



**Foundation for a
Healthy St. Petersburg**

**ORLANDO
HEALTH®**

**Bayfront
Hospital**

FEBRUARY 2025

CAPACITY-BUILDING: STRENGTHENING ORGANIZATIONAL INFRASTRUCTURE

**2025 Request for Proposals from the Foundation for a Healthy
St. Petersburg and Orlando Health Bayfront Hospital**

PUBLISHED 2025

Overview

The Foundation for a Healthy St. Petersburg and Orlando Health Bayfront Hospital are continuing to align funding strategies this year to significantly increase the local grant funding pool and deepen the impact of investment in the South St. Petersburg community. Together, this partnership, between Foundation for a Healthy St. Petersburg and Orlando Health Bayfront Hospital will jointly award \$200,000 to support twenty (20) nonprofit organizations, serving individuals residing in 33705, 33711, and 33712.

The recipients of the 2025 capacity-building grants will receive funding as well as participate in a Core Capacity Assessment. The Core Capacity Assessment Tool (CCAT) will be administered by the Nonprofit Leadership Center (NLC). Using information that is collected from key decision makers within an organization, the CCAT issues recommendations for ways organizational capacity can be built relative to leadership, adaptability, management, technical capacity and culture. Recipients must complete the Core Capacity Assessment before grant funds will be issued. The results of the assessment will be used to inform recipients' budgetary request for up to \$10,000. The process will also include a peer-to-peer learning convening that will be held by NLC.

Introduction

The Foundation for a Healthy St. Petersburg is a private foundation formed in 2013 following the sale of the nonprofit hospital Bayfront Health St. Petersburg. As the steward of an endowment that exists to support health equity in Pinellas County, the Foundation believes every person, family, and community should be able to attain their highest level of health and well-being, regardless of their race, ethnicity, gender, zip code, or other social or demographic factors. Too often, however, this is not the case. Foundation for a Healthy St. Petersburg seeks to create a community in which good health allows all people to thrive. We do this through our pathways of engagement: leadership, funding, partnership, and advocacy.

Orlando Health Bayfront Hospital, a 480-bed hospital, was founded in 1910. It was acquired October 1, 2020, by Orlando Health, a non-for-profit healthcare organization with \$8.1 billion of assets under management. The hospital's areas of clinical excellence include heart and vascular, surgical services, rehabilitation services, neurosciences, maternity care and as home to the only state-accredited Level Two Adult Trauma Center in the St. Petersburg region—emergency services and trauma care.

The Foundation for a Healthy St. Petersburg and Orlando Health Bayfront Hospital are excited to collaborate in the creation of the 2025 Capacity-Building: Strengthening Organizational Infrastructure initiative and look forward to partnering with organizations that seek to elevate and accelerate the organization's ability to create a community in which good health allows all people to thrive.

Timeline at a Glance

2025 CAPACITY BUILDING: STRENGTHENING ORGANIZATIONAL INFRASTRUCTURE OPENING EVENT:
February 26, 2025

APPLICATION RELEASE DATE: February 26, 2025, after 12:00PM EST

IN-PERSON/VIRTUAL PRESENTATION, IF APPLICABLE: 30-minute timeslots available on March 24, 2025, from 9:00am–8:00pm and March 25, 2025, from 9:00am–5:00pm

APPLICATION SUBMISSION DUE DATE: March 31, 2025, by 5:00PM

AWARD NOTIFICATIONS: Week of June 18, 2025

FUNDED PARTNER CELEBRATION AND ORIENTATION: July 9, 2025, at the Center for Health Equity from 8:30am-10:00am

CCAT ORIENTATION: A minimum of three individuals representing your organization must attend an orientation. Individuals attending the orientation will be those the organization identifies to participate throughout the CCAT process.

