



Annual Report 2009

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

A Message From the Director

"It's all in the follow-through." How often did I hear this growing up? Whether applied to the golf tee, the tennis court, or the batter's box, follow-through was essential to execution. And so it is with improving nonprofit management and governance. When practical skills for improving practice are delivered in an educational workshop, a technical assistance session, or through the resources in a capacity-building grant, follow-through for implementation is required on the part of a nonprofit leader.



Throughout 2009, The Nonprofit Partnership immersed itself in the literature of organizational change and leadership development to identify and build into its work the practices that will increase the likelihood that organizations will internalize and implement the management, marketing, fundraising, and governance innovations that will lead to improved operations and better results. What did we find? Specifying learning goals, allowing time in training sessions to plan for implementation and talk about it with colleagues, identifying concrete next steps, and conducting follow-up with leaders as reminders and as a nagging conscience—all of these have their place in following through.

So does a pathway with many steps. Erie is now blessed with an extremely wide range of capacity-building resources for nonprofits. Anchored by The Nonprofit Partnership, the environment also features large Federal and private investments in training and technical assistance to improve nonprofit capacity. The results described here show that we are making progress. To consolidate those gains and move the region forward, it's all in the follow-through. Oh—and one other thing—keeping your eye on the ball.



Bob Wooler,
Director, The Nonprofit Partnership

Capacity-building Grants

At The Nonprofit Partnership, we view capacity-building as a process through which organizations identify barriers that prevent them from fully delivering on their missions, then take steps to build knowledge, solve problems and improve systems that resolve these issues within the framework of their core values. Grants that empower organizations to work with experts to build capacity are a key element in this process. In 2009, we awarded nearly \$40,000 in capacity-building grants to the following organizations: ArtsErie, Erie County Historical Society, Erie DAWN, Erie Day School, Hermitage House Youth Services, Purple Martin Conservation Association, and the United Way of Erie County. Signage grants to improve visibility and image were given to the Crime Victim Center and the Multicultural Community Resource Center.

E-Marketing service grants that assist member organizations with the development of tools and skills that help them prosper in the online channel were given to Celebration Donation, the Erie Dance Consortium, the Erie Neighborhood Watch Council, Erie Playhouse, the Infinity Performing Arts Program, and Therapy Dogs United.

Spotlight on Awards

As a tool for communication, marketing, and accountability, The Nonprofit Partnership believes strongly in the power and promise inherent in an organizational annual report. To stimulate the production of creative, high-quality annual reports among member organizations, we began an annual report contest in 2009 through which we awarded \$2,500 prizes to the best annual reports from large and small organizations. The winning large organization was the **Northwest PA Area Health Education Center**, and the winning small organization was **Mission Empower**.

The winner of the 2009 Charles H. Bracken Award for Excellence in Nonprofit Governance, awarded annually for Board of Directors best practices, was **Erie DAWN**.



The Nonprofit Partnership's Indicators of Progress 2008

Progress toward goal achievement during the past year has been as follows:

1. Expanding and diversifying the number and type of education and training opportunities for the nonprofit community.

In 2009, we increased the number and type of nonprofit training opportunities offered through training partnerships with the e-Marketing Learning Center at the Center for e-Business and Advanced Information Technology; J.L. Nick Associates; Point, Click, Learn; the Erie Capacity-Building Collaborative at GECAC, and others. Throughout the year, 80 sessions were offered, reaching 2,048 staff and board members from member organizations.

2. Focusing new resources on marketing, management, leadership development, and facilitating nonprofit collaboration.

In 2009, The Nonprofit Partnership dramatically expanded its capacity to offer technical assistance to member organizations with the addition of an associate director and an e-marketing specialist to its staff. Together the staff was able to offer focused, extended technical assistance to 65 member organizations with 1,950 hours of support.

3. Bringing new financial resources to Erie nonprofits.

A relentless focus on positioning for funding, coalition-building, and grantwriting by The Nonprofit Partnership led to the submission of 16 new grants to regional and national funders, leading to the infusion of major new financial resources for Erie organizations. The Nonprofit Partnership and the Erie Community Foundation led the way in securing a \$1.25 million capacity-building grant for Erie County nonprofits that will boost skills and infrastructure for local agencies throughout 2010 and 2011.

Building Capacity—One Step at a Time

In 2009, The Nonprofit Partnership began to notice results within member organizations that consciously followed a disciplined, strategic program involving education and training, technical assistance, and capacity-building grants, leveraging one element after another to build success on multiple levels. Among the breakthroughs are:

Erie DAWN: With a new executive director and newly found board vitality, this organization, which provides transitional housing and support services to women and their children, attended trainings throughout the year, was diligent in following through with implementing learned best practices, and utilized two capacity-building grant opportunities during the year to piece together strategy, marketing savvy, and new infrastructure to strengthen services and improve organizational visibility. The leadership and vision of the Board of Directors was rewarded with the 2009 Bracken Award, and the year was crowned with the physical transition of the organization to a spacious new campus on West 8th Street in Erie.

