

LOOKING BACK  

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LOOKING AHEAD



The   
Nonprofit Partnership

2014 ANNUAL

## WHAT WE BELIEVE

The Nonprofit Partnership is in the performance improvement business. Of the many ways we might go about working with nonprofit leaders in our region to enhance effectiveness, which are the most successful? This is what we believe:

- » A robust menu of education and training that engages our membership through face-to-face contact that builds relationships and stimulates the desire to change is the foundation of our work. With that in mind, we offer a variety of skill development workshops in a variety of formats based on the interests and needs of our member organizations.
- » While these learning opportunities boost engagement and stimulate the desire to enhance an organization's capacity, the opportunity to grow and change often comes about through focused one-to-one work between organizational leadership and staff of or consultants facilitated by The Nonprofit Partnership. Up to six hours of consultation, plus the resources available by application through our grants program, presents the opportunity to translate knowledge into practice that advances mission.
- » In an age where nearly two-thirds of all nonprofit revenue is linked to consumer choice and donors and grant makers routinely review an organization's online profile prior to investing, an organization's online presence is just as important as its physical presence. The center of your online universe is still your organization's website, so we offer information, technical assistance, and grant funding to enhance and improve websites and online communications.
- » Leadership is essential. The pressures on nonprofits today, with increased demand for services and diminishing resources for support, require talented and energetic leaders. We believe that an effective leadership development program is supported by three pillars: the capacity to articulate your cause in a compelling way, the capacity to network effectively and build teams dedicated to the cause, and the vision to navigate effectively in a complex management environment.

The programs and services we offer are a reflection of this worldview. We look forward to continuing to engage you and challenge you in the year ahead as we harness all of these strategies to advance the nonprofit community in our region.





## WHAT WE OFFER

### EDUCATION AND TRAINING

A cornerstone of The Nonprofit Partnership's annual offerings to members, our menu of free education and training sessions is being delivered in an increasing variety of formats by experts in management, governance, fundraising, and marketing. Morning workshops on high-interest, in-demand topics still lead the way, but they are

complemented by labs and discussion groups where the material is reviewed prior to the session, full-day product labs where participants produce a marketing plan, mini-grant, logic model, or event plan in a single session with coaching, and online content packages in print and video.

Each fall, The Nonprofit Partnership presents its Northwest Pennsylvania Nonprofit Day conference, a full day of learning and networking that is attended by over 400 nonprofit leaders from throughout the region. Plenary sessions featuring national nonprofit figures, three rounds of engaging workshops, a vendor fair, and networking opportunities throughout the day, have traditionally made this a highlight of the year for member organizations.

### LEADERSHIP DEVELOPMENT

To foster the development of strong nonprofit leaders, The Nonprofit Partnership facilitates leadership circles that meet monthly throughout the year. Groups of up to 8 executive directors meet monthly to discuss challenges, trade insights, build skills, and reduce their isolation. Individual coaching and the development of a strong peer network enhance the value for CEOs who want to build leadership capacity by strengthening their abilities to articulate, to network, and to navigate artfully in our challenging management landscape.

New in 2014, we are extending leadership development opportunities to development directors through a new peer circle. To strengthen organizational leadership by increasing the synergy between board chairs and CEOs, The Nonprofit Partnership is also offering the experience retreat for leadership with regional and national leaders in governance to offer the inspiration, the guidance, and the focused time needed for these leadership pairs to forge dynamic relationships and plans.



**THE  
LEADER  
CIRCLE**

A Nonprofit Partnership Initiative



**THE  
EXPERIENCE  
RETREAT**

A Nonprofit Partnership Initiative



## GET CONNECTED VOLUNTEER CENTER

**Get Connected Erie** is Erie County's online volunteer center, a web portal that serves as a place where organizational skill needs can be met with the skills, time, and passion of our region's many volunteers. Launched in 2011 through a partnership with United Way of Erie County, this online volunteer center is managed by The Nonprofit Partnership and serves as a resource for boosting volunteerism throughout the county.

The Get Connected website resources are amplified by volunteer recruitment campaigns that we conduct throughout the year to generate more support of all types from all types of people that can help our members achieve their missions. Technical assistance for member nonprofits in adopting best practices in volunteer recruitment, management, and retention is another resource to help Erie County maximize the potential of volunteerism that exists in our region.

## ORGANIZATIONAL STRATEGY

A critical element in finding ways to stay relevant and vital, The Nonprofit Partnership offers a variety of resources that clarify, refocus, and sharpen organizational strategies. Free consultation that comes with organizational membership is used by many members to conduct board retreats, strategic planning sessions, or business plan tune-ups that help organizations align mission with money.

