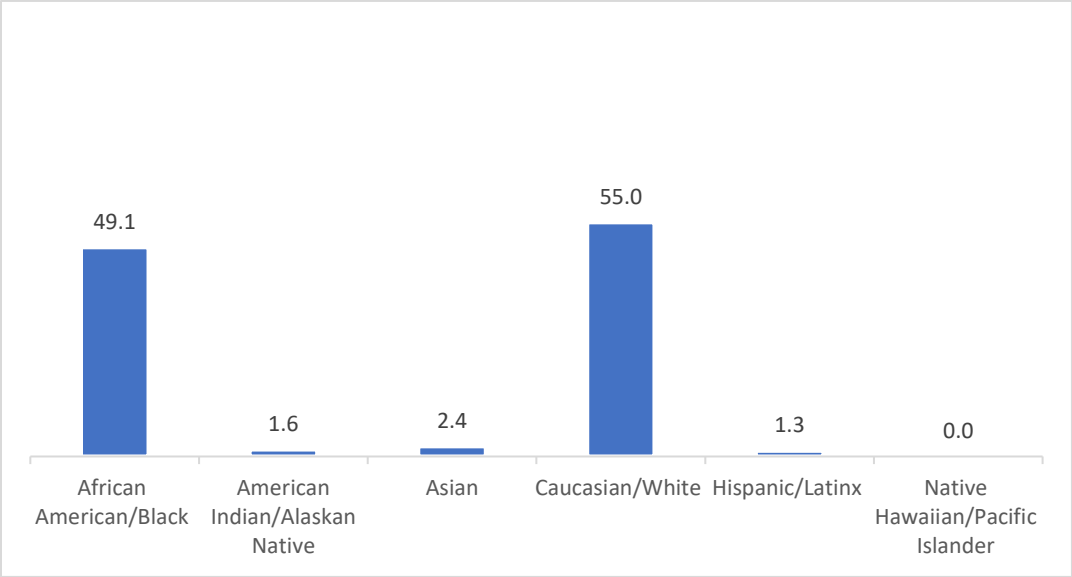
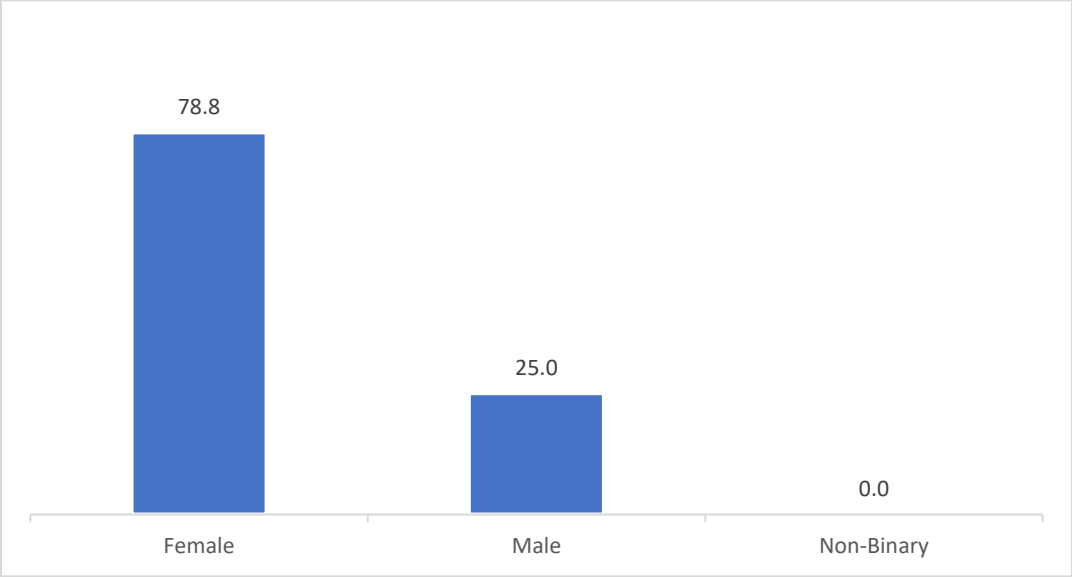


Figure 8: Staff Gender Demographics by Average Percentage



Board demographics. On average, board members are predominantly White (59.5%) while nearly 40 percent are African American (38.3%), which is again inconsistent with the demographic makeup of Memphis, and indicates lower levels of representativeness on the boards of infrastructure organizations. Board members are relatively evenly distributed between females (51.8%) and males (48.2%), as seen below in figures 9 and 10. Board sizes range from 6 to 50 and averaged 25.6 members (s.d. 15.2).

