

Against All Odds...

Recovery & Renewal
in the Dayton, OH Health & Human
Services Nonprofit Sector

What You Told Us –
A Summary Document

Sponsored by:



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Final Consensus Strategies for Adapting to the New Normal

Ensuring Effective Governance (8)	Building Community Vision (12)	Building Relationships to Help Achieve Organizational and Community Goals (12)	Advocating for Social Services (9)	Developing a Consistent and Streamlined Funding Process (12)	Collaborating for Effective Services to Meet Community Needs (35)
<ul style="list-style-type: none"> • Ensuring effective governance (3) • Embracing organization mission (new?) • Diversifying input to enhance quality program development (5) 	<ul style="list-style-type: none"> • Building Community Vision (6) • Challenging the community towards Excellence (6) 	<ul style="list-style-type: none"> • Building relationships to help achieve organizational goals (3) • Engaging and redirecting professionals (2) • Strengthening human resources (3) • Empowering through awareness (4) 	<ul style="list-style-type: none"> • Targeted advocating (5) • Advocating for public policy changes for recipients of social services (2) • Expanding community awareness (2) 	<ul style="list-style-type: none"> • Developing new funding processes(5) • Aligning service clusters for funding and opportunities(5) • Streamlining processes (2) 	<ul style="list-style-type: none"> • Collaborating for effective services to meet community needs (11) • Sharing products, services, and resources for maximum results (8) • Sharing resources to catalyze collaboration (8) • Fostering and leveraging expertise (8)

Afternoon Session: Small Not-for-Profit Agencies (Blue Paper) for Adapting to the “New Normal” Suggestions

Expanding Community Awareness	Engaging and Redirecting Professionals	Empowering Through Awareness	Challenging the Community Towards Excellence	Collaborating for Effective Services to Meet Community Needs
<ul style="list-style-type: none"> • Participating in county wide community discussions frequently • Creating a Comprehensive list of all social service agencies and services they provide and to whom 	<ul style="list-style-type: none"> • Encouraging pro bono services • Clearinghouse for matching pro-bono volunteers by need and skills 	<ul style="list-style-type: none"> • Lobbying together for support • Communicating with elected officials and knowing and understanding their positions • Increasing job growth and local economic competitiveness • Promoting education and health awareness 	<ul style="list-style-type: none"> • Expecting the unexpected • Be willing to change • Challenging people to ask for help from somewhere new • Asking for 200% of what you need and being surprised when you get it (people want to invest in good causes) • Asking corporate America for money - they want to help and it is a write off • Setting community goals and measurements with excellent leadership 	<ul style="list-style-type: none"> • Sharing resources • Building alliances/Mergers • Increasing collaborative projects • Sharing training sessions – I.T. logistics, personnel, etc • Increasing community collaborations • Educating corporate employers on how to profit from non profit services • Delegating • Sharing best practices throughout the community • Non profits with similar missions should be meeting monthly (Best Practice Sharing) • Engaging the young in philanthropy – promoting volunteerism – increasing social networking skills • Enhancing the long - term vitality of Ohio's nonprofit sector through collaboration

Afternoon Session: Small/Medium Sized Not-for-Profit Agencies (Green Paper) for Adapting to the “New Normal” Suggestions