- July 9, 2025, at the Foundation's Center for Healthy Equity from 10 AM – 11 AM
- July 16, 2025, at the Foundation's Center for Healthy Equity from 6 PM – 7 PM
- July 22, 2025, at the Foundation's Center for Healthy Equity from 9 AM – 10 AM

CCAT PARTICIPATION: July – December 2025

FUNDING AWARDED: No later than December 1, 2025

CAPACITY-BUILDING COHORT PEER-TO-PEER LEARNING CONVENING: January 28, 2026, at the Center for Health Equity from 8:30am – 12:00pm

Capacity-Building Approach

This funding opportunity supports organizations committed to using the Core Capacity Assessment Tool (CCAT) to drive meaningful organizational change and enhance their abilities to fulfill their missions. The primary objectives of this grant include:

1. Support for organizations in addressing key capacity-building challenges identified through the administration of a Core Capacity Assessment Tool by Nonprofit Leadership Center.
2. Promotion of actionable and sustainable organizational changes.
3. Alignment of funded projects with the Foundation's mission to create a community in which all residents can lead healthy lives, regardless of race.

Capacity-building is the process of improving a nonprofit's ability to achieve its mission. By bringing a nonprofit to the next level of operational, programmatic, financial, or organizational maturity, the organization will become more capable of operating efficiently and effectively. The organization, as a result, becomes more resilient, adaptive to change, and effective.

Capacity-building is not just about strengthening individual organizations, it's also about creating a robust, interconnected ecosystem that is resilient, equitable, and innovative. For the Foundation for a Healthy St. Petersburg and Orlando Health Bayfront Hospital, investing in capacity-building ensures that nonprofits are equipped to address the most pressing challenges facing our communities and drive meaningful, sustainable change.

In partnership with Orlando Health Bayfront Hospital, the Foundation for a Healthy St. Petersburg seeks to strengthen nonprofits serving individuals in 33705, 33711, and 33712 by offering capacity-building grants inclusive of participation in the administration of a Core Capacity Assessment Tool and a cohort peer-to-peer learning convening. Doing so will aid in building a resilient nonprofit sector and will increase our collective ability to mobilize systems change that leads to the creation of a community in which good health allows all people to thrive.

Three Major Components of the 2025 Capacity Building: Strengthening Organizational Infrastructure Grant

- 1. CAPACITY-BUILDING APPLICATION AND FUNDING:** Nonprofit organizations may apply to participate in the 2025 Capacity Building: Strengthening Organizational Infrastructure cohort. Up to twenty (20) nonprofit organizations will be selected to participate. As a member of the cohort, at the completion of the CCAT process, you will become eligible to receive a capacity-building grant for up to \$10,000. If your organization has received Foundation funding previously, you must be in compliance with all grant and/or racial equity loan requirements.
- 2. CORE CAPACITY ASSESSMENT TOOL (CCAT) PARTICIPATION:** Each member of the cohort must complete a CCAT administered by the Nonprofit Leadership Center. The CCAT relies on participation of senior staff and board members familiar with how your nonprofit organization operates. Once members complete participation in the CCAT process, a report will be generated that is designed to help your organization identify its strengths and target its areas for improvement. The report will include analysis of your organization's performance across the four capacities: adaptive; leadership; management; and technical as well as your organization's lifecycle placement, along with personalized recommendations to help address key challenge areas. The Nonprofit Leadership Center will schedule a session to guide your leadership through the report findings to contextualize your results and identify where to prioritize building capacity. The results and prioritization will be used to determine your request for funding up to \$10,000. Participation in the CCAT process will be a total of approximately five (5) hours. To learn more about the CCAT process, click here: [How Does the CCAT® Work? - TCC Group](#)
- 3. PEER-TO-PEER COHORT LEARNING CONVENING:** The creation of a supportive environment that makes space to connect with peers affords networking, broader coaching conversations, and diversification of solutions. As such, each member of the cohort must participate in a peer-to-peer learning convening. The convening will highlight common themes found within the CCAT results. A collective discussion will explore opportunities to build on organizational strengths while simultaneously addressing key challenge areas.

Use of the Core Capacity Assessment Tool

The Foundation for a Healthy St. Petersburg and Orlando Health Bayfront Hospital recognize an evidence-informed approach to identifying an organization's capacity-building needs will drive the precision of efforts to strengthen organizational infrastructure and the nonprofit ecosystem as a whole. As such, organizations will not be asked to identify capacity-building needs as part of this application but rather provide information about the organization's willingness and readiness to participate in a CCAT and implement its recommendations. Once

the CCAT has been completed and key areas for capacity-building have been identified, an organization may apply for up to \$10,000 in funding specifically to address the identified need(s).