Figure 9: Board Racial Demographics by Average Percentage

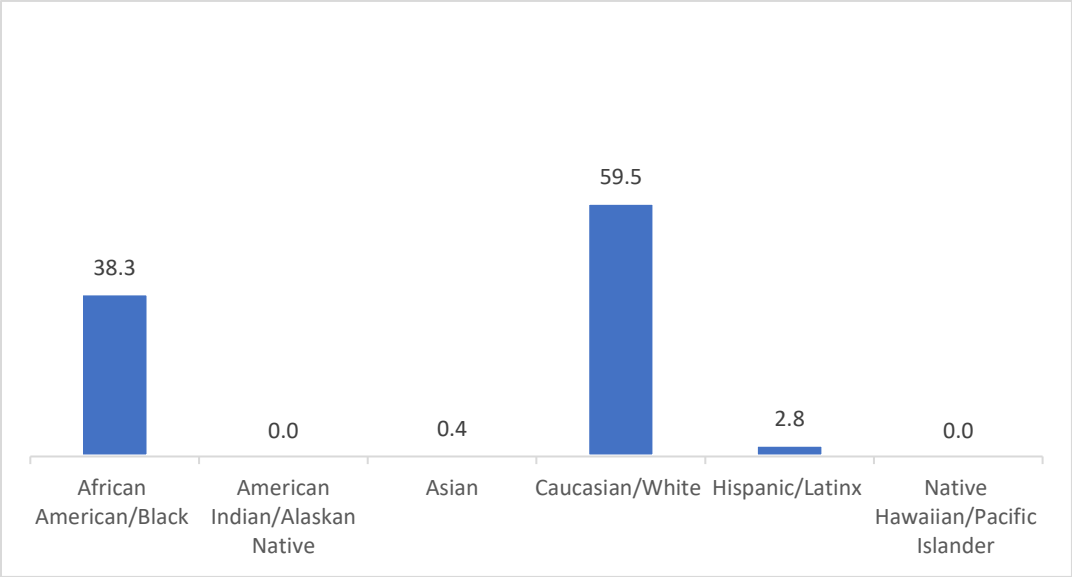
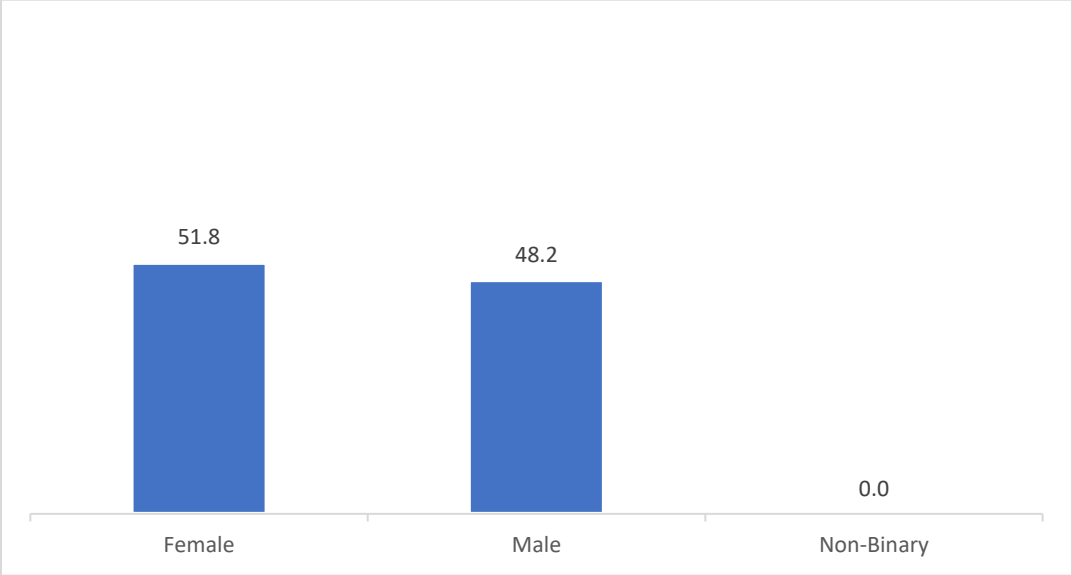


Figure 10: Board Gender Demographics by Average Percentage



Advisory board demographics. Very few respondents (*n* = 3) reported having an advisory board. Therefore, results are based on a very small sample size, and should be treated with caution. Advisory board size ranged from 9 to 20 individuals and averaged 13 members (s.d. 6). No respondents reported having Board members that are either American Indian/Alaskan Native, Asian, or Native Hawaiian/Pacific Islander.

On average, advisory board members are nearly all White (51.5%) or African American (41.1%) and mostly female (60.9%), as seen below in figures 11 and 12. Although slightly closer in number, there is still a discrepancy between the makeup of respondents' advisory board members and the demographics of Memphis. This is particularly noteworthy, given the role of advisory boards, which is to give participatory

voice to the communities served (LeRoux, 2009; Saidel, 1998). However, these results should be read with caution, as n=3 responding organizations does not necessarily represent what may be found in the broader Memphis infrastructure.