<p>Advocating for Public Policy Changes for Recipients of Social Services</p>	<p>Ensuring Effective Governance</p>	<p>Developing New Funding Processes</p>	<p>Diversifying Input to Enhance Quality Program Development</p>	<p>Building Relationships to Help Achieve Organizational Goals</p>	<p>Share Communication and Marketing in Produces, Process, Services, and Resources for Maximum Results</p>
<ul style="list-style-type: none"> • Organizing sessions on advocacy • Leveraging funds for systematic change like lobbying, higher education, volunteerism and grant writing 	<ul style="list-style-type: none"> • Engaging Gen X and Y on boards • Using NPO boards more effectively • Remaining mission focused 	<ul style="list-style-type: none"> • Diversifying funding streams • Discovering new ways to create revenues • Increasing the access for cash for short term gap funding • Core funding for critical services • Creating a rigorous NPO application process and funding system 	<ul style="list-style-type: none"> • Developing resources for collaborative NPO services • Increasing the use of colleges universities students, faculty, and alumni • Holding forums to share best practices • Engaging Generation X and Y on boards • Creating a shared data base for all NPOs 	<ul style="list-style-type: none"> • Creating unconventional relationships outside the sector • Networking • Creating a Corporate/non-profit buddy system 	<ul style="list-style-type: none"> • Sharing opportunities, costs on goods and services through group purchasing • Sharing economical space and equipment • Combining NPO/SVC positive outcome MKTG campaign (ongoing) • Increasing efficiencies in HR, tech support, and finance • Sharing services to benefit clients • Decrease funding to duplicate services • NPOs sharing fixed resources • Sharing a q/a nurse

Afternoon Session: Medium & Large Sized Not-for-Profit Agencies (Pink Paper) for Adapting to the “New Normal” Suggestions

Aligning Service Clusters for Funding and Opportunities	Streamlining Processes	Strengthening Human Resources	Building Community Vision	Targeted Advocacy	Fostering and Leveraging Expertise	Sharing Resources to Catalyze Collaboration
<ul style="list-style-type: none"> • Organizing around common services with a focus on funding of services • Increasing strategic growth, staying focused, stopping mission creep • Identifying opportunistic collaboration • Exploring collaborative program and funding opportunities • Increase Funders who collaborate with NPOs to assist with strategic planning and social media 	<ul style="list-style-type: none"> • Utilizing a united grant application process • Reducing / streamlining regulatory requirements 	<ul style="list-style-type: none"> • Targeted volunteering and volunteer bank • Encouraging Board members to replace themselves with better volunteers • Begin thinking of clients as partners 	<ul style="list-style-type: none"> • Creating a Community Impact vision • Sharing outcomes of FCFC and United Way of the Greater Dayton Area as community vision • Creating a common metrics for success • Talking to donor/givers • Thinking regionally not organizationally • Increasing Outcome accountability 	<ul style="list-style-type: none"> • Evangelizing about the mission of the organization • Improving and expanding advocacy • Advocating the non profit sector as a job center like, Jobs Ohio • Increasing lobbying for NPOs • Beginning a Public information campaign 	<ul style="list-style-type: none"> • Educating NPOs on other NPO missions to identify experts • Creating a resource bank of expertise • Identifying centers of expertise • Paid/funded agency including agency monitoring • Creating donor think tanks with an emphasis on new generations • Hosting forums for building relationships • Increasing personal communication network • Stop reinventing the wheel 	<ul style="list-style-type: none"> • Building alliances between similar agencies • Sharing resources • Sharing resources to create efficiencies • Sharing contracted services, resources, goods, and back office • Create online networking forum • Building collaborative administrative support services • Increasing technology to improve customer relations and save money • Consolidating overlapping services