HOW THE CCAT WORKS

- **SURVEY DISTRIBUTION:**
 - The CCAT is an online assessment completed by key staff members, leadership, and board members.
 - Participants provide input across multiple dimensions, such as governance, program delivery, and resource development.
- **DATA ANALYSIS:**
 - The tool analyzes responses to generate a comprehensive report detailing the organization's strengths, challenges, and readiness for change.
- **CORE CAPACITIES ASSESSED:**
 - Adaptive Capacity: The ability to monitor, assess, and respond to internal and external changes.
 - Leadership Capacity: The ability to inspire, prioritize, make decisions, and act in a way that supports the organization's mission.
 - Management Capacity: The ability to effectively and efficiently use organizational resources.
 - Technical Capacity: The ability to implement all the key organizational and programmatic functions.
- **LIFECYCLE STAGE IDENTIFICATION:**
 - The CCAT identifies the organization's stage in the nonprofit lifecycle (e.g., start-up, growth, mature, or turnaround), helping to contextualize capacity-building priorities.

USING CCAT RESULTS TO DRIVE CHANGE

- **INTERPRETING THE REPORT:**
 - The CCAT report provides a detailed analysis of the organization's capacity strengths, areas for improvement, and specific recommendations for capacity-building efforts.
 - The report may include benchmarking data to compare the organization's results with similar nonprofits.
- **DEVELOPING AN ACTION PLAN:**
 - Organizations will use the CCAT findings to create a capacity-building plan with Nonprofit Leadership Center that prioritizes areas for improvement.
 - The plan will include clear goals, timelines, and metrics for success, focusing on how capacity-building efforts will support the organization's mission.
- **IMPLEMENTING CHANGES:**
 - Organizations may request the use of up to \$10,000 in grant funds to implement CCAT recommendations.
 - Assign roles and responsibilities to staff and leadership for addressing the identified gaps.
 - Ensure regular communication with both organizational and FHSP staff about progress and

adjustments.

- Integrate changes into organizational policies, procedures, and practices for sustainable growth.
- **TRACKING PROGRESS:**
 - Establish measurable outcomes and internally review progress at regular intervals to ensure accountability.
 - Submit 6-month programmatic and financial reports to FHSP.
 - Consider undergoing follow-up assessments to evaluate the impact of capacity-building efforts over time.

BENEFITS OF USING THE CCAT

- **Strategic Clarity:** Helps organizations focus on their core strengths and areas for growth.
- **Tailored Recommendations:** Provides actionable steps that align with the organization's mission and lifecycle stage.
- **Informed Decision-Making:** Offers data-driven insights to guide resource allocation and strategy.
- **Enhanced Sustainability:** Builds a stronger foundation for long-term effectiveness and impact.

Potential Use of Grant Funds

Although the CCAT will guide your funding request, typical use of capacity-building funds may include but are not limited to:

- Purchasing tools that will bring about increased efficiency in your workplace
- Purchasing technology hardware and/or software
- Attending a conference and/or other forms of professional development
- Improving organizational evaluation capacity
- Holding an organizational visioning session and developing a long-range plan
- Developing or refining a communications and marketing plan
- Developing a website
- Engaging a fundraising or fund development consultant
- Pursuing governance and board development efforts
- Improving financial systems
- Creating policies and practices using a racial equity framework

You may not use these funds for any of the following:

- FHSP will not fund activities that are political in nature, including lobbying, voter registration, legislative campaigns, or other political activities
- Vehicles or any form of transportation
- Capital expenditures such as building renovations, property upgrades, rent, or property purchases
- Programmatic operations

Grant Eligibility Criteria

Applicants must meet the following minimum eligibility criteria to be considered for funding. If your organization does not meet the eligibility criteria below, your application will not be reviewed.