Figure 11: Advisory Board Racial Demographics by Average Percentage

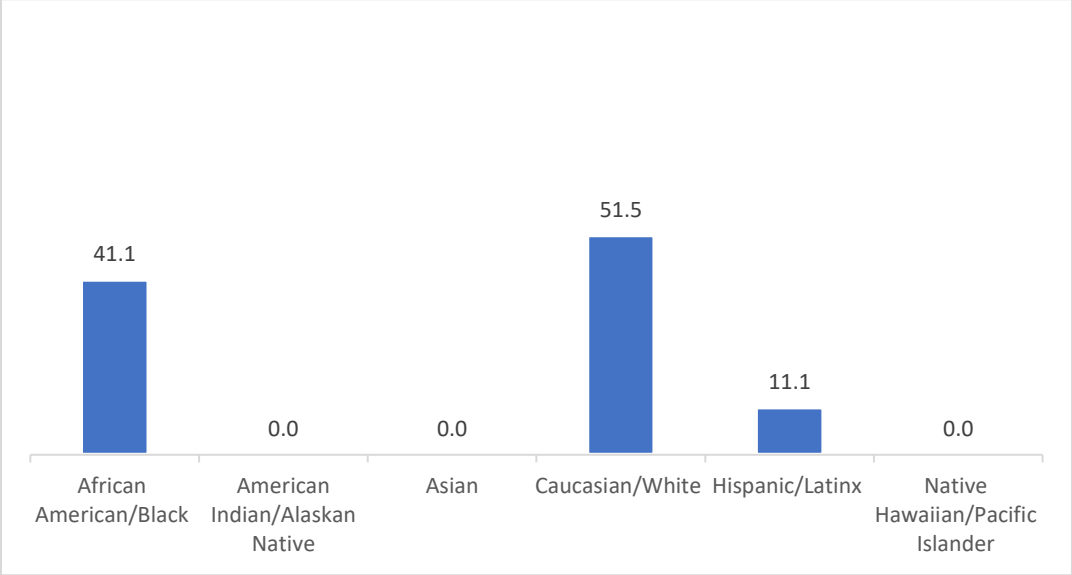
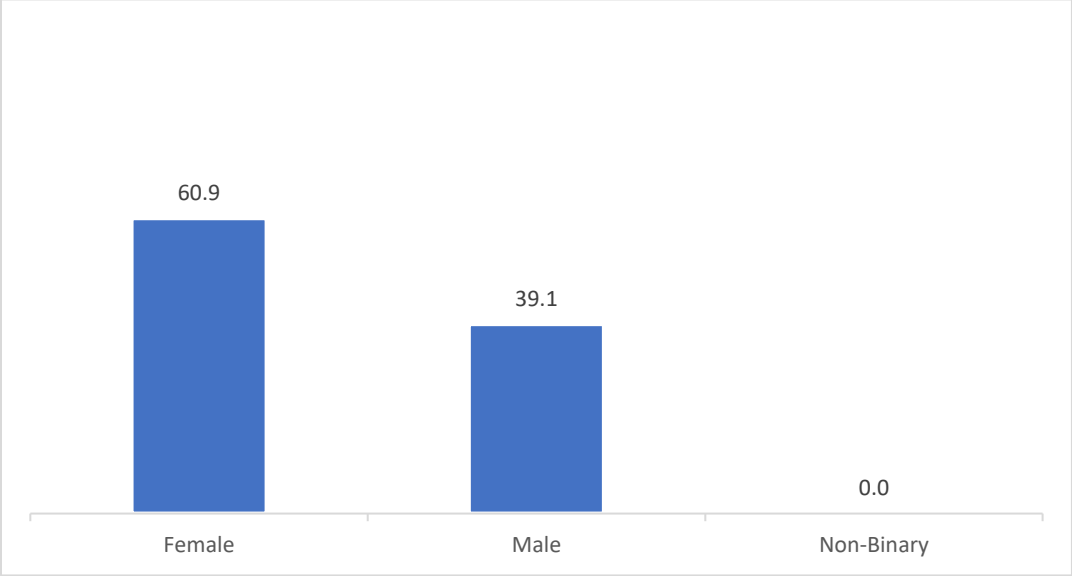


Figure 12: Advisory Board Gender Demographics by Average Percentage



Across Groups. Across CEOs, staff, board members, advisory board members, whites and African Americans are the predominant groups. On average, staff had the highest percentage of African Americans (49.1%), followed by advisory board members (41.1%). Meanwhile, CEOs (61.5%) and board members (59.5%) had the highest percentage of whites (61.5%), as shown in figures 13 and 14, and table 20 below. Of note, all four

groups had a higher percentage of whites than African Americans, which again, does not reflect the demographic makeup of the region.

There was also a higher percentage of females than males across all organizational functions except CEO. Staff had the largest percentage of females on average (78.8%), followed by advisory board members (60.9%). All groups except CEOs had more than 50% females. On average, CEOs had the largest percentage of males (53.8%), followed on average by board members (48.2%). The largest discrepancy in the average percentage of females and males was for staff (78.8% female vs. 25% male, or 53.8 percentage points difference). Advisory board members were the next largest, with 60.9% female vs. 39.1% male (or 21.9 percentage points difference).

