



2013 Annual

*capacity building and
management support to advance
the nonprofit community*

The Inside Perspective:

Reflections from The Nonprofit Partnership staff

In reflecting on the big themes that have emerged from a turbulent 2012, two revelations stand out:

- » Nonprofits everywhere are finding it necessary to compete for business in the market economy. Why? More and more of our revenue is earned because customers choose to do business with us. This growing trend emphasizes the importance of sustaining service quality, measuring impact, and telling your organization's story through a compelling marketing plan.
- » Government's retreat puts more emphasis on our role as advocates for our clients and the larger community and forces us to rethink and retool our strategies and business plans to survive and thrive in the years ahead.

While the larger community has come to know and value The Nonprofit Partnership's role in offering education and training for nonprofit leaders through workshops and conferences, many may be less aware that we are also assisting our member organizations in measuring up to the big challenges of our time through consultation and facilitation in focused work with management and board leadership. The profiles below offer a peek inside this work and illustrate how The Nonprofit Partnership staff is adapting its programming so that nonprofits in our region have the leadership, vision, marketing tools, and sustainability strategies they need to be strong and competitive in 2013 and beyond.



Our Work with Boards

The governing board is the source of vision for the organization and the engine that drives organizational strategy, but many boards struggle to reconcile their missions with the reality of a competitive, fast-changing environment. Some have not yet built or have neglected their infrastructure, others are asking for guidance and support as they make their transition from all-volunteer status to their first paid staff, and still others are working to convert outdated strategic plans into strategies for sustainability.

Over the past year, The Nonprofit Partnership has helped boards in each of these stages move past a barrier and enter a new phase of governance:

- » The all-volunteer Erie Women's Fund and Cystic Fibrosis Association of Erie County found that by updating their by-laws and re-organizing their operations they were poised to be more effective in pursuing their missions.
- » Other all-volunteer organizations including the Fairview School Foundation and The Upper Room of Erie worked through the challenges of growth by using consultation from The Nonprofit Partnership to move toward hiring their first paid employees and making the transition from a working board to a governing body.
- » Many mature organizations found themselves trapped inside irrelevant strategic plans that needed to be updated and tuned up to become sustainable business models. L'Arche Erie, Mystic Mountain Training Center, and the Mental Health Association of Northwest PA, among others, used facilitated board retreats with The Nonprofit Partnership to re-shape their plans and craft innovative new visions for the future.

Communication Makeovers

Because much of a nonprofit's revenue is driven by the market economy, a sound marketing strategy is the foundation of success for any nonprofit organization. When marketing efforts are fragmented and not consistent among different communication channels, the NPP Communications Makeover package of services helps to correct this inconsistency and provide the nonprofit with a cohesive strategy that includes both online and offline marketing vehicles. Over the past year, The Nonprofit Partnership's Communications Makeover project has helped a dozen organizations in their quest for consistent branding and marketing, but one that stands out is the Erie United Methodist Alliance (EUMA).

Although the project began with a request for a website upgrade, our needs assessment showed the need for a more solid, memorable brand for the organization. Focus groups formed the basis of a branding study, which helped to refine a positioning statement, mission statement, and tagline, along with a marketing plan to ensure the success of the new brand. Working with a local design agency, EUMA generated a new website that was consistent with the new brand and portrayed a more updated, modern look for the organization. In addition to the new website, a PowerPoint presentation, updated social media presence, print pieces, a story database, and an e-newsletter were established to allow the new brand to grow.

Cheryl Davis, Executive Director, and Kate Hiles, Development Director, have a bright new outlook for the future and a solid foundation on which to build their organization's new image. "We were thrilled to be chosen for the communications



makeover program through the Nonprofit Partnership. Our organization had reached a point that our marketing/branding program needed to be addressed. The program through the Nonprofit Partnership made this all possible. They have worked closely with us in the last year to identify our needs, map a comprehensive program and guide us through the entire process. Through Bob and Amanda's expertise and professionalism, we have achieved a greater understanding of marketing/branding concepts which has given us the confidence to move forward with a greater capacity to connect with our audience and the community at large."