***What would you like the foundations to do differently that would assist you?**

- More skilled volunteers board people /Tap into grant writing skills/One site visit prior to decision making
- Collaborate with foundation on needs assessment/be less political in grant determination /Help identify potential donors and other supporters.
- Update web sites to show what their priorities are for the year.
- Temporary staff development office assigned to help non-profits identify gaps/needs and develop board staff/return on investment/leave sustainable plan/How do we disseminate resources better/Combining resources to reach larger leverage/Clearinghouse for collaboration.
- "Match Making"/Fund existing services with more operating support vs. needing "new and shiny" program - product/Collaborate and facilitate matching similar-same programs/Need to assess community needs and priorities. /Help organizations find restricted (donor directed) \$ that matches the needs/More multi-year grants-reduces stress on agencies.
- Not have dissertation in order to apply/Simplify application process/Realize the difficulty to analyze outcomes. Consistency, measureable outcomes from funder to funder/Foundation liaison technical support appreciated and honesty/Connections not for profits could use/Networking in a structured way. All contacts people relationships.
- Simplify - standardized application form online/Foundations help us network with other resources. On-line directory, computer links.
- Multi-year commitments/Willingness to fund operational expenses (fewer restrictions). Assist with collaborations. Offer preliminary qualification commitment BEFORE we write the full grant proposal. Guidance in approach to the grant proposal. Partner in marketing our cause.
- Outcomes can be challenging/Help non-profits identify priorities, establish timelines/Put in proposals budget item for evaluation, or make evaluation less taxing/Work more closely with Gov't and United Way to align evaluation expectations /Address challenge of reporting requirements for different funders/Common applications, centralized reporting system/Multi-year funding/Don't design programs for organization to implement/Consider funding operating cost/Bigger not always better - small non-profits can have tremendous resources.
- Grants just for operating funds - not program/Multi-year commitment/Think outside the box - be creative and flexible.
- Same model or new model/Common application/Assist with community visioning/Collaboration vs. competition/Opportunity cost definition/Alignment of individual mission statements, resources to achieve mission/Capacity building for various communities/Inclusive of served populations.
- Fund operating and continuing-existing programs vs. new programs each year. Foundations need marketing and transparency. Can't come up with new people to serve/Foundations need to publically say what their focuses are - i.e. website; - mostly hidden and include board member names/Funding because of who you know needs to change. Will fund- providing service but not the staff/Standardized applications process - more efficient.
- More skilled volunteers -specific "volunteer bank" for specific skill sets needed/ that like money/Fund operations not just needs /Targeted support for smaller non-profits/More on-site visits before grant decisions made.
- Don't fund only new and innovative/ Support ongoing success to increase stability and growth/Don't make it so tough to justify what we accomplished/ Diverts resources and staff from providing services/
- Less emphasis funding new programs - would prefer more funding for existing, successful programs or to enhance programs/What do they really want to know re: demonstrable objectives and outcomes/ Sometimes it seems like unnecessary info/Consider standardizing information requested from non-profits/Have updates on new info not recreating it all the time/Facilitate connections between non-profits and perspective donors with transferred wealth/More site visits by the funder.
- Change focus on new programs to more to support of effective current programs/Rethink requirements for outcome measures/Take lead along with United Way to tap the wealth transfer funds into social services.
- Stop restrictions or limiting programs once they are started/Commitment factor investment/Establish a better network/Offer solutions/Explain the ranking system/Share the government restrictions/Focus on the citizens.

- Fund operating/Capacity building support/If funding a new program - do not know other funding to follow-up/Have more funding options/Expand criteria of effectiveness/Have more new forums for new people in fund-raising/Fund volunteerism/Fund more research.
- Database with all the current needs of non-profits to circulate to those who have accounts at the Dayton Foundation - could include video interviews/Common application across foundations/On-line funder forums - updates on applications, etc./On-line applications for funding.
- Not required new and different/ Need to support core services/Be willing to commit first/Remove "creative writing"/Standard application for majority/Continue to evaluate your expectations and process/Be willing to pay for "keeping the lights on".

**Data in the above section was transcribed from attendees actual responses collected during the Nonprofit Forum held on April 6, 2011.*