Basic eligibility requirements include:

- You may apply for these funds if you have never been a funded partner of the Foundation or if you are a current funded partner, fiscal agent, and/or subcontractor within a currently funded grant.
- Must have an active 501(c)3, 509(a)1, or 509(a)(3).
- There is no minimum amount of time as a designated active organization; however, the organization must have active status prior to submission of application.
- There is no minimum or maximum annual operating budget required.
- FHSP will not fund activities that are political in nature, including lobbying, voter registration, legislative campaigns, or other political activities. Please, reach out if you have any questions.
- All funding for the proposed project will benefit organizations serving the priority zip codes of 33705, 33711, and/or 33712.
- All project funds must be used within one year of receiving the first grant payment which we anticipate will occur no later than December 1, 2025, with an anticipated end date of December 1, 2026.
- Board Chair commitment to complete the CCAT process as indicated by a letter of commitment signed by the Board Chair.
- Please ensure you are not at risk of tipping; <https://grantspace.org/resources/knowledge-base/public-support-test/>. If you have questions regarding tipping, please, reach out to Olivia London, Senior Grants and Program Associate 727.440.7957 or olivia@healthystpete.foundation.
- If your organization has received Foundation funding previously, you must be in compliance with all grant and/or racial equity loan requirements.

How to Apply

All applications are due no later than March 31, 2025, 5:00PM EST.

To serve as a lead applicant, the organization will need to register in the Foundation's grants portal. You may access the grants portal at <https://www.healthystpete.fluxx.io>. You may find a video tutorial on the use of Fluxx [here](#). Please, be sure to include an email and a mobile number in your registration as it is the timeliest means of reaching you should a member of the Foundation's team need to connect with you. If you have any questions or need assistance with the grants portal during the application process, please, reach out to Olivia London, Senior Grants and Program Associate, at 727.440.7957 or olivia@healthystpete.foundation.

You will use the grants portal to submit your application. Please, complete all parts of the application by the submission due date of March 31, 2025, no later than 5:00PM EST. We encourage you to become familiar with the grants portal early in the application process and submit your application with plenty of time to manage any technical difficulties you may have. Please, be sure to save your application throughout the process and hit submit when your grant application is

completed. We encourage you to create your application in Word and copy and paste it into the grants portal. This will minimize accidental loss of your grant application should you close the grants portal before saving your work. Late or incomplete applications will not be considered for funding and will not be reviewed. A late application is considered any portion of the application received after March 31, 2025, by 5:00PM EST. Emailed applications, or any portions thereof will not be reviewed. For video instructions detailing the use of Fluxx while specifically completing this grant application and its required fields, please click [here](#).

Please note that a team of four reviewers comprised of Foundation for a Healthy St. Petersburg and Orlando Health Bayfront Hospital representatives will review and score each eligible application in its entirety.

Submission Options

To afford an equitable opportunity to communicate your proposed project in a format that best showcases your readiness and commitment to implement organizational change, we are providing three submission options. Submission options include written submission, video submission, or in-person at FHSP office or via zoom virtual submission. To create an equal chance to share your ideas, a character count and corresponding time limit has been assigned to each section. Please note that some portions of the application, including several supporting documents, must be submitted in writing regardless of which submission option you choose. The same scoring rubric will be used for all submission types. Here is a little more information on the three submission options:

WRITTEN SUBMISSION: The entire application will be completed in the grants portal as a written document that will be read by each reviewer. A character count limit will be included in each section of the application. All portions of your written application must be submitted by the grant due date of March 31, 2025, no later than 5:00PM EST.

VIDEO SUBMISSION: The sections of the grant application that allow video submission are clearly marked in the grants portal and the RFP. Portions of the application will be completed via short videos that will be uploaded into the grants portal and viewed by each reviewer. The sections of the grant application that allow for video submission have a unique link that allows video file types: mp4, wav, and mov. There are also portions of the application that require a written submission. These include organizational and demographic information, executive summary, and supporting documents. Each section of the application that allows for a video submission will have a time limit that equates to the written character count of each section. Any portion of the video exceeding the time limit assigned to that section will not be reviewed.

It is important to note the quality of the video will not be scored. We are not asking for professional video submissions. There is no need to hire an expert videographer, create elaborate backdrops, or deploy a drone to capture footage. A simple cell phone video will work. Offering the option for video submission is only to give you the opportunity to share your ideas in this format if that is your preference. Please note, if you submit via video, reviewers will not read or score any written portion of your application that only affords video submission. You must simply enter, "see video" in that specific section. The video and required written portions of your application must be completed and submitted by the grant due date of March 31, 2025, no later than 5:00PM EST.

