

PARTNERS FOR SUCCESS

A groundbreaking program designed to build the capacity of local nonprofit organizations in Waldo and Knox Counties and increase their sustainability.

Waldo County Funders Forum is a collaborative effort between the Maine Community Foundation, United Mid-Coast Charities, United Way of Eastern Maine and the Unity Foundation. We are working together to assist a wide array of area nonprofit organizations to build their financial stability during a period of significant change in the charitable landscape, largely as a result of the departure of the MBNA Foundation. Each Forum member has pledged some combination of financial, personnel and technical resources toward the success of the program.

In partnership with the Maine Association of Nonprofits (MANP) and the University of Maine Hutchinson Center, the Forum has developed a comprehensive program designed to expand the knowledge base and build a supportive network for nonprofit executive and board leaders in Waldo and Knox Counties. The program will consist of a management capacity assessment using the Unity Foundation's C.Q.TM diagnostic tool; a series of educational workshops that address common needs (e.g. strategic planning, effective fundraising, achieving economies in service delivery); the creation of a formal network for participating nonprofit leaders facilitated by MANP; re-assessment measurement; and the availability of competitive grants to support organizational capacity building.

This collaboration and the emerging program are in response to the needs and concerns articulated by more than 50 representatives of area nonprofit organizations during an open forum held at the Hutchinson Center in Belfast in April 2007. A survey of the participants showed:

- Ten organizations already were taking some kind of action to address changes in their funding environment;
- Most organizations were seeing the need to diversify their fundraising;
- Some organizations indicated that they would explore collaborative opportunities;
- All respondents stated that it was "very" or "somewhat" helpful to hear funders' perspectives and most stated that it was useful to learn from their peers; and
- The most often cited "next steps" were for more educational sessions, help with forging collaborations and securing various forms of technical assistance (specific suggestions included establishing a cooperative purchasing system, arranging quarterly meetings of agencies to exchange information and creating a shared website).

The overall program was made available to a wide range of 80-100 nonprofit organizations in Waldo and Knox Counties; however, 26 organizations were chosen to focus core capacity building efforts on the executive and board leadership over a nine month period in 2008.

Specifically, during the program, participants:

- Completed the Unity Foundation’s Capacity Assessment, called **C.Q.TM, Capacity Quotient** to take a “snapshot” of the organization’s current level of capacity in leadership, fundraising, finance and operations. The aggregate results will be used to shape the nonprofit technical skills-based training part of this program;
- Formed strategic alliances with each other and build an ongoing network they can use to problem-solve going forward;
- Developed strategic thinking and facilitative leadership skills needed to anticipate and respond to changes in the external environment.
- Together, with a key leader on their boards of directors, charted the strategic and organization development goals for their organizations.

PARTICIPATING ORGANIZATIONS

- Belfast Area Child Care Services, Inc. – Waldo, ME
- The Belfast Maskers – Belfast, ME
- **Broadreach Family & Community Services** – Rockland, ME
- Camden-Rockland Animal League – Camden, ME
- Coastal Family Hospice Volunteers – Rockport, ME
- The Community School -
- Five Town Communities That Care – Rockport, ME
- Freedom Riders – Warren, ME
- Friends of Unity Wetlands – Unity, ME
- Hospice Volunteers of Waldo County – Belfast, ME
- Lincoln Street Center – Rockland, ME
- Literacy Volunteers of Mid-Coast Maine – Rockland, ME
- Mainely Girls – Rockport, ME
- Methodist Conference Home, Inc. – Rockland, ME
- Newforest Institute – Brooks, ME
- New Hope For Women – Rockland, ME
- New Strategies for Youth/Game Loft - Belfast, ME
- Penobscot Marine Museum – Searsport, ME
- Platform Shoes/Zoey's Room – Rockland, ME
- Station Maine – Rockland, ME
- Teen Center – Camden, ME
- Vinalhaven Land Trust – Vinalhaven, ME
- Waldo County TRIAD – Belfast, ME
- WRFR Community Radio – Rockland, ME