Figure 13: Racial Demographics Across Groups (Percentage)

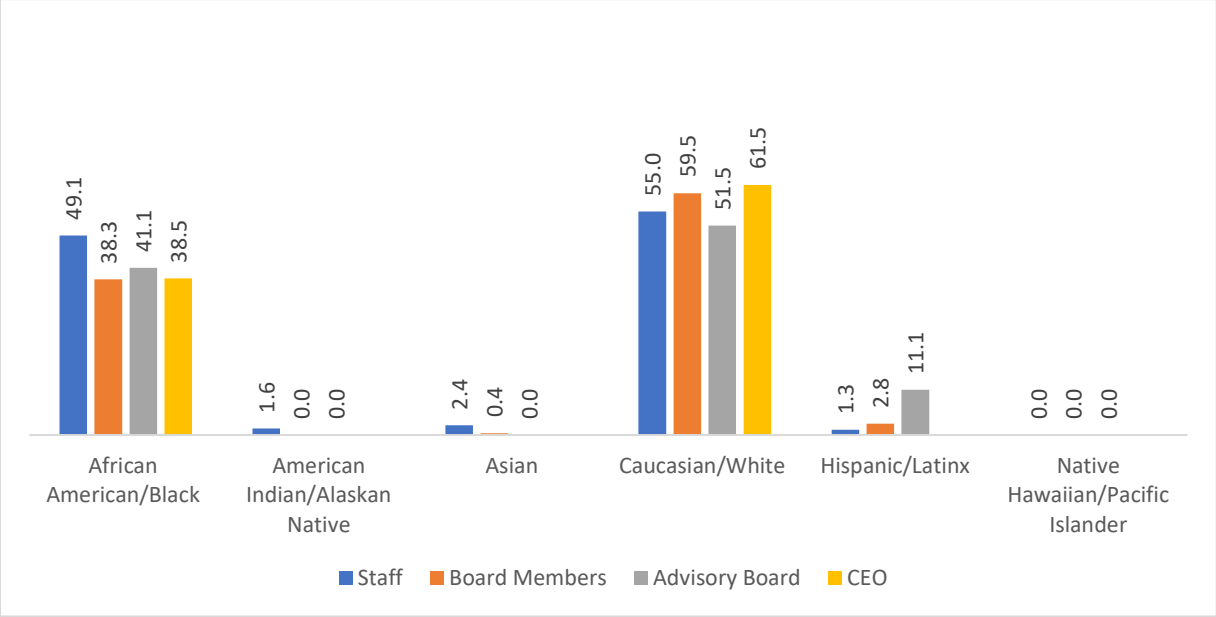


Figure 14: Gender Demographics Across Groups (Percentage)