IN-PERSON OR ZOOM VIRTUAL SUBMISSION: Portions of the application will be completed on March 24 and March 25, 2025, via an in-person presentation at the Foundation for a Healthy St. Petersburg located at 2333 34th St South, St. Petersburg, FL 33711 or via zoom. Both daytime and evening timeslots are offered that must be booked in advance. The link to sign up for a 30-minute timeslot may be found [here](#) and on our website: <https://healthystpete.foundation/grantmaking/>. Please note, although the time slots are 30 minutes, the actual length of your presentation will be no more than 20 minutes. You are required to be on time so we may test your technology before you begin your presentation. If you are late, you will be required to submit your application in writing.

If you are coming to present in-person at the Foundation for a Healthy St. Petersburg, there will be a laptop set up in the boardroom where we will insert your flash drive. There will be a big screen on the wall to display your presentation. You may sit or stand during your presentation. You do not need to have a digital presentation. You may use paper handouts during your presentation; however, the reviewers will not be allowed to keep hard copies of any materials passed out during your presentation. Your presentation will be recorded. A Foundation team member will upload the recordings into the grants portal. You will be responsible for all other aspects of completing the application.

If you are presenting via zoom, we will send you a zoom link and provide you with the ability to share your screen during your presentation. We will record your zoom presentation and upload the recordings into the grants portal. You will be responsible for all other aspects of completing the application.

Please note, once you have conducted an in-person presentation, you may not change your mind and choose to submit in another format option. If you submit via in-person or zoom, reviewers will not read or score any written portion of your application that only allows in-person or zoom submission. You must simply enter, “in-person presentation or zoom presentation” in that specific section. The required written portions of your application must be completed and submitted by the grant due date of March 31, 2025, no later than 5:00PM EST.

Every reviewer will attend each presentation, which will be video recorded and uploaded into the grants portal by Foundation staff. The in-person/virtual presentation will be guided by each section of the application and will not allow you to share information outside of application questions. Each section of the application that allows for an in-person presentation will have a time limit that equates to the written character count of each section. Any portion of the presentation exceeding the time limit assigned to that section will not be reviewed. The reviewers will not ask questions of the presenters. Upon reserving your time for the presentation, should you choose this submission option, you will receive an email with detailed information regarding logistics. To watch a brief video overview of what you may expect during the in-person presentation, click [here](#).

The sections of the grant application that allow for an in-person presentation are clearly marked in the grants portal and the RFP. There are also portions of the application that must be completed in writing. These include organizational and demographic information, executive summary, and supporting documents.

If you have any questions regarding the submission formats, please contact Olivia London, Senior Grants and Program Associate at 727.440.7957 or olivia@healthystpete.foundation.

Award Notifications and Payments

Award notifications will be emailed to the lead applicant the week of June 18, 2025. Award

notifications will include an award letter and a funded partner grant agreement that will need to be signed by both the Executive Director / President & Chief Executive Officer and the Board Chair and returned to the Foundation no later than July 27, 2025.

The first grant payment will be issued once the agreement has been fully executed and returned to the Foundation and the organization has completed the CCAT and has met with NLC to develop an understanding of its results and recommendations. Additional payments will be made upon receipt and approval of programmatic and financial grant reports. A final payment of 5% of the total project budget will be provided upon submission and approval of a final report. The monitoring and reporting instructions will be provided with the funded partner grant agreement.

APPENDIX 1

CAPACITY-BUILDING APPLICATION SECTIONS AND INSTRUCTIONS

Foundation for a Healthy St Petersburg and Orlando Health Bayfront Hospital made a concerted effort to create an application process that is clear, transparent, and equitable while also driving deep and focused impact in the South St. Petersburg CRA zip codes of 33705, 33711, 33712. Efforts to promote these values may be found throughout the application including multiple submission types, broad eligibility, communicating the scoring rubric, and establishing an evidence-based process that will inform how all funds will be requested.

The application is comprised of several sections you will need to complete and submit no later than March 31, 2025, by 5:00PM EST. We sought to make the application simple, approachable, and short. It is our desire that you will not need to spend more than five hours completing the application.

Please note, you will not have a budget associated with this application. A budget will be created once you have identified the CCAT recommendations you seek to implement with the use of Foundation funding, up to \$10,000.

