



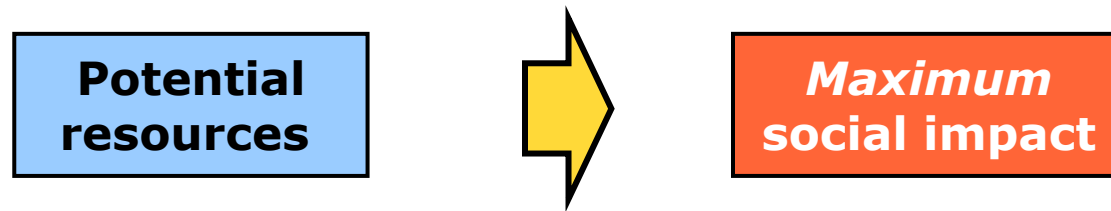
Building Strong Partnerships with Nonprofit Organizations

2008 National Interagency Community
Reinvestment Conference

April 2, 2008

Nonprofit strategic challenge

Challenge : **Transformation**



Bad news:

- ***"Can't do everything"*** – resources are limited while social needs seem endless

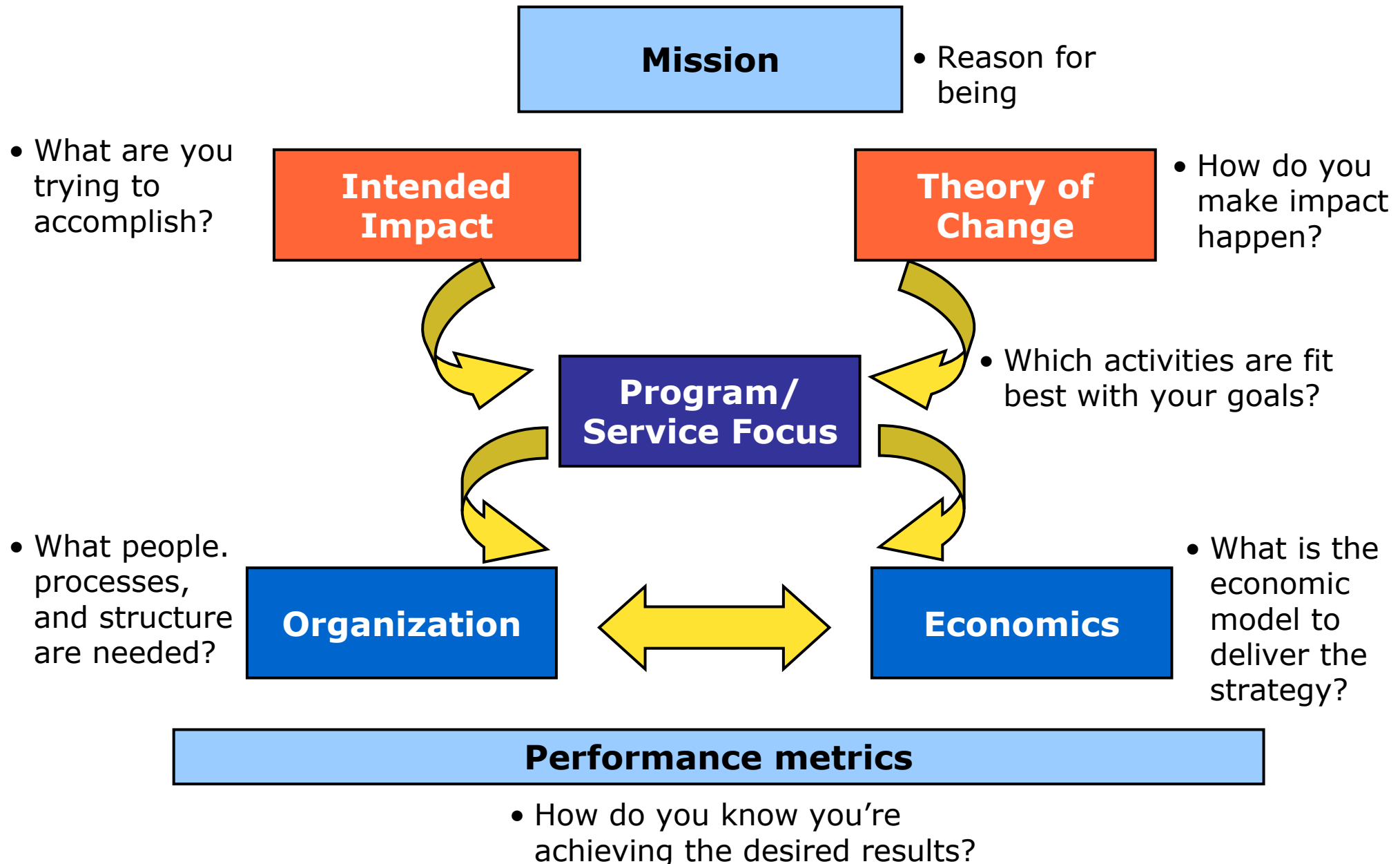
Good news:

- ***"Everything isn't equally worth doing"*** – possible courses of action yield different levels of impact

Imperative:

- Achieve tightest fit between actions and impact objectives, given key factors:
 - What the organization cares about
 - Magnitude and nature of need
 - Relative strengths and capabilities
 - Resource requirements, availability

An aligned nonprofit strategy



Small Town Leaders Org (STLO)* sought to expand impact but platform was weak

Intended impact & theory of change

- Lacked a sense of the intended impact of the program and for growth
- A range of programs, but unclear how they fit together and what was "on-strategy"

Program focus

- No measures in place to ensure quality program delivery; turned out programs weren't delivered consistently

Economics

- Reliant on a range of small grants from governments and foundations; no strategic focus on aligning funding sources with organizational needs

Organization

- Organization had few internal systems
- Everything ran through the Executive Director's office
- Key people were in jobs that were beyond their qualifications

STLO needed clarity on what they would be accountable for

Intended Impact

WHO

- STLO will serve X,000 middle school youth in states X, Y, and Z annually...

WHEN

- ...By 2012...

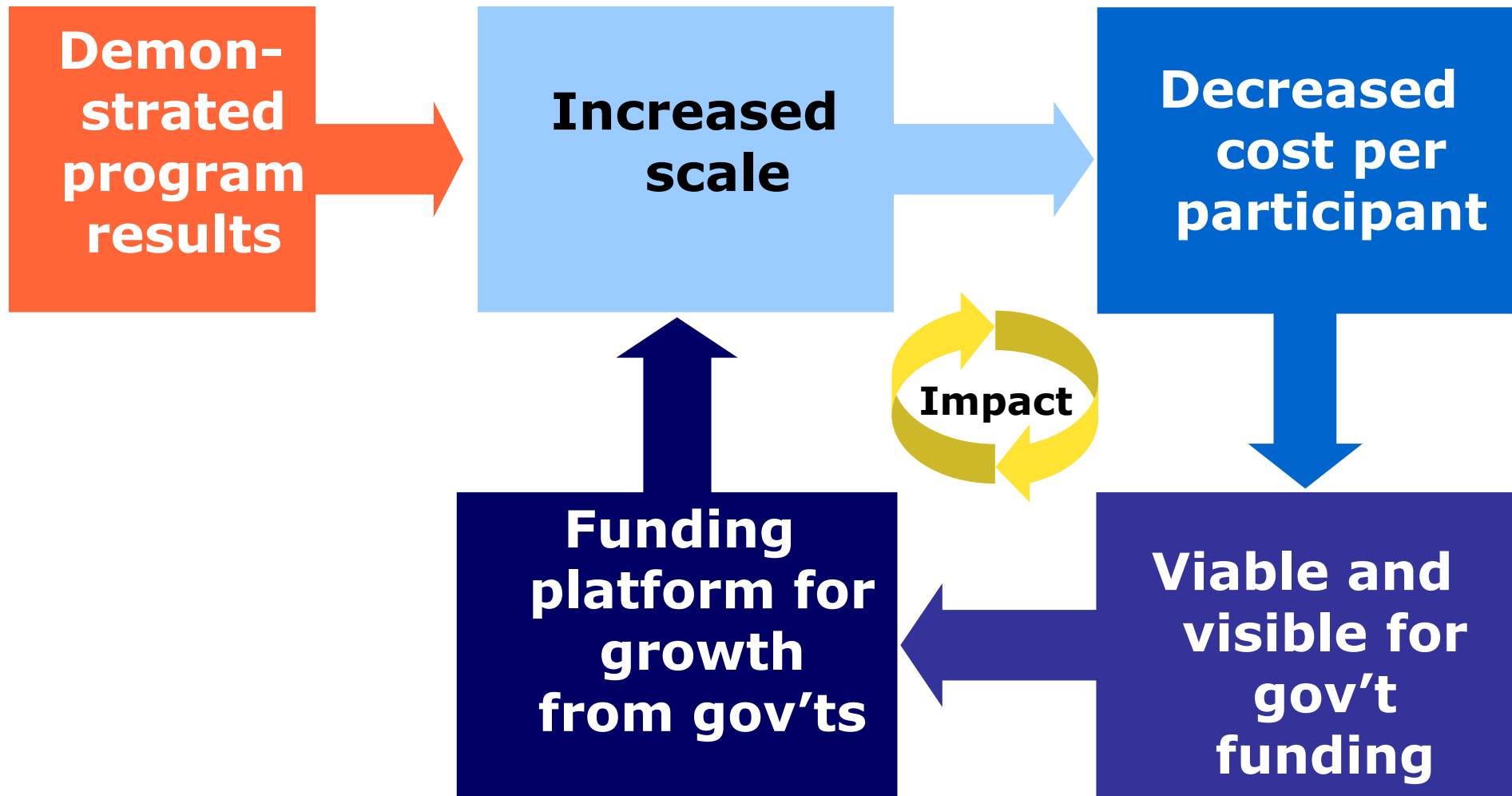
HOW

- ...With each youth participating in a minimum set of activities ...

WHAT BENEFITS

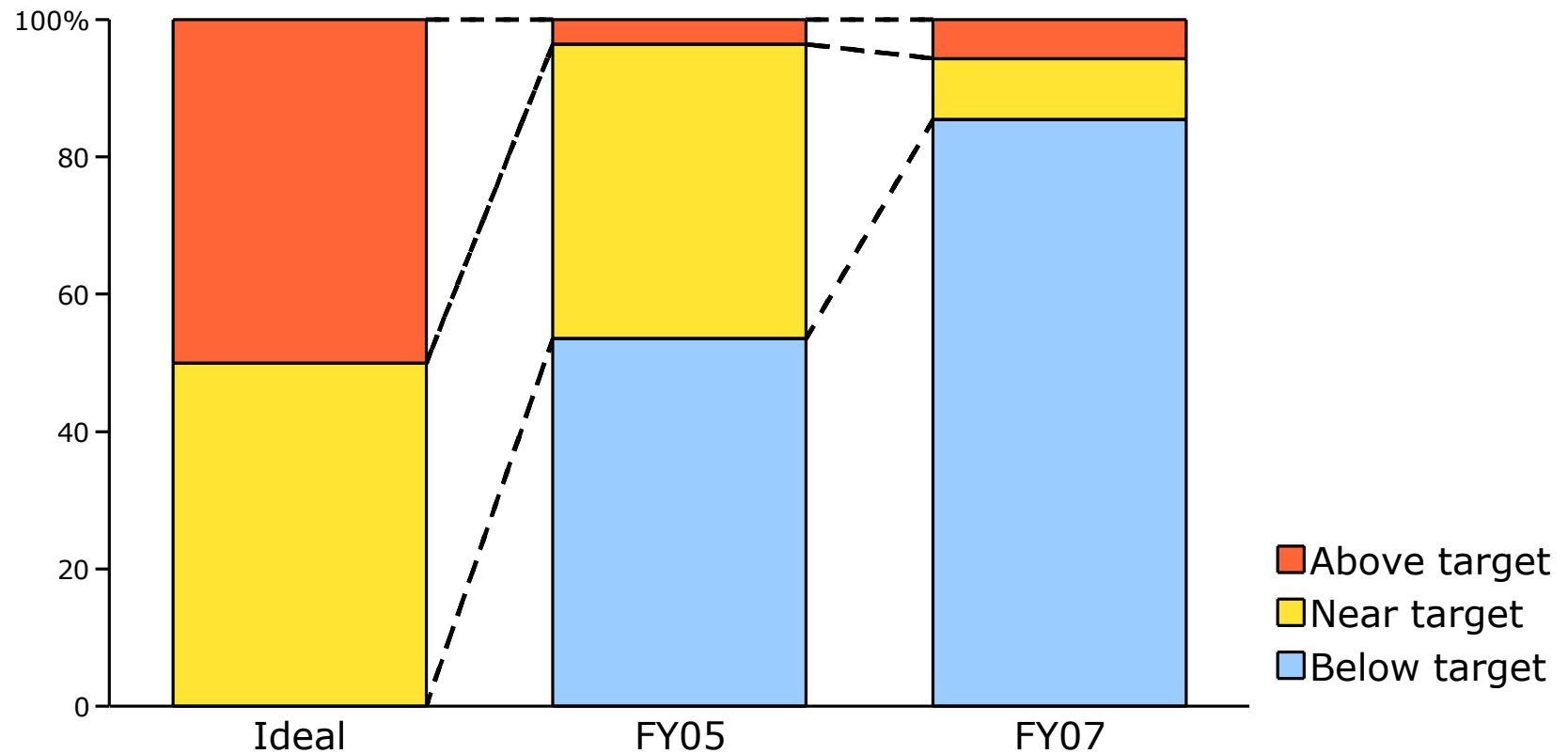
- Resulting ultimately in their:
 - Rising above the obstacles
 - Becoming self-reliant, contributing young adults