Nonprofit Leadership Peer Circles

A growing wealth of evidence is pointing to peer learning circles, coordinated with individual coaching, as one of the most effective ways to build leadership strength at the highest levels in an organization. Nonprofit executives, grantmakers, and industry thought leaders are all endorsing this approach as one that encourages the sharing of relevant information, reduces isolation, and

offers one-to-one coaching that leads to personal growth and organizational change. In 2012, NPP hosted a Peer Circle for member Executive Directors. The Circle met once a month for three hours and offered its eight participants an opportunity to share, to build skills, and to develop a strong peer network.

Dave Robinson, Executive Director of the Union City Family Support Center, offered this assessment of the value of the Circle: "By joining the Leader Circle, I've developed relationships with peers that I believe will last a lifetime. The insights which come from regular connections with others in the same position and facing the same struggles are a huge benefit.... Being a part of this Circle turned me around on issues I thought I was firm on, such as boards and their role in the success or failure of the organization. Through other Circle members, I see how boards succeed based on how well they're staffed, so carving out more time for board development is vitally important and is something I'm now committed to as a result of the Circle. At minimum I've doubled the time I spend personally interacting with my board members."

Audrey Szychulski, Executive Director of the Erie Philharmonic, cited the Circle's effectiveness in reducing isolation given the well-known "it's lonely at the top" conundrum faced by CEOs everywhere. "As a Director, you feel the burden of a whole organization and feel pressure to make sure everything is working well. The Leader Circle allows me to 'let go' and share some of that burden. As a group there was this wonderful sense of acceptance and welcoming and comfort in knowing that you're not the only one feeling this way (about a problem).... We started as a group of peers, but as we went along we became a group of friends."

About The Nonprofit Partnership

Capacity-Building Grants

The purpose of The Nonprofit Partnership's grantmaking in the area of nonprofit capacity-building is to offer timely, effective, professional assistance to local organizations as they seek to build their organizational capacity and address the critical issues of quality and effectiveness. Grants in this arena typically range from \$5,000 - \$15,000 and focus on the following capacity-building dimensions:

1. Mission, Vision, and Strategy
2. Leadership and Board Development
3. Strategic Relationships and Alliances
4. Internal Operations and Capacities
5. Website Development



Service grants in the form of communications makeovers focusing on website enhancements, online communication tools, and annual reports are also offered to develop the marketing capacity of member nonprofit organizations, and short, story-based, campaign-oriented videos help members capture and disseminate their compelling messages coupled with calls to action that generate results.

Education and Training

A cornerstone of The Nonprofit Partnership's annual menu of offerings to members, open-enrollment education and training sessions feature a variety of experts on management, governance, fundraising, accountability, and marketing who present topics in a variety of formats and venues to build members' skills and capacities to run effective, high-quality organizations. These education and training activities are at the heart of the partnership's mission because they are the primary vehicles for building relationships with member organizations as well as for the transmission of information and the building of skills that are used by member agencies each year. Our offerings include:

- » Two hour morning workshops based on high-interest, in-demand topics.
- » Full-day Learning Circles like The Story Project where nonprofit leaders work in teams to capture and record the emotionally laden stories at the root of their transformational work.
- » Northwest Pennsylvania Nonprofit Day Conference
- » Collaborative education programs involving content experts that assist nonprofits with skill development in specific mission-critical areas.
- » Online content packages that reinforce workshop material while facilitating access to training resources for members who are more geographically distant.



Board, Leadership, and Organizational Development Activities

The Nonprofit Partnership facilitates peer education circles for organizational leaders. Separate small groups of Executive Directors, Development Directors, and Board Chairs meet monthly to discuss challenges, integrate best practices, and reduce their isolation as they pursue their individual effectiveness goals with guidance, resources, and peer support.

The Nonprofit Partnership also trains participants in Project Blueprint, a program that prepares a diverse set of leaders for volunteer and Board service with nonprofits in Erie County. Participants are recruited from neighborhoods and businesses throughout Erie and attend leadership development and governance training prior to being matched with organizations that align with their service interests and skills.