THE GRANT APPLICATION

The following offers you an exact overview of each section you will complete in the grants portal:

CONTACT INFORMATION: WRITTEN ONLY RESPONSES FOR EVERY SUBMISSION TYPE

NAME OF ORGANIZATION: The name of the lead applicant. If you have collaborative partners, there is another place in the grants portal to enter this information.

LOCATION: Primary address of organization

PROJECT CONTACT: Name of person overseeing the project

SENIOR EXECUTIVE: Name of Executive Director or President and Chief

EXECUTIVE OFFICER FINANCE CONTACT: Name of person overseeing financial operations

ORGANIZATIONAL INFORMATION: WRITTEN ONLY RESPONSES FOR EVERY SUBMISSION TYPE

Year Organization Established

Mission Statement

2024 Fiscal Year Total Revenue

Zip code(s) served: 33705, 33711, 33712, other

Zip code(s) where the nonprofit's office(s) is/are located: 33705, 33711, 33712, other

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FOR DEMOGRAPHIC DATA PURPOSES ONLY

Number of Full-Time Staff

Number of Full-Time Volunteers

BIPOC Individuals on Leadership Team: there is a dropdown to check yes or no. We are asking if the executive team of the lead applicant includes individuals who identify as Black, Indigenous, or People of Color.

If yes, the percentage of BIPOC individuals on the leadership team.

BIPOC Individuals on Board: there is a dropdown to check yes or no. We are asking if the board of directors of the lead applicant includes individuals who identify as Black, Indigenous, or People of Color.

If yes, the percentage of BIPOC individuals on your board.

BIPOC Serving: there is a dropdown to check yes or no. We are asking if the individuals who will be served by your proposed project identify as Black, Indigenous, or People of Color.

If yes, the percentage of BIPOC individuals served.

REQUEST SUMMARY: WRITTEN ONLY RESPONSES FOR EVERY SUBMISSION TYPE

PROJECT TITLE: Identify the name of your project

SHORT PROJECT DESCRIPTION: Should you be awarded a grant, this language will be used in your agreement letter and reported on the Foundation for a Healthy St. Petersburg 990 Form to the IRS. (No more than 248 characters)

START DATE: Date your project activities will begin, inclusive of CCAT participation. All start dates must begin no later than July 9, 2025, which will be when the cohort orientation will be held.

END DATE: Date your project will end based on completion of proposed activities and fully expended budget. All projects are required to have an end date within one year of the issuance of initial grant payment. As such, your project must end no later than December 1, 2026, but may be completed earlier.

PROJECT DETAILS

SUBMISSION FORMAT: There is a dropdown option to select your submission format (written, video, or in-person / virtual).

ALIGNMENT WITH FHSP MISSION: Foundation for a Healthy St. Petersburg works to create a community in which all residents can lead healthy lives, regardless of race. Please share how your organization aligns with this mission. Also, please, share your experience of working within the priority zip codes and how lived experience shapes your work. (Written, video, or in-person/virtual responses allowed. No more than 1500 characters including spaces or 3 minutes).

COHORT PARTICIPATION: Please describe your organization's current capacity-building challenges and explain how participation in the capacity-building cohort activities – CCAT, peer-to-peer

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learning convening, and grant funding--will help to address these challenges. (Written, video, or in-person/virtual responses allowed. No more than 1500 characters including spaces or 3 minutes).

COLLABORATION AND ENGAGEMENT: Please describe how you will engage staff and board members and, when relevant, local residents, throughout the administration of the CCAT by Nonprofit Leadership Center. (Written, video, or in-person/virtual responses allowed. No more than 1500 characters including spaces or 3 minutes).

READINESS TO ACT ON CCAT FINDINGS: Please describe how you will engage staff and board members and, when relevant, local residents in implementing recommended changes based on CCAT results. What is your organization's process to implement change? (Written, video, or in-person/virtual responses allowed. No more than 1500 characters including spaces or 3 minutes).

CAPACITY FOR SUSTAINABILITY: Please describe how you will ensure the long-term success of these capacity-building efforts. (Written, video, or in-person/virtual responses allowed. No more than 1500 characters including spaces or 3 minutes).