2008 Schedule

Date	Content
November / December 2007	Announce Program and select core participants
December 2007	Unity Foundation administers C.Q. TM , and provides organizations with results
January 7-8, 2008	<p><u>January 7:</u> MANP kicks off program with session focusing on development of strategic thinking and adaptive capacity skills, and review of C.Q.TM results.</p> <p><u>January 8: Survival Skills in an Age of Declining Resources</u> This day long UM Hutchinson workshop will focus on strategies to keep the nonprofit organization alive and well during this time of declining federal, state and local resources. Participants will look at ways to operate on a lean basis, consider how and when to collaborate with similar organizations and to search for non-traditional means of generating income/reducing expenses.</p>
February 4, 2008	<p>The Courage to Lead: An Introduction to the Drucker Foundation Self-Assessment Tool</p> <p>Are you interested in a comprehensive process for assessing what your organization is doing now and what you need to do to build community and change lives? The Peter F. Drucker Self-Assessment Tool combines the best elements of long-range planning and strategic marketing with a passion for dispersed leadership. Come to this full-day SkillBuilder to be introduced to a powerful process that can help any size nonprofit organization deepen their sense of purpose, clarify goals, build commitment, and develop a strategic plan focused on results.</p> <p>* includes a copy of the Drucker Participant Workbook and Process Guide*</p>
March 3, 2008	<p><u>Fundraising Academy: A back-to-back, day-long fundraising training, featuring two workshops:</u></p> <p>Creating Your Case for Support: Would you like to learn how to strengthen donor relationships and increase giving? Come to this half-day program to learn how an effective Case for Support can help with donor identification, cultivation, solicitation and marketing. You will learn how to create a clear, concise, and successful Case for Support that helps prospective individual donors and foundations better understand why your organization is worthy of philanthropic support.</p>

<p>April 7, 2008</p>	<p>Dynamic Board/Executive Director Relationships = Dynamic Organizations (This two-part workshop is designed specifically for teams of executive directors and board chairs; additional board members from the same organization are welcome to attend)</p> <p><u>Morning-Part 1:</u> This session will focus on the elements of leading partnerships that build dynamic organizations. Participants will learn through presentation, discussion, and activities how working on the relationship benefits the organization; how engaging the partnership on strategic issues ignites effective governance; and how to get back on track when things are moving in the wrong direction.</p> <p><u>Afternoon-Part 2:</u> This session focuses on how to share power between the board and the executive director. Each team will have the opportunity to develop an action plan that enhances power sharing in order to move the organization towards more effective governance.</p>
<p>April 25, 2008</p>	<p>Financial Management in the Non-profit Organization: Areas to be covered in this workshop will include approaches to budgeting, necessary record keeping, monitoring cash flow, understanding the balance sheet, and segregating duties in a small office (safeguarding assets).</p>
<p>May 23, 2008</p>	<p>Leadership Development in the Non-profit Organization: This UM program will help leaders create the conditions for leadership to develop at all levels within the non-profit organization, an essential skill for today's executive. Participants will learn three types of leadership (Collins, Tichey, and Goldman) development skills and will apply them to case studies. Special attention will be given to understanding leadership roles and governance structures as well as learning new skills in the identification, growing and nurturing of leadership throughout the organization.</p>
<p>June 9, 2008</p>	<p>Federal Grant Writing: Federal grant writing isn't as scary as it looks! There are tools and techniques you can use no matter what sort of federal funding opportunity you are considering. Come to this full-day program as we demystify the federal grant writing process, and teach you how to write successful grants.</p>

July 14, 2008	<p>Advancing Together: Forming and Sustaining Successful Strategic Alliances:</p> <p>Strategic alliances involve challenging high-intensity relationships between organizations where resources, risks and rewards are shared, and decision-making power and public recognition are negotiated. This half-day program will provide an opportunity to map your organization's current and prospective collaboration opportunities on an “alliance continuum” and learn the steps for staff and board members to help make your organization's alliances succeed.</p>
August 11, 2008	<p>Final Day-long Session: Goal Setting, Evaluation</p>