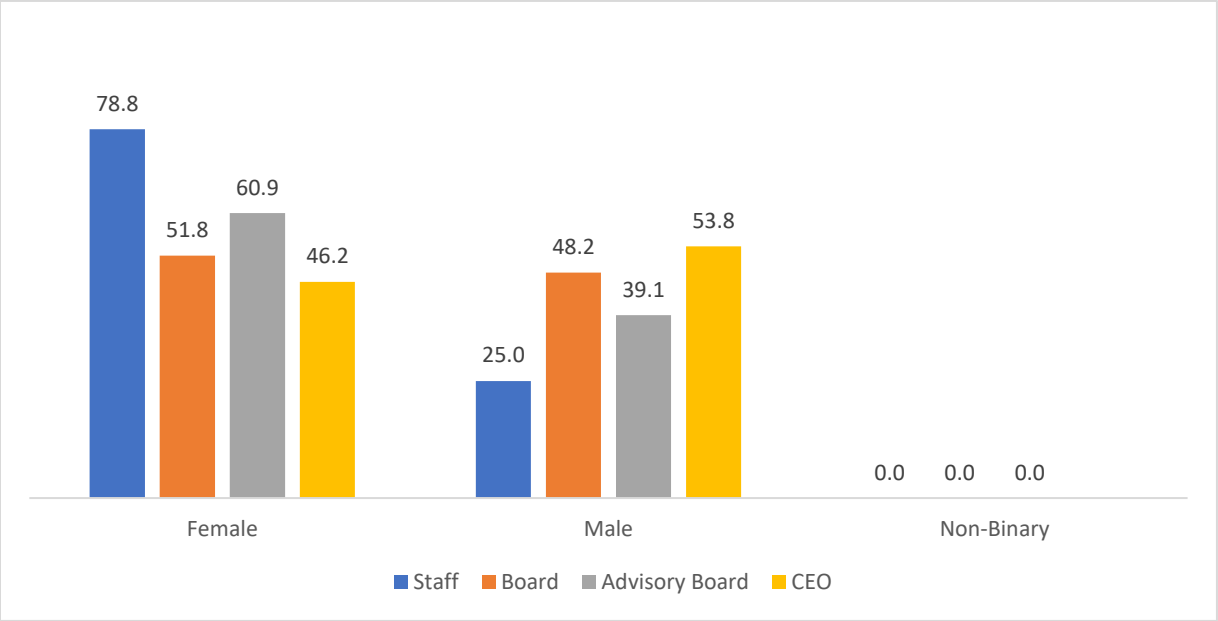


Table 20: Demographic Summary by Group: Race

Value	African American/Black		American Indian/Alaskan Native		Asian		Caucasian/White		Hispanic/Latinx		Native Hawaiian/Pacific Islander		Total by Race
	n	*%*	*n*	*%*	*n*	*%*	*n*	*%*	*n*	*%*	*n*	*%*	*n*
Staff													
Responses	14	14	8	8	8	8	14	14	9	9	8	8	15
High	41.0	100.0	1.0	7.1	2.0	11.8	35.0	100.0	10.0	11.6	0.0	0.0	86.0
Low	1.0	16.7	0.0	0.0	0.0	0.0	1.0	20.0	0.0	0.0	0.0	0.0	1.0
Average	7.8	49.1	0.2	1.6	0.3	2.4	6.9	55.0	1.1	1.3	0.0	0.0	14.6
Median	6.0	50.0	0.0	0.0	0.0	0.0	5.0	50.0	0.0	0.0	0.0	0.0	9.0
Board Members													
Responses	14	14	9	9	9	9	14	14	10	10	9	9	14
High	9.0	100.0	0.0	0.0	1.0	4.0	20.0	100.0	1.0	11.1	0.0	0.0	28.0
Low	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
Average	4.6	38.3	0.0	0.0	0.1	0.4	9.2	59.5	0.4	2.8	0.0	0.0	14.1
Median	4.5	32.5	0.0	0.0	0.0	0.0	8.5	62.2	0.0	0.0	0.0	0.0	12.5
Advisory Board Members													
Responses	3	3	1	1	1	1	3	3	2	2	1	1	3
High	6.0	60.0	0.0	0.0	0.0	0.0	14.0	70.0	2.0	22.2	0.0	0.0	20.0
Low	3.0	30.0	0.0	0.0	0.0	0.0	4.0	40.0	0.0	0.0	0.0	0.0	9.0
Average	5.0	41.1	0.0	0.0	0.0	0.0	7.3	51.5	1.0	11.1	0.0	0.0	13.0
Median	6.0	33.3	0.0	0.0	0.0	0.0	4.0	44.4	1.0	11.1	0.0	0.0	10.0

Concluding Thoughts and Looking Forward

The Memphis nonprofit infrastructure, although relatively young programmatically, has still woven together programs and services intended to support the local nonprofit sector. The section below highlights key learnings from this project.

Collaboration. Communication. Coordination.
To a large extent, the Memphis nonprofit infrastructure works together to ensure that the various infrastructure functions (sector support, management support, community support, and intermediaries/funders) are present in the area. Coordination of efforts will allow the members of the nonprofit infrastructure to better ensure that all types of capacity building programs and services are available to all types of organizations without extensive duplication, and without gaps in service. The continued presence and collaboration of the Capacity Builders Network will help ensure that the infrastructure is coordinated at the sector level, at the subsector level, geographically, and by type of capacity building program or service.

***Coordinate across the nonprofit sector*.** Coordination across the nonprofit sector includes a stronger sector-wide focus for the support functions of advocacy and research. Coordination at this level will allow for greater influence in policy, and a stronger voice and presence in Tennessee, Memphis, and the Mid-South. Although having these functions within various subsectors is appropriate, a region with weak sector-level advocacy and research will be overshadowed by the various subsectors, which can dilute the importance and impact of the entire nonprofit sector.

Moreover, coordination at the sector level will allow for better communication between members, and information-sharing to the nonprofit organizations served by the CBN members. As it stands, a nonprofit organization seeking capacity building assistance does not have a single source to search for programs and services. Instead, nonprofits must search multiple locations and sources to determine what capacity building services are provided by what entities, where, and whether that particular mission type is served. Sector-wide coordination will alleviate issues of access and information-gathering for organizations served by the nonprofit infrastructure and will allow for a stronger collaborative voice for the sector.

***Coordinate across subsectors*.** The data show that most capacity building programs and services are most likely to be provided at the subsector level. Missions like youth development, economic development, human service, education, and community development are most frequently served by nonprofit infrastructure organizations. With the predominance of these particular mission types in the Mid-South, this concentration of services makes sense to a certain extent. However, it is also important to have an infrastructure that weaves together a portfolio of capacity building programs and services that are accessible to all mission categories.