For extended work with industry-specific experts that can help members develop detailed multi-year strategies and action plans or assist them with the development of partnerships and plans for future organizational leadership, or simply plan and execute needed advocacy strategies, capacity-building grants are offered twice annually through which members can contract with chosen consultants or can team consultants into a comprehensive package of turnaround support for an organization.

## COMMUNICATIONS AND MARKETING SUPPORT

When marketing efforts are fragmented and inconsistent among different communication channels, the **Communications Makeover** package of services helps to unify the brand and message and provide the nonprofit with a cohesive strategy that includes both online and offline marketing vehicles. Over the years, members have used the Makeover package to re-examine





their organizational brand, develop a compelling message strategy, and enhance or launch new websites that accurately portray the services and identity of the organization.

Support is also offered for additional tools that help members with their identity and marketing work. Video story campaigns can be the centerpiece of a development strategy and can add a tool that channels emotion to power fund development or the recruitment of volunteers. An organization can also add to its appeal through upgrading its signage and the way in which its entryway and reception areas model the organization's brand and tell its story. Matching support for these marketing tools is available on an ongoing basis from The Nonprofit Partnership.

#### **OTHER ACTIVITIES OF THE NONPROFIT PARTNERSHIP**

- » Offers training for board service for diverse leaders from Erie's neighborhoods through Project Blueprint.
- » Hosts the Erie-based support and training activities for the Lake Effect Leaders, the northwest Pennsylvania VISTA program.
- » Serves as staff to the Erie Community Fund Drives Committee, offering technical assistance in the design of capital campaigns.

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## **HOW IT MAKES A DIFFERENCE / OUR RESULTS IN 2013**

At The Nonprofit Partnership, we believe that when consistently pursued, the capacity-building strategies we offer translate into better organizational performance that shows up in:

#### **A HEALTHIER FINANCIAL BOTTOM LINE**

It's no secret that it's hard to have a healthy bottom line these days. Cuts in government funding, the lingering recession, and competition for the donor dollar have all conspired to help drive operating deficits for nonprofits in recent years. Last year, in fact, more nonprofits in our region lost money than made money. The healthcare sector, after a string of robust years, struggled last year. Government cuts took another bite.

But in opposition to the national trend where larger nonprofits are doing better than smaller ones, Erie County's small nonprofits with budgets under \$1 million annually are outperforming their larger counterparts. Half of the small nonprofits had surpluses last year whereas only 40 percent of large nonprofits did. We believe that good management and governance results in better financial management, more effective fundraising, and a greater capacity to leverage volunteers. Two of every three members of The Nonprofit Partnership are small nonprofits, doing their best in challenging times and holding their own, comparatively, in the economy.

### **A MORE ROBUST ONLINE PRESENCE**

With our websites as the center of our online universe, clients, donors, and stakeholders of all kinds are looking at them for evidence of our health and vitality. As one measure of organizational health, The Nonprofit Partnership assesses the quality of its members'

websites annually on an original 13-point quality rubric. Through the Communications Makeover program, consultation and technical assistance, education, and information sharing about best practices, resources to constantly improve websites are always within reach.



During the past year, NPP member organizations raised their average scores for website content, quality, and navigability by eight percent over the previous year.

### **SPECIFIC COMPETENCIES AND CAPACITIES GAINED**

By using a set of original organizational assessment scales, members who engage in specific activities to improve governance, fund development, marketing, or evaluation can demonstrate specific improvements over the course of the year, and leadership circle participants rate themselves with respect to attainment of personal goals. Last year, 85 percent of organizations who received capacity-building support in multiple areas from NPP demonstrated added competencies, while leadership program participants reported that they achieved over 90 percent of their personal goals.