Consultants from The Nonprofit Partnership are available to plan and facilitate Executive leadership development sessions, Board retreats, strategic planning sessions, focus groups, advocacy training, and outcomes and evaluation training, all essential ingredients of organizational effectiveness.

In partnership with the United Way of Erie County, The Nonprofit Partnership is boosting the level of volunteerism in Erie County through the Get Connected online volunteer portal, a website that matches agency needs with the supply of community volunteers. We are also hosts to the Erie-based leader of the Lake Effect Leaders, AmeriCorps*VISTA's regional program which generates thousands of volunteer and service hours annually to build host agency capacity to boost educational outcomes for youth and reduce poverty in northwest Pennsylvania.

The Nonprofit Partnership can also be instrumental in helping nonprofits access Pro Bono legal and accounting services on a case-by-case basis, and as staff to the Erie Community Fund Drives Committee, we offer technical assistance in the design of capital campaigns.

For More Information

For specific information regarding the annual calendar of educational events, please visit our website at www.thenonprofitpartnership.org or call the office at [814] 454-8800.

NPP Member Agencies (as of December 31, 2012)

4 Nine Place Thrift Store
The Achievement Center
Alzheimer's Association
American Heart Association
Americans for the Competitive Enterprise System
Americorps-VISTA at Allegheny College
ANNA Shelter
Arc of Erie County
ArtsErie
Asbury Woods Partnership
Autism Society of Northwestern Pennsylvania
Barber National Institute
Bayfront East Side Task Force
Bayfront Maritime Center
Bayfront NATO / Martin Luther King Center
Because You Care, Inc.
Bethany Outreach Center
Bethel Christian School
Bethesda Foundation for Children
Bhutanese Community Association of Erie
Blended Spirits Ranch
Brevellier Village
Camp Judson
Cathedral of St. Paul
Cathedral Preparatory School
Catholic Charities Counseling and Adoption Services
The Catholic Foundation
Chautauqua Lake Rowing Association
Chautauqua Watershed Conservancy
Children's Advocacy Center
Community Access Television
Community Health Net
Community Nursing Services of North East
Community of Caring
Community Resources for Independence, Inc.
Community Services of Venango County
Community Shelter Services
Compass Reading Center
Corry Area Free Clinic
Corry Community Development Corporation
Corry Counseling Services
Creating Landscapes Learning Center
Crawford Central Community Foundation
Crawford Health Improvement Coalition
Crawford Heritage Community Foundation
Crime Victim Center
Cystic Fibrosis Association of Erie County
Dafmark Dance Theatre
Downtown North East
Early Connections, Inc.
Edinboro University of PA
EmergyCare
Environment Erie
Erie Area Council of Governments
Erie Art Museum
Erie Cemetery Association
Erie Center on Health and Aging/Lifeworks
Erie City Mission
Erie Community Foundation
Erie County Bar Foundation
Erie County CASA
Erie County Diabetes Association
Erie County Historical Society and Museums
Erie Dance Consortium
Erie DAWN
Erie Day School
Erie Homes for Children and Adults
Erie Independence House
Erie Junior Philharmonic
Erie Multimedia
Erie Neighborhood Watch Council
Erie Opera Theatre
Erie Philharmonic
Erie Philharmonic Chorus
Erie Playhouse
Erie Regional Chamber and Growth Partnership
Erie Regional Library Foundation
Erie School District
Erie SCORE Chapter 193
Erie Silent Club
Erie Somali Community Association
Erie Summer Festival of the Arts
Erie Times-News Newspaper in Education
Erie United Methodist Alliance
Erie Women's Fund
Erie Yesterday
Erie Zoological Society