CONFIRM ORGANIZATION'S COMMITMENT: I affirm the organization's commitment to complete the CCAT and use the grant funding to implement CCAT recommendations as well as participate in the peer-to-peer learning convening. (Yes or No drop-down option).

LEADERSHIP COMMITMENT: Include a signed letter of commitment from the Board Chair affirming support for the organization to fully participate in the administration of a CCAT and CCAT-driven recommendations as well as participate in the peer-to-peer learning convening. (Upload written letter of commitment).

SUPPORTING DOCUMENTS TO BE UPLOADED

- IRS Determination Letter or Organizational Status Verification
- Organization Annual Financials:
 - If you were operational in 2024, please provide your 2024 Income Statement/Statement of Activities: Flow of revenue and expenses for the year.
OR
 - If you became an active nonprofit in 2025, please provide your budget projections for 2025 inclusive of revenue to expenses.
- List of Board of Directors

APPENDIX II

STRENGTHENING NONPROFIT CAPACITY WITH THE CCAT: A Tool for Organizational Growth and Sustainability

PRESENTED BY THE NONPROFIT LEADERSHIP CENTER & THE FOUNDATION FOR A HEALTHY ST. PETERSBURG Annual Capacity-Building Initiative, 2025-2026

WHY USE THE CCAT?

The **Core Capacity Assessment Tool (CCAT)** is a nationally recognized, research-based tool that helps nonprofits assess their organizational effectiveness and pinpoint key areas for growth. Developed by **TCC Group**, this diagnostic tool measures four critical capacities (33 sub capacities):

1. **ADAPTIVE CAPACITY** – How well an organization learns, responds to change, and innovates.
2. **LEADERSHIP CAPACITY** – The ability of leadership to inspire, set direction, and sustain the organization.
3. **MANAGEMENT CAPACITY** – The systems, policies, and procedures that ensure efficiency and effectiveness.
4. **TECHNICAL CAPACITY** – The infrastructure, skills, and tools necessary to implement programs and manage resources.

Additionally, the **CCAT evaluates organizational culture**, which influences the effectiveness of all core capacities.

HOW THE CCAT STRENGTHENS YOUR NONPROFIT

1. IDENTIFIES CAPACITY GAPS

- Pinpoints areas needing investment for greater mission-driven impact.
- Aligns organizational priorities with strategic goals.
- Provides data-backed insights to guide leadership discussions.

2. SUPPORTS STRATEGIC DECISION-MAKING

- Clarifies **where your organization is in its lifecycle** (e.g., start-up, scaling, sustainability).
- Helps prioritize capacity-building efforts that lead to measurable improvements.
- Ensures nonprofit resources are used effectively.

3. STRENGTHENS GRANT PROPOSALS FOR CAPACITY BUILDING

- Funders value **data-driven** approaches to nonprofit capacity growth.
- CCAT results **justify funding requests** by demonstrating areas that need investment.
- Supports the case for **long-term sustainability strategies** beyond project-based funding.

APPLYING CCAT FINDINGS IN GRANT PROPOSALS

When seeking grants to deepen organizational capacity, use CCAT findings to:

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- **DEMONSTRATE NEED:** Use CCAT scores to highlight areas requiring development (e.g., leadership, financial management, program evaluation).
- **SHOW DATA-DRIVEN GROWTH PLANS:** Link capacity-building efforts to organizational effectiveness and mission impact.
- **ALIGN WITH FUNDER PRIORITIES:** Many funders support investments in leadership development, adaptive strategy, and operational improvements—CCAT data helps align proposals with these priorities.
- **MEASURE PROGRESS:** Grantors seek accountability; CCAT assessments provide a **before-and-after** measurement of organizational strengthening.

HOW THE NONPROFIT LEADERSHIP CENTER & THE FOUNDATION FOR A HEALTHY ST. PETERSBURG CAN SUPPORT YOU

Our **Annual Capacity-Building Initiative** provides:

- **CCAT ADMINISTRATION & INTERPRETATION** – Receive guided support in understanding your CCAT results.
- **WORKSHOPS & COACHING** – Tailored sessions to address capacity gaps.
- **FUNDING SUPPORT & GRANT GUIDANCE** – Assistance in integrating CCAT findings into strong grant applications.