# NPP MEMBER AGENCIES (AS OF DECEMBER 31, 2013)

4 Nine Place Thrift Store  
The Achievement Center  
Albion Area Fair  
Albion Area Public Library  
Alzheimer's Association  
American Heart Association  
Americans for the Competitive  
Enterprise System  
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  
Bethesda Foundation for Children  
Bhutanese Community Association of Erie  
Bike Erie  
Blended Spirits Ranch  
Blessed Sacrament  
Books for Kids, Erie Chapter  
Boosters of Camp Cadet  
Box of Light  
Boys & Girls Club of Erie  
Brevellier Village  
Bridge Builders Community Foundations  
Camp Judson  
Cathedral of St. Paul  
Catholic Charities Counseling and  
Adoption Services  
The Catholic Foundation  
Center for Family Services  
CHAMPS/Gears After School Programs –  
Erie School District  
Chautauqua Lake Rowing Association  
Chautauqua Watershed Conservancy  
Children's Advocacy Center  
Church of the Cross Presbyterian  
Collegiate Academy Crew  
Common Ground Youth Center  
Community Access Television  
Community Capital  
Development Corporation  
Community Country Day School  
Community Health Net  
Community Nursing Services of North East  
Community of Caring  
Community Outreach Group  
Community Resources for  
Independence, Inc.  
Community Shelter Services  
Compass Reading Center  
Corry Higher Education Council  
Crawford Central Community Foundation  
Crawford Health Improvement Coalition  
Crawford Heritage Community Foundation  
Crime Victim Center  
Cystic Fibrosis Association of Erie County  
Dafmark Dance Theatre  
Down Syndrome Group of Erie County  
Downtown North East  
Early Connections, Inc.  
Edinboro University of Pennsylvania  
eMarketing Learning Center  
Emergycare  
Environment Erie  
Erie 9-11 Memorial  
Erie Area Council of Governments  
Erie Art Museum  
Erie Cemetery Association  
Erie City Mission  
Erie Community Foundation  
Erie County Bar Foundation  
Erie County CASA  
Erie County Diabetes Association  
Erie County Gaming Revenue Authority  
Erie Dance Conservatory  
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 SCORE Chapter 193  
Erie Silent Club  
Erie Somali Community Association  
Erie Sports and Recreation Complex  
Erie Times-News Newspaper in Education  
Erie United Methodist Alliance  
Erie Women's Fund  
Erie Yacht Club Foundation  
Erie Yesterday  
Erie Zoological Society  
expERIENCE Children's Museum  
Fairview School Foundation  
Family Services of NW PA  
Film Society of Northwestern Pennsylvania

CONTINUED...

## NPP MEMBER AGENCIES

Findley Lake Nature Center  
Flagship Niagara League  
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  
Gaudenzia Erie  
GECAC  
Girl Scouts Western Pennsylvania  
Goodell Gardens and Homestead  
Goodwill Industries Serving  
Northwest Pennsylvania  
Grady's Decision  
Greater Bethlehem Temple Church  
Habitat for Humanity  
Hamot Health Foundation  
HANDS  
Harborcreek Youth Services  
Headwaters Park  
Healthcare Ventures Alliance  
Hermitage House  
HERO, Inc.  
Holy Family School  
House of Mercy  
Humane Society of Northwest Pennsylvania  
Inspiration Time / WCTL-FM  
Inter-Church Ministries of Erie County  
Iroquois School Foundation  
Jamestown Audubon Center & Sanctuary  
Jefferson Educational Society  
Jewish Community Council of Erie  
John F. Kennedy Center  
Junior Achievement of Western Pennsylvania  
Junior League of Erie  
Juvenile Diabetes Research Foundation  
KaleidAScope  
Kanzius Cancer Research Foundation  
Kiwans Club of Erie Foundation  
Lake Effect Leaders - NW PA  
AmeriCorps\* VISTA  
Lake Erie Arboretum at Frontier  
Lake Erie Ballet  
Lake Erie College of Osteopathic Medicine  
Lake Erie Fanfare  
Lake Shore Railway Historical Society  
Lakeshore Community Services  
L'Arche Erie  
Lifeworks Erie / Erie Center on  
Health and Aging  
Linked by Pink  
Lions Club of Erie Save an Eye Fund  
Love Inc. of West Erie County  
Luther Memorial Church  
Make-A-Wish Foundation  
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  
Millcreek Schools Foundation  
Mission Empower  
Mothers Against Teen Violence  
Multicultural Community Resource Center  
Mystic Mountain Training Center  
NAMI of Erie County  
National Multiple Sclerosis Society,  
Western Pennsylvania Chapter  
Neighborhood Art House  
New Blossoms New Life Foundation  
North East Community Foundation  
Northstar Equine Foundation  
Northwest Pennsylvania Area Health  
Education Center  
Northwest Pennsylvania Artists Association  
Northwestern Pennsylvania Association for  
the Education of Young Children  
Northwestern Pennsylvania Railroad and  
Tooling Heritage Center  
Nurturing Hearts  
Odessa's Place  
Orphan Angels Cat Sanctuary and  
Adoption Center  
Osher Lifelong Learning Institute at Penn  
State  
Our Lady of Peace Church  
Our Lady's Christian School  
Parkinson Partners of Northwestern  
Pennsylvania  
Partnership for Erie's Public Schools  
Penn State Cooperative Extension  
Pennsylvania Chapter of Children's  
Advocacy Centers  
Pennsylvania State Snowmobile Association  
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