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NPP Member Agencies

expERIENCE Children's Museum
Fairview School Foundation
Family Services of NW PA
Film Society of Northwestern Pennsylvania
Findley Lake Nature Center
Flagship Niagara League
Forgiven Ministries
Foundation for Free Enterprise Education
Foundation for Sustainable Forests
French Creek Valley Conservancy
Friends of the Erie County Library
Friends of the Tom Ridge
Environmental Center
Gannon University
Gannondale
Gaudenzia Erie
GECAC
Girl Scouts Western Pennsylvania
Goodell Gardens and Homestead
Goodwill Industries Serving
Northwest Pennsylvania
Greater Bethlehem Temple Church
Greater Erie Alliance for Equality
Greater Erie Youth Symphony Orchestra
Habitat for Humanity
Hamot Health Foundation
HANDS
Harborcreek Youth Services
Headwaters Park
Healthcare4All PA Northwest Chapter
Healthcare Ventures Alliance
Hermitage House
HERO, Inc.
House of Mercy
Humane Society of Northwest Pennsylvania
Image Trinity
Inspiration Time / WCTL-FM
Inter-Church Ministries of Erie County
Jefferson Educational Society
Jewish Community Council of Erie
John F Kennedy Center
Junior Achievement of Western PA
Junior League of Erie
Juvenile Diabetes Research Foundation
KaleidAScope
Kanzius Cancer Research Foundation
Lake Erie Arboretum at Frontier
Lake Erie Ballet
Lake Erie Fanfare
Lake Shore Railway Historical Society
Lakeshore Community Services
L'Arche Erie
Linked by Pink
Love Inc. of West Erie County
Luther Memorial Church
Maria House Project
Mental Health Association of
Northwest Pennsylvania
Mercy Center for Women
Mercy Hilltop Center
Mercyhurst Civic Institute
Mercyhurst University
Metro Erie Meals on Wheels
MHEDS
Mission Empower
Montessori In the Woods
Multicultural Community Resource Center
My Father's House of Erie
Mystic Mountain Training Center
NAMI of Erie County
National Multiple Sclerosis Society,
Western PA Chapter
Neighborhood Art House
New Blossoms New Life Foundation
North East Community Foundation
Northwest Pennsylvania Area
Health Education Center
Northwestern Pennsylvania Artists Association
Northwestern Pennsylvania Association for
the Education of Young Children
Nurturing Hearts
Odessa's Place
Orphan Angels Cat Sanctuary and
Adoption Center
Parkinson Partners of Northwestern
Pennsylvania
Partnership for Erie's Public Schools
Pennsylvania Building Performance
Professionals Association
Pennsylvania Chapter of Children's
Advocacy Centers

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NPP Member Agencies

Pennsylvania Interfaith Impact Council
of Erie

Pennsylvania State University -
The Behrend College

Umbrella for:
Center for Financial and Consumer Outreach
Math Options
Partnership Erie
Pennsylvania Sea Grant
Susan Hirt Hagen CORE
Young Peoples Chorus of Erie

Perseus House

Pleasant Ridge Manor Friends Forever

Presbyterian Homes

Preservation Erie

Presque Isle Audubon Society

Presque Isle Partnership

Purple Martin Conservation Association

Reading NOW Foundation

The Reason for Our Hope Foundation

Rock House Arts Foundation

Royal Family Kids of Erie

Safe Harbor Behavioral Health

Safe Journey

SafeNet

Saint George Catholic School

Saint George Church

Saint Martin Center

Saint Mary's Home of Erie

Saint Patrick Foundation

Saint Paul's Neighborhood Clinic

Saint Peter Cathedral

Saint Vincent Health Foundation

Sarah A. Reed Retirement Center

Sarah Reed Children's Center

Second Harvest Food Bank

Shriner's Hospital for Children

Sight Center of Northwest PA

Sisters of Mercy

Sisters of St. Joseph

Sisters of St. Joseph Neighborhood Network

SNOOPS Neighborhood Watch

Somali Bantu Community Association
of Pennsylvania

Springhill Senior Living

Stairways Behavioral Health

StARTup Incubator

StringsforaCURE Foundation

Sunshine Group of Erie

Tamarack Wildlife Rehabilitation
and Education Center

Technology Council of Northwest Pennsylvania

The Regional Cancer Center

The Salvation Army

The Upper Room of Erie

Therapeutic Riding Equestrian Center

Therapy Dogs United

Timber Ridge Program

UCP CLASS

Union City Community Foundation

Union City Family Support Center

Union City Public Library

Union City Pride, Inc.