Theory of change: Simple, yet clear approach to growth



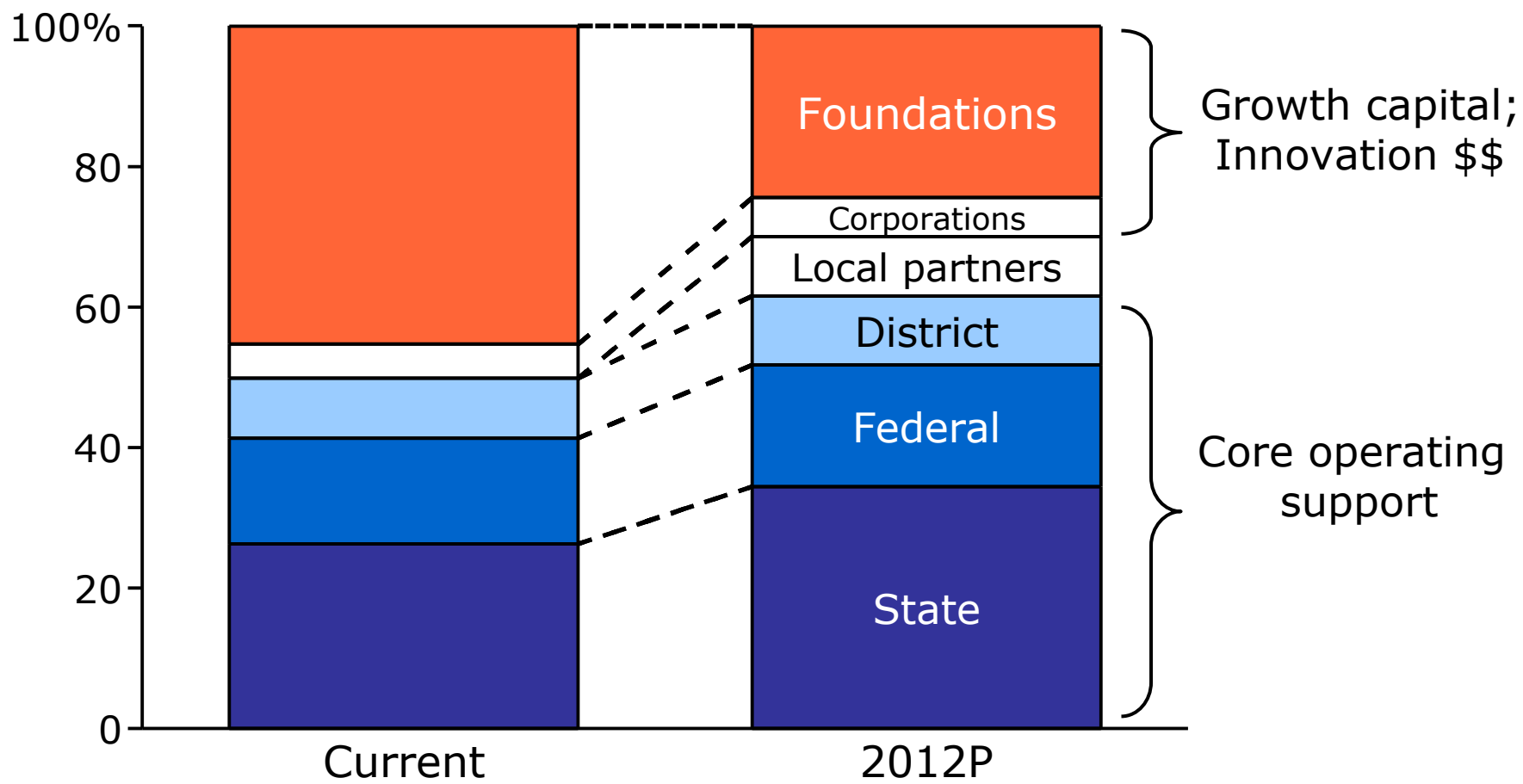
Data analysis provided insights into program

Participants by hours in program



Funding: Increased focus on public funds as platform for small town/rural growth

Revenue breakout by funding source



Organization was/is biggest constraint for this small town/rural nonprofit

- Growth and geographic realities made current “ED-driven” approach unsustainable
- Priority need to build a leadership team and create systems to manage the organization
- Also, needed to upgrade skills in key positions
- Reality of small talent pool in small town locale was a constraint – few strong candidates for key finance and program positions