NEXT STEPS

1. **PREPARE FOR CCAT** – Assess your organization’s current capacity.
2. **REVIEW YOUR RESULTS** – Identify key areas for strengthening.
3. **ENGAGE IN CAPACITY-BUILDING SUPPORT** – Participate in peer-to-peer learning, coaching, and funding opportunities.
4. **USE CCAT DATA IN FUNDING APPLICATIONS** – Develop a compelling case for investment in organizational growth.

Let’s build a stronger nonprofit sector together!

NOTES

Capacity-Building: Strengthening

Organizational Infrastructure Scoring Rubric

Criteria	Description	Max Points	Scoring Guide
Alignment with FHSP Mission	Explain how your organization aligns with FHSP's mission of promoting health equity, particularly in priority zip codes. Include how lived experience shapes your work.	20	<p>16-20 Points: The organization provides a clear, compelling, and specific connection to FHSP's mission, with strong emphasis on how lived experience informs their approach to equity. Demonstrates deep knowledge of the priority zip codes and the community's needs.</p> <p>11-15 Points: The organization provides an adequate connection to FHSP's mission but may lack specific examples or a clear connection to lived experience or priority zip codes.</p> <p>0-10 Points: The organization fails to clearly articulate alignment with FHSP's mission or does not mention lived experience or the priority zip codes.</p>
Cohort Participation	Describe current capacity-building challenges and how participation in the cohort will help address them.	20	<p>16-20 Points: The organization clearly outlines specific capacity-building challenges and presents a thoughtful, strategic approach to how the cohort will address them. Clear understanding of the potential impact of the cohort experience.</p> <p>11-15 Points: The organization mentions relevant challenges, but the connection to how the cohort will address them is underdeveloped or specific.</p> <p>0-10 Points: The response is vague or lacks clear capacity-building challenges or connection to the cohort experience.</p>
Collaboration and Engagement	Explain how staff and board members will be engaged throughout the administration of the CCAT.	20	<p>16-20 Points: A detailed plan is provided for engaging all staff and board members, and local residents, when relevant, including roles and strategies for integration into the CCAT process. Emphasizes transparency and inclusion.</p> <p>11-15 Points: The plan mentions most staff and board involvement but lacks depth in how it will be carried out or doesn't include specific roles.</p> <p>0-10 Points: The response minimally or does not address how staff and board will be involved or lacks a clear plan for engagement.</p>
Readiness to Act on CCAT Findings	Describe how you will engage staff, board, and community to implement CCAT results.	20	<p>16-20 Points: The organization presents a robust plan for engaging staff and board members, and local residents, when relevant, to implement CCAT findings, including accountability, resource allocation, and change management strategies.</p> <p>11-15 Points: The organization mentions engaging staff and board, but lacks a clear, actionable plan to activate CCAT findings and organizational change.</p> <p>0-10 Points: The response is unclear or does not demonstrate readiness or a plan for implementation of CCAT results.</p>

Capacity for Sustainability	Describe how the organization will ensure the long-term success of capacity-building efforts.	20	<p>16-20 Points: The organization presents a well-thought-out strategy for sustainability, such as securing funding, integrating learnings into operations, or building partnerships. Clear vision for long-term impact.</p> <p>11-15 Points: The organization mentions sustainability but does not present a detailed or comprehensive plan.</p> <p>0-10 Points: The organization fails to address sustainability or lacks a clear, actionable plan.</p>
Confirm Organization's Commitment	Affirm your organization's commitment to complete the CCAT and integrate its findings.	5	<p>Yes (5 Points): Clear, unequivocal affirmation of the organization's commitment to complete the CCAT and integrate its findings and participate in the peer-to-peer learning convening.</p> <p>No (0 Points): Lack of commitment or any indication that the organization will follow through with the CCAT.</p>
Leadership Commitment	Upload a signed letter from the Board Chair affirming support for CCAT participation and commitment to resource allocation.	15	<p>15 Points: The signed letter clearly affirms the leadership's commitment to the CCAT process, highlighting resource allocation and long-term support and participation in the peer-to-peer learning convening.</p> <p>5-10 Points: The signed letter affirms participation but does not assert a full commitment to the CCAT process.</p> <p>0 Points: No letter submitted, or the letter does not clearly demonstrate leadership commitment.</p>



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