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## NPP MEMBER AGENCIES

Performing Artists Collective Alliance  
Perseus House  
Phoenix Idea Lab  
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  
Regional Science Consortium at Presque Isle  
Royal Family Kids of Erie  
Safe Journey  
SafeNet  
Saint George Catholic School  
Saint George Church  
Saint Luke School  
Saint Martin Center  
Saint Mary's Home of Erie  
Saint Patrick Foundation  
Saint Paul's Neighborhood Clinic  
Saint Peter Cathedral  
Saint Stephen's Episcopal Church  
Saint Vincent Health Foundation  
Sarah A. Reed Retirement Center  
Sarah Reed Children's Center  
Second Harvest Food Bank  
Shriner's Hospitals for Children  
Sight Center of Northwest PA  
Sisters of Mercy  
Sisters of St. Joseph Neighborhood Network  
SNOOPS Neighborhood Watch  
Stairways Behavioral Health  
StARTup Incubator  
StringsforaCURE Foundation  
Student Parenting Program – Erie School District  
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  
The Women's Roundtable  
Therapeutic Riding Equestrian Center  
Therapy Dogs United  
Union City Community Foundation  
Union City Family Support Center  
Union City Public Library  
Union City Pride, Inc.

Union City Senior Center Co-op  
Union City Volunteer Fire Company  
Unitarian Universalist Congregation of Erie  
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.  
WLD Ranch  
Women's Care Center of Erie County  
Women's Services, Inc.  
WQLN  
YMCA of Greater Erie  
Young Artists Debut Orchestra  
Young Erie Professionals  
Youth Leadership Institute of Erie



## OUR COMMITMENT TO YOU



These are incredible times. Our world is transforming and we understand the need to transform our organizations and ourselves. Still, change is unsettling and hard to manage. Fear can permeate many of our efforts.

There is a sense of urgency to our work these days — a nagging feeling that we may not have as much time to find solutions as we would like. As we face these times together, NPP makes this commitment to you.

### WE WILL...

- » foster an innovative, entrepreneurial culture, with you being the driver of creative change.
- » be encouraging.
- » be future oriented.
- » help you uncover hidden talents.
- » focus on solutions rather than problems.
- » examine the experience of similar communities for solutions
- » be blunt, straightforward and candid.
- » develop the excellence of your organization and your personal excellence as well.
- » focus upon what's truly important, providing the maximum amount of service for the minimum amount of resources.

### MEMBERSHIP DUES LEVELS FOR 2014 ARE BASED ON ANNUAL BUDGET SIZE:

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



# THE NONPROFIT PARTNERSHIP FINANCIALS FOR 2013

## REVENUE

The Erie Community Foundation	\$ 202,451
Corporate, Individuals, and Events	12,466
Membership Dues	74,084
Project Grants and Earned Income	51,008
Contributed Services	7,650
<b>TOTAL</b>	<b>\$ 347,659</b>

## EXPENSES

Grants to Member Organizations	\$ 48,969
Personnel	156,519
Contract Services	60,618
Facilities and Equipment	6,613
Operations	21,096
Travel and Meetings	36,027
Contributed Services	7,650
Other Expenses	7,501
<b>TOTAL</b>	<b>\$ 344,993</b>
Surplus/(Deficit)	\$ 2,666

## DASHBOARD – 2013 BY THE NUMBERS

**54**

Nonprofit Partnership  
Education Events

**103**

Number of organizations as  
seeking volunteers with profiles  
on Get Connected

**2,419**

Nonprofit leaders attending  
NPP education events during  
the year

**46**

Percentage of members whose  
financial condition improved  
in the past year

**87**

Member organizations  
receiving capacity-building  
grants and consultation

**280**

Member organizations as  
of December 31, 2013

## BOARD OF DIRECTORS

Karina Vernaza, President  
Paul Taylor, Vice President  
Char Mashyna, Treasurer  
Tom Tupitza, Secretary

Michael Batchelor  
Robert Dwyer  
Diane Edwards  
George Espy  
Julie Kresge  
Tom Pysz  
Jim Steber  
Joel Tuzynski  
Perry Wood

## STAFF

Robert Wooler, Director  
Michael Brand, Director  
of Education and  
Leadership Development  
Melissa Fenn, Get Connected  
Volunteer Coordinator  
Amy Eisenberg,  
Administrative Assistant

## OUR MISSION

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

  
The  
Nonprofit Partnership

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