Mission Empower: The inspiring story of a group of service consumers and advocates with disabilities played out during 2009 with the launch and growth of this organization whose mission is to advocate for the inclusion of those with disabilities in mainstream education and service environments. Members of the board were highly motivated in attending trainings throughout the year, were active in writing grants and seeking funds, and were catalysts for the development of a coalition of service providers who came together during 2009 to plan and secure funds for a feasibility inquiry into the development of a multi-agency community center. In chronicling its journey and vision in a compelling video, a new website, and an engaging annual report, Mission Empower used available tools to tell its powerful story and win acclaim as an emerging Erie catalyst for change.

Infinity Performing Arts Program: This Jamestown, NY, youth arts organization is witness to the presence of The Nonprofit Partnership in the wider region. Leveraging a package of technical assistance in Board development and strategy with an e-marketing services grant, Infinity was able to emerge from a crisis of leadership, hire a new executive director, bring new voice and vision to the board, and couple new e-marketing tools with a new brand identity to successfully re-launch themselves in the Chautauqua County marketplace of services.

Bayfront Center for Maritime Studies: Having carefully assembled some of the key building blocks of organizational identity—a first-class annual report, an appealing website, and a showplace facility on Erie's bayfront, BCMS put it all together in 2009 and emerged from the shadows with a high quality hands-on maritime education program for Erie's most at-risk students, a wealth of innovative boatbuilding and maritime experience programs for youth and adults, a re-invigorated board, and a new zeal for pursuing and securing funding to grow unique maritime programming.

Spotlight on Nonprofit Day

The 9th Annual Northwest PA Nonprofit Day was held on October 21, 2009 at the Bayfront Convention Center in Erie. Coupled with the pre-conference e-marketing session on October 20, the event attracted a record crowd of 470 participants from throughout the region to enjoy an inspiring keynote by Peter Brinckerhoff and 20 workshops in topics on management, governance, marketing, and fundraising.



The Nonprofit Partnership Board of Directors

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Capacity-building: "The process of strengthening an organization in order to improve its performance and impact."

(Amherst H. Wilder Foundation)

By the Numbers

A 2009 Nonprofit Partnership survey of the financial health of Erie County nonprofits revealed the following:

- **The bottom line is improving.** While 44% of Erie County nonprofits posted annual operating deficits in 2004, only 20% posted deficits in 2007, the latest year for which data were available.
- **But margins are still slim.** The average surplus of revenue over expense declined from 1.18% in 2004 to 1.11% in 2007.
- **Health organizations showed the greatest gains,** while human service organizations showed the greatest negative changes.
- **Erie nonprofits are still efficient.** Overall, 19% of all expenses were administrative in 2007, compared with 16% in 2004.

Financials:

Revenue

Erie Community Foundation	\$240,000
Corporate, Individual, & Event Support	20,980
Project Grants & Earned Income	72,034
Membership Dues	61,901
Contributed Services & Facilities	25,668
Other Revenue	6,960
Total	\$427,543

Expenses

Awards & Grants	\$ 37,783
Personnel	193,676
Contract Services	106,849
Facilities & Equipment	12,680
Operations	22,485
Travel & Meetings	34,350
Contributed Services	15,300
Other Expenses	9,282
Total	\$432,405

Balance Sheet (December 31, 2009)

ASSETS	
Cash	\$6,340
Grants Receivable	550
Prepaid Expenses	4,031
Equipment (Net)	\$4,871
Total Assets	\$15,792
LIABILITIES & FUND BALANCE	
Liabilities	
Accrued Expenses	\$4,168
Deferred Revenue	32,242
Total Liabilities	\$36,410
Fund Balance	(\$20,618)
Total Liabilities & Fund Balance	\$15,792

NPP Member Agencies

814Service.org
 The Achievement Center
 Always On Our Own, Inc.
 Alzheimer's Association
 Americorps-VISTA at Allegheny College
 Arc of Erie County
 ArtsErie
 Asbury Woods Partnership
 Barber National Institute
 Bayfront Center for Maritime Studies
 Bayfront East Side Task Force
 Bayfront NATO / Martin Luther King Center
 Because You Care, Inc.
 Bethel Christian School
 Bethesda Foundation for Children
 Blended Spirits Ranch
 Booker T. Washington Center
 Brevellier Village
 Cathedral of St. Paul
 The Catholic Foundation
 Celebration Donation
 Chautauqua Watershed Conservancy
 Children's Advocacy Center
 Citizens Against Racism in Erie
 Community Access Television
 Community Health Net
 Community Nursing Services of North East
 Community of Caring
 Community Resources for Independence, Inc.
 Community Shelter Services
 CORE, Penn State Erie
 Corry Arts Council
 Corry Community Foundation
 Corry Concerned for Youth, Inc.
 Corry Higher Education Council
 Corry Memorial Hospital
 Corry YMCA
 Crawford Children's Advisory Council
 Crawford Heritage Foundation
 Crawford County Special Olympics
 Crime Victim Center
 CSA Gluten-Free Erie, PA
 Dafmark Dance Theatre
 Early Connections, Inc.
 eBizITPA
 Edinboro University Foundation
 Edinboro University of PA
 Emergycare
 Erie Area Safe Kids Coalition
 Erie Art Museum
 Erie Arts Opportunity Local Education Fund
 Erie Cemetery Association
 Erie Center for Design and Preservation
 Erie Center on Health and Aging
 Erie City Mission
 Erie Civic Music Association
 Erie Community Foundation
 Erie County Bar Association
 Erie County Care Management
 Erie County CASA
 Erie County Diabetes Association
 Erie County Historical Society and Museums
 Erie County Public Library Foundation
 Erie Dance Consortium
 Erie DAWN
 Erie Day School
 Erie Homes for Children and Adults