Attention should be paid to some of the subsectors that are infrequently served by respondents to determine what underlying causes may exist. It is possible that these mission types do not feel as though capacity building programs or services are applicable to them and their needs. It may be that they simply are not aware of the services available to them. It may be that these types of organizations do use capacity building services, but not as much as others. Whatever the case may be, the infrastructure exists to support and nurture local organizations, and the CBN alongside other infrastructure organizations can work together to ensure that subsectors are at least made aware of the capacity building services available to them. This will require coordinated and repetitive efforts to ensure smaller organizations, especially, are being reached by both messaging and services.

Coordination across subsectors can ensure that capacity building organizations are aware of the programs and services provided to the various subsectors, by whom, and whether they are provided to specific or all mission types. Further, coordination at this level will also help identify gaps in service at the subsector level.

***Coordinate across geographies*.** These data show that there are currently no zip codes lacking capacity building programs and services. However, certain zip codes receive more concentrated attention from the

members of the CBN. Specifically, zips 38104, 38103, 38105, and 38106 are the target locations for over 90 percent of the capacity building programs and services offered by responding organizations. Although most Shelby County zip codes are served by over 70 percent of the programs offered, there are some that receive a disproportionately smaller number of capacity building services (see Appendix B).

Further, organizations in Fayette and Tipton Counties in Tennessee, Crittenden County in Arkansas, and DeSoto County in Mississippi have far fewer capacity building programs and services provided to them. While this is not especially surprising, as the geographic centrality of Memphis and Shelby County would naturally lead to a higher concentration of services, care does need to be made to ensure that capacity building services are accessible to these regions as well.

Additional in-depth research in this area can drill down to determine whether all neighborhoods within a given zip code are benefitting from the various services provided by the CBN, or whether certain pockets of zip codes in the region receive fewer or more services. Data at the zip code level are less likely to reflect more refined levels of usage.

***Coordinate by type of capacity building program*.** The Mid-South nonprofit infrastructure includes a relatively robust collection of capacity building programs and services, with areas of strength and areas for opportunity.

When analyzing capacity building program descriptions, only two organizations provide what is categorized as "sector support:" advocacy and/or research services. Of each pair, one focuses their work at the subsector level, leaving only one organization truly conducting research and/or engaging in advocacy at the sector-level. Neither advocacy nor research require an overabundance of organizations working in this area, but it is important to ensure that at least one infrastructure organization takes on this work on behalf of the entire sector.

It is likely that the various technical assistance and training and education programs listed under "management support" are at least partially addressed by infrastructure organizations. However, the Capacity Builders Network should ensure that there are, in fact, organizations that are providing these services on some level. No organization reported that they regularly provide training or workshops on marketing, advocacy and lobbying, and human resources management. If these are not currently provided, the CBN should collaborate to identify a qualified entity or individual that can provide these needed training topics to CBN stakeholders.

Finally, most of the management support services offered currently focus on management and technical capacity building. These are important areas of organizational capacity, but the infrastructure and CBN can also work to ensure that they help increase adaptive and leadership capacity among the organizations they serve. Increasing adaptive leadership capacity in stakeholder organizations will help them see beyond the day-to-day mechanics of their organizations and improve their functionality.

A Strong Infrastructure Creates Strong Organizations

The capacity of the Memphis infrastructure is just as important as the capacity of the nonprofits they serve. Responding organizations report that funding, particularly for capacity building programs, is hard to obtain. While this is not particularly surprising, this is somewhat concerning. On a national level, infrastructure organizations also find it difficult to raise funds for capacity building, as it is hard to "see" the results of these programs in the short term. This finding reiterates the importance of the collective voice of the Capacity Builders Network in advocating for the infrastructure and educating stakeholders about the value and importance of this kind of work. Underfunded programs, short-term funding, or funding only for new programs undercuts an organization's ability to develop and deliver high-quality programs on a long-term basis.

Members of the Capacity Builders Network and nonprofit infrastructure also need to ensure they act as standard-bearers for the industry. While delivering important capacity building programs, organizations and their staff must *also* take the time and opportunity to develop and build their own organizational capacity. If

there is not a healthy and coordinated nonprofit infrastructure supporting the region's nonprofits, there will not be a healthy nonprofit sector.

Conclusion

These results provide a fairly comprehensive picture of the nonprofit infrastructure that supports organizations in Memphis and the Mid-South, given the high percentage of respondents. While many programs and services are provided by capacity building organizations, there are opportunities to re-examine the full portfolio of programming and determine next steps to ensure that a continuum of capacity building care is available to the organizations served by the nonprofit infrastructure. Additional research in this area can examine capacity building service provision in-depth by subsector, by capacity element, on a more granular geographic level, and by population served to better understand the landscape.

A coordinated and well-developed nonprofit infrastructure is crucial to improving the health and capacity of the Memphis and Mid-South nonprofit sector. The continued collaboration of the Capacity Builders Network is key for the growth and long-term improvement of the sector.