***What would you like the County
to do differently that would assist you?**

- Collective lobbying highest more of a need for human services advocacy and empower them to testify/ More D.C.
- Tell us who is new and doing well in the corporate world/More effective communication about changes at Job Center and other services.
- Can they forward opportunities to agencies who they know are being cut from budget restraints?
- Continuing facilitation/Inviting input from non-profits/Permitting non-profits to be more inclusive with management direction on policy.
- Be more organized - Agency A vs. B/Compliments - this county is better run than many especially in getting Human Services Levy done/Community-wide grant applications/Get county on same page as United Way/Foundations/Centralized reporting.
- All contacts people relationships/Provide list of donors and their passions/County could have philanthropic influence through contacts - know the culture of their business/More volunteering to know agencies better/Needs to listen to contracted - consistency in information requests/Know what kinds of projects county wants to get involved in/Information about services available.
- Our table has no current county funding/Have a database of every non-profit organization would promote collaboration.
- Streamline application and reporting process/Letter of intent and pre-qualification/Suggest other agencies as partners.
- Review evaluating and reporting requirements/Correct overreaction to recent non-profit funding issues (Auditing by County of non-profits) - Punitive attitude/Proactive education.
- Agencies should be monitored equally - levels of accountability.
- Same model or new model/Common application/Assist with community visioning/Collaboration vs. competition/Opportunity cost definition/Alignment of individual mission statements, resources to achieve mission/Capacity building for various communities/Inclusive of served populations.
- Standardized application process - more efficient/Speed up payment procedures - Bureaucracy/Post SCLC - more judicious re-use funds - need bodies to do that/Accountability - community monitoring (it should not be a surprise/Communicate if organizations meet outcomes or not/Accountability for results - or don't have to continue as vendor/Never heard of some organization funded/Regional advocacy (for social services / fragmented now - competing against Cleveland, Columbus, Cincinnati - Columbus got regional act together 30 years ago -Same notion for economic development, arts, etc. where compete against larger cities-/Enhance human services allocation process - subjective scoring by volunteers - staff reluctant to weigh in on scoring/ Hard to fit into categories like Homelessness - affordable housing not on list/Rigid at looking at the process - guidelines, terminology – fit.
- Organized legislative advocacy - speak with one voice.
- Timely payments for contracted services/Simplify tracking and reporting.
- Better monitoring of funder to avoid fraud/ Spread the word on results of spending cuts (face the cut).
- Change allocation process to focus more on systemic issues/Engage collaboration county, United Way, corporate, foundations.
- Why penalize other for other's mistakes/Accepting other accrediting bodies - not just county's view/Share actual costs/Full disclosure about priorities/Outdated data/Refined their role - lead by example or provide the tools.
- Expand criteria for funding/Have shared benefits for employees of non-profits/Communicate more about inconsistencies/Process checks timely for better cash flow - time lag/Stop unfunded mandates.
- Be sure the county acts efficiently and not waste money/re-thinking guidelines/Put a face on the programs they assist - ongoing not just at levy time. If focus kept on regular one bad apple won't stand out as much/See relationship improve with county/Some recognition of value of contract agency work/ More communication/ On site visitation to observe not inspect.

**Data in the above section was transcribed from attendees actual responses collected during the Nonprofit Forum held on April 6, 2011.*

Appendix

NONPROFIT ORGANIZATIONS FORUM

April 6, 2011

8:00 a.m. – 5:00 p.m.

Mandalay Banquet Center

Hosted by Montgomery County, The Dayton Foundation and the United Way of the Greater Dayton Area

AGENDA

8:00 am	Continental Breakfast	
8:30 am	Welcome	Debbie Lieberman County Commissioner Montgomery County
8:35 am	Overview and Objectives: •Enhanced Information Sharing •Innovative Ideas Dialogue •Recovery and Renewal	Allen Elijah President and CEO United Way of Greater Dayton Area
8:40 - 9:10 am	“State Budget Picture”	Jon Honeck, PhD Director/ Public Policy & Advocacy The Center for Community Solutions
9:10 - 9:45 am	“Local Public Sector Picture”	Deborah Feldman County Administrator Montgomery County
9:45 - 10:00 am	Break	Allen Elijah
10:00 - 10:30 am	“Statewide Philanthropic Picture”	George Espy President Ohio Grantmakers Forum
10:30 - 11:00 am	“Giving Outlook”	Mike Parks President The Dayton Foundation
11:00 - 11:05 am	Community Toolkit of Resources	Barbra Stonerock Director/Community Relations The Dayton Foundation
11:05 - 11:40 am	Closing Comments for Morning Session	Barbara J. MacKay, MS, CPF North Star Facilitators