Union City Volunteer Fire Company

United Way of Erie County

United Way of Western Crawford County

Umbrella for:

ARC of Crawford County

Big Brothers & Big Sisters of Crawford County

Boy Scouts of America, French Creek Council

Crawford County CASA

Drug & Alcohol Executive Commission

Center for Family Services

Coalition on Housing Needs

Community Improvement Center

Community Health Services, Inc.

Crawford County READ Program

Keystone Blind Association

Meadville Area Free Clinic

Meadville Family YMCA

Girl Scouts Western Pennsylvania

The Salvation Army

Women's Services

Urban Erie Community Development
Corporation

Visit Erie

Visiting Nurse Association

Voices for Independence

Wellfit, Inc.

Women's Care Center of Erie County

Women's Services, Inc.

WQLN

YMCA of Greater Erie

Young Erie Professionals



Membership Benefits

Join The Nonprofit Partnership and enable your staff and board members to participate in programs and services throughout the year. Your membership not only demonstrates a commitment to the Partnership's capacity-building efforts, but also allows you to join a network of peers dedicated to enhancing the power of the local nonprofit community. Membership in The Nonprofit Partnership helps to financially support the programs and services offered throughout the year and entitles each member organization to:

- » Attend all monthly workshop education and training events free of charge.
- » Attend the Nonprofit Day conference at the member discount rate.
- » Up to five hours of free technical assistance from staff for strategy, management, marketing, and board development.
- » Eligibility for grants and awards for capacity-building, marketing, video stories, signage, governance, and annual reports.
- » Immediate response to information, referral, and resource questions.

Membership dues levels for 2013 are based on annual organizational budget size:

Less than \$250,000	\$150
\$250,000 - \$1,000,000	\$350
Over \$1,000,000	\$675



The Nonprofit Partnership Financials for 2012

Revenue

The Erie Community Foundation	\$ 150,000
Corporate, Individuals, and Events	18,092
Membership Dues	72,058
Project Grants and Earned Income	44,948
Contributed Services	12,750
TOTAL	\$ 297,848

Expenses

Personnel	\$ 160,665
Contract Services	57,671
Facilities and Equipment	7,065
Operations	16,711
Travel and Meetings	32,104
Contributed Services	12,750
Other Expenses	10,187
TOTAL	\$ 297,153
Surplus/(Deficit)	\$ 695

Dashboard - 2012 by the Numbers

60 Nonprofit Partnership Education Events	145 Member organizations that have Facebook pages.	262 Member organizations as of 12/31/2012
2,311 Nonprofit leaders attending NPP education events during the year.	85 Members with NPP's high quality website rating for content, quality, and navigability.	62 Percentage of members over \$1,000,000 in size that grew in FY 2011.
111 Member organizations receiving capacity-building grants and consultation through NPP	57 Percentage of members whose financial condition improved in the past year.	50 Percentage of members under \$1,000,000 in size that grew in FY 2011.

Board of Directors

Karina Vernaza, President
Paul Taylor, Vice President
Char Mashyna, Treasurer
Gwendolyn White, Secretary

Michael Batchelor
Kathy Dahlkemper
Diane Edwards
Julie Kresge
Melana Mears
Thomas Pysz
James Steber
Thomas Tupitza
Joel Tuzynski
Perry Wood

Staff

Robert Wooler,
Director
Amanda Flick,
Marketing and
Communication Specialist
Michael Brand,
Project Specialist
Amy Eisenberg,
Administrative Assistant

Our Mission

To enhance the management and governance of regional nonprofit organizations through capacity-building programs and services.



8425 Peach St. • Erie, PA 16509
(814) 454-8800 • www.TheNonprofitPartnership.org