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Appendix A: Nonprofit Infrastructure Organization Typology

Adapted from: Prentice, C. R., & Brudney, J. L. (2018). Are you being served? Toward a typology of nonprofit infrastructure organizations and a framework for their assessment. *Journal of Public and Nonprofit Affairs*, *4*(1), 41-58.

Sector Support Organizations

Serve: Nonprofit sector on the whole, by:

- Engaging in advocacy work
- Educating the public
- Supporting its members
- Researching the sector

Activities:

- Research
- Community engagement – acting as knowledge broker
- Community engagement – acting as connector and advocate

Example(s): Independent Sector, State Associations

Management Support Organizations

Serve: Nonprofit organizations and their staff, by:

- Building capacity and providing professional development
  - Training
  - Consulting
  - Management guidance
  - Disseminating information
  - Knowledge development and sharing
  - Nonprofit management research

Activities:

- Education and management support
- Community engagement – acting as knowledge broker

Example(s): Momentum Nonprofit Partners, Literacy Mid-South

Intermediary Organizations

Serve: Nonprofit organizations and their staff, by:

- Building capacity and providing professional development
  - Create boundary-spanning networks
  - Raise and allocate funds to support other nonprofits
  - Disseminating information
  - Knowledge development and sharing
  - Nonprofit management research

Activities:

- Research
- Community engagement – acting as knowledge broker

Example(s): Memphis Music Initiative, Seeding Success, Urban Child Institute, United Way of the Mid-South

Community Support Organizations

Serve: Local community, by:
- Building social capital and increasing cross-sector collaboration
- Connecting
- Convening
- Bridging

Activities:
- Community engagement – acting as connector and advocate

Example(s): Center for Transforming Communities, Early Success Coalition

Nonprofit Academic Centers

Serve: Nonprofit sector on the whole, by:
- Engaging in advocacy work
- Educating the public
- Supporting its members
- Researching the sector

Nonprofit organizations and their staff, by:
- Building capacity and providing professional development
  - Training
  - Consulting
  - Management guidance
  - Disseminating information
  - Knowledge development and sharing
  - Nonprofit management research

Local community, by:
- Building social capital and increasing cross-sector collaboration
- Connecting
- Convening
- Bridging

Activities:
- Administration
- Academic support
- Research
- Education and management support
- Community engagement – acting as knowledge broker
- Community engagement – acting as connector and advocate

Example(s): UM Institute for Philanthropy and Nonprofit Leadership

Appendix B: Number of Programs (n) Serving Each Zip Code by Program Type

Key:
Shelby Co.
West TN
DeSoto MS
Crittenden AR

Zip Code	Advocacy	Research	Training / Education	Forming Networks	Serve as Intermediary	Technical Assistance	Total Programs	% Serving Zip
	n	*n*	*n*	*n*	*n*	*n*	*n*	
37501	2	2	18	16	5	5	48	73.85%
37544	2	2	18	16	5	5	48	73.85%
38002	2	2	20	16	5	6	51	78.46%
38004	1	2	11	16	2	3	35	53.85%
38010	1	2	10	16	2	2	33	50.77%
38011	1	2	10	16	2	2	33	50.77%
38014	2	2	11	16	2	3	36	55.38%
38015	1	2	10	16	2	2	33	50.77%
38016	2	2	20	16	5	6	51	78.46%
38017	2	2	11	16	2	3	36	55.38%
38018	2	2	20	16	5	6	51	78.46%
38019	1	2	10	16	2	2	33	50.77%
38023	1	2	10	16	2	2	33	50.77%
38027	2	2	11	16	2	3	36	55.38%
38028	2	2	20	16	5	6	51	78.46%
38029	2	2	11	16	2	3	36	55.38%
38036	1	2	10	16	2	2	33	50.77%
38045	1	2	10	16	2	2	33	50.77%
38046	1	2	10	16	2	2	33	50.77%
38048	1	2	10	16	2	2	33	50.77%
38049	1	2	11	16	2	2	34	52.31%
38053	2	2	11	16	2	3	36	55.38%
38054	2	2	11	16	2	3	36	55.38%
38055	2	2	11	16	2	3	36	55.38%
38057	1	2	10	16	2	2	33	50.77%
38058	1	2	10	16	2	2	33	50.77%
38060	1	2	10	16	2	2	33	50.77%
38066	1	2	10	16	2	2	33	50.77%
38068	1	2	11	16	2	2	34	52.31%
38071	1	2	10	16	2	2	33	50.77%
38076	1	2	10	16	2	2	33	50.77%
38083	2	2	11	16	2	3	36	55.38%
38088	2	2	20	16	5	6	51	78.46%
38101	2	2	19	16	5	5	49	75.38%
38103	2	3	22	17	12	7	63	96.92%
38104	2	3	24	17	12	7	65	100.00%

Appendix B (cont'd)