Erie Junior Philharmonic
 Erie Kids
 Erie Neighborhood Watch Council
 Erie Philharmonic
 Erie Playhouse
 Erie Regional Chamber and
 Growth Partnership
 Erie School District
 Erie SCORE Chapter 193
 Erie Society for Genealogical Research
 Erie Times-News in Education
 Erie United Methodist Alliance
 Erie Yesterday
 Erie Zoological Society
 Erie's Promise
 expERIENCE Children's Museum
 Family Services of NW PA
 Flagship Niagara League
 Foundation for Free Enterprise Education
 Foundation for Sustainable Forests
 French Creek Valley Conservancy
 Fresh From the Vines
 Gannon University
 Gannondale
 Gaudenzia Erie
 GECAC
 Girl Scouts Western Pennsylvania
 Goodell Gardens and Homestead
 Greater Erie Youth Symphony Orchestra
 Greystone Nature Preserve
 Habitat for Humanity
 HANDS
 Hamot Health Foundation
 Harborcreek Youth Services
 Healthcare Ventures Alliance
 Hermitage House
 Highmark Blue Cross Blue Shield
 Highmark Caring Place
 Hooked on Books!
 House of Healing
 Humane Society of
 Northwest Pennsylvania
 Image Trinity
 Infinity Performing Arts Program, Inc.
 Inter-Church Ministries of Erie County
 International Institute of Erie
 John F. Kennedy Center
 Junior Achievement of Western PA
 Junior League of Erie
 KaleidAscope
 Lake Erie Arboretum at Frontier
 Lake Erie Fanfare
 Lake Erie-Allegheny Earth Force
 Lakeshore Community Services
 L'Arche Erie
 Linked By Pink
 Luther Memorial Church
 Maria House Project
 Masonic Learning Center
 Mental Health Association of
 Northwest Pennsylvania
 Mercy Center for Women
 Mercy Center on Aging
 Mercyhurst College Civic Institute
 MHEDS
 Mission Empower
 Montessori Children's House of Erie

Multicultural Community Resource Center
 My Father's House of Erie
 Mystic Mountain Training Center
 National Association for the
 Mentally Ill-Erie County
 Nehemiah Project
 Neighborhood Art House
 New Hope Presbyterian Church
 North East Community Foundation
 North East Education Foundation
 Northwest Pennsylvania Area
 Health Education Center
 Northwestern Pennsylvania Autism
 Society of America
 Northwestern Pennsylvania Cleft
 Palate Institute
 Nurturing Hearts
 Odessa's Place
 Ophelia Project
 Orphan Angels Cat Sanctuary and
 Adoption Center
 Parkinson Partners
 PartnerSHIP for a Healthy Community
 Pax Christi USA
 Perkins Presbyterian Church
 Perseus House
 Presbyterian Homes
 Presque Isle Partnership
 Purple Martin Conservation Association
 Reading NOW Foundation
 RECC Center
 Regional Center for Workforce Excellence
 Safe Harbor Behavioral Health
 Safe Horizons
 SafeNet
 Saint Martin Center
 Saint Mary's Home of Erie
 Saint Vincent Health Foundation
 Sarah A. Reed Retirement Center
 Sarah Reed Children's Center
 Second Harvest Food Bank
 Sight Center of Northwest PA
 Sisters of Mercy
 Sisters of St. Joseph
 Neighborhood Network
 Springhill Senior Living
 St. Paul's Neighborhood Free Clinic
 Stairways Behavioral Health
 StARtup Incubator
 Sunshine Group of Erie
 Tech Camps for Kids
 Technology Council of
 Northwest Pennsylvania
 The Upper Room of Erie
 Therapeutic Riding of Erie County
 Therapy Dogs United
 Union City Community Foundation
 Union City Family Support Center
 United Way of Erie County
 Urban Erie Community
 Development Corporation
 Visit Erie
 Visiting Nurse Association
 Voices for Independence
 Women's Services, Inc.
 WQLN
 YMCA of Greater Erie



Our Mission

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