Zip Code	Advocacy	Research	Training / Education	Forming Networks	Serve as Intermediary	Technical Assistance	Total Programs	% Serving Zip
	n	*n*	*n*	*n*	*n*	*n*	*n*	
38105	2	3	24	18	8	6	61	93.85%
38106	2	2	23	18	7	7	59	90.77%
38107	2	2	21	21	6	6	58	89.23%
38108	2	2	20	18	5	6	53	81.54%
38109	2	2	21	17	5	6	53	81.54%
38111	2	2	20	16	5	6	51	78.46%
38112	2	2	21	18	5	6	54	83.08%
38113	2	2	20	16	5	6	51	78.46%
38114	2	2	20	16	5	6	51	78.46%
38115	2	2	20	16	5	6	51	78.46%
38116	2	2	20	16	5	8	53	81.54%
38117	2	2	20	16	5	6	51	78.46%
38118	2	2	20	16	5	6	51	78.46%
38119	2	2	20	16	5	6	51	78.46%
38120	2	2	20	16	5	6	51	78.46%
38122	2	2	20	17	5	6	52	80.00%
38124	2	2	20	16	5	6	51	78.46%
38125	2	2	20	16	5	5	50	76.92%
38126	2	2	20	17	5	6	52	80.00%
38127	2	2	20	16	5	6	51	78.46%
38128	2	2	20	16	5	6	51	78.46%
38130	2	2	20	16	5	6	51	78.46%
38131	2	2	19	16	5	5	49	75.38%
38132	2	2	20	16	5	6	51	78.46%
38133	2	2	20	16	5	6	51	78.46%
38134	2	2	20	16	5	6	51	78.46%
38135	2	2	20	16	5	6	51	78.46%
38136	2	2	20	16	5	6	51	78.46%
38137	2	2	20	16	5	6	51	78.46%
38138	2	2	20	16	5	6	51	78.46%
38139	2	2	20	16	5	6	51	78.46%
38141	2	2	21	16	5	6	52	80.00%
38145	2	2	20	16	5	6	51	78.46%
38147	2	2	20	16	5	6	51	78.46%
38148	2	2	20	16	5	6	51	78.46%
38150	2	2	20	16	5	6	51	78.46%

Appendix B (cont'd)

Zip Code	Advocacy	Research	Training / Education	Forming Networks	Serve as Intermediary	Technical Assistance	Total Programs	% Serving Zip
	n	*n*	*n*	*n*	*n*	*n*	*n*	
38151	2	2	20	16	5	6	51	78.46%
38152	2	2	20	16	5	6	51	78.46%
38157	2	2	20	16	5	6	51	78.46%
38159	2	2	20	16	5	6	51	78.46%
38161	2	2	20	16	5	6	51	78.46%
38163	2	2	20	16	5	6	51	78.46%
38166	2	2	20	16	5	6	51	78.46%
38167	2	2	20	16	5	6	51	78.46%
38168	2	2	20	16	5	6	51	78.46%
38173	2	2	20	16	5	6	51	78.46%
38174	2	2	20	16	5	6	51	78.46%
38175	2	2	20	16	5	6	51	78.46%
38177	2	2	20	16	5	6	51	78.46%
38181	2	2	20	16	5	6	51	78.46%
38182	2	2	20	16	5	6	51	78.46%
38183	0	1	11	16	2	6	36	55.38%
38184	2	2	20	16	5	6	51	78.46%
38186	2	2	20	16	4	6	50	76.92%
38187	2	2	20	16	5	6	51	78.46%
38188	2	2	20	16	5	6	51	78.46%
38190	2	2	20	16	5	6	51	78.46%
38193	2	2	17	16	5	5	47	72.31%
38194	2	2	17	16	5	4	46	70.77%
38197	2	2	17	16	5	5	47	72.31%
38632	0	1	16	11	2	4	34	52.31%
38637	0	1	16	11	2	4	34	52.31%
38641	0	1	16	11	2	4	34	52.31%
38651	0	1	16	11	2	4	34	52.31%
38654	0	1	16	11	2	4	34	52.31%
38671	0	1	16	11	2	4	34	52.31%
38672	0	1	16	11	2	4	34	52.31%
38680	0	1	16	11	2	4	34	52.31%
38686	0	1	14	11	2	3	31	47.69%
72301	0	1	16	11	2	4	34	52.31%
72303	0	1	16	11	2	4	34	52.31%
72325	0	1	16	11	2	4	34	52.31%

Appendix B (cont'd)

Zip Code	Advocacy	Research	Training / Education	Forming Networks	Serve as Intermediary	Technical Assistance	Total Programs	% Serving Zip
	n	*n*	*n*	*n*	*n*	*n*	*n*	
72327	0	2	16	11	2	4	35	53.85%
72331	0	2	16	11	2	4	35	53.85%
72332	0	2	16	11	2	4	35	53.85%
72339	0	2	16	11	2	4	35	53.85%
72364	0	2	16	11	2	4	35	53.85%
72376	0	2	16	11	2	4	35	53.85%
72384	0	2	16	11	2	4	35	53.85%