Agenda: Against All Odds... Recovery and Renewal

Health and Human Services Sector Facilitated NP Forum
Mandalay Banquet Hall, 2700 East River Road, Dayton
April 6, 2011, 12:30-5:00 p.m. (***please note later end time***)

Facilitated by: Leadership Strategies Inc. - Barb MacKay, Maren Flores & Shane Sasnow

Objectives of Afternoon Forum:

- Gain understanding of "new normal" in Dayton and elsewhere
- Provide a starter list of strategies to adapt to the "new normal"
- Identify customized strategies that NPs, Foundations, County can implement
- Walk away with at least one new strategy/action to implement

Welcome and Introduction – why are we here?

Sharing your stories

(be prepared to share confidentially with one person you do not know)

- What is going on for you in terms of the "new normal"?
- What are you doing about it? What's challenging? Hopeful?

Presenting pre-forum research

(Please read the report emailed to you on April 4/11)

- "New normal" trends in Dayton and elsewhere
- Success stories and emerging strategies from the research

Digesting the information & acknowledging what needs to change

- Table groups share and explore implications of what they heard
- Identify what foundations & county might do differently to assist NPOs

Acknowledging strengths in the room

- A few people share "success stories" with entire room

Creating new models of success

(Group divides by size of nonprofit: small; medium; and large)

- Each group answers:
What are all the things we might do--as individual organizations or with others--to emerge successfully from these new deeper economic challenges?

Break

Committing to action

- Discuss preferred strategies and create simple "90 day action plans"
- Hear and confirm "best practices roadmap" for Dayton

Sharing appreciations, closing comments and next steps

Questions and Answers: Morning Session
Question: This morning was doom/gloom. If nothing is done for 2012/2013 then it seems we need to talk not about 2012/2013?
Answer: These decisions are not set in stone, there are always changes. These decisions are being made now in committee hearings. Legislators need to hear from you. Decisions are not made in a vacuum. This group of Legislators are inexperienced – a young group. Tell them then need to find more resources. Tell them they need to soften the blow. Funders do more than give money away. They also do Public Policy. They are convening a group to address and intervene at the state level on this issue. To let them know how to be aware of these cuts.
Question: The need for more resources is the question. What if we went back to the tax levels where we were several years ago? We have had a 22% decrease in taxes the last several years.
On the federal level, we are looking more broke. The next big agenda item is Medicare, Medicaid and Social Security. We have a much bigger area of issues to cover the increasing taxes.
Question: We keep hearing is frustration when we go to foundations. Everyone wants funding and we only get one year funding and nothing for operations. Outcomes are asked for and we don't know what to look for. Many people are scrambling to survive. We also heard Dayton Foundation giving was going down, now we hear differently.
Giving is not a science it's an art. UW and the County are working together on how we can streamline the application process for funding. The Dayton Foundation also seeing it at the their level as well. There is a huge Public Policy issue here. There isn't enough money to back up the public sector money with private sector money. When you take the average of our funds, we have to take a look at the good years against the bad years. Unfortunately, we are still working with several bad years in our averaging.
Question: TANF funds only 25% goes back to the community. What happens to the rest of the funding?
Money we received is to run the agency, for example Job and Family Services. If there is extra money that we don't need to run the agency then that is what goes to the community agencies in the area. We have not used it to increase the number of staff we have. As the money has gone down, that money is needed to just operate. We may not even have enough money to run the agency this year with the number of employees we currently have.
Question: Did the corporate chart include United Way money?
No it did not. UW money is included in the individual number for the study.
Question: Estate Tax - what is the exact status of the repeal?
The repeal will take effect in 2013. It is an outright appeal. There is strong support for it. Montgomery County does not receive much in state estate tax. Most of that money goes to City and Townships.
Question: Duplication of services, are we talking about how we can collaborate and is there anyone "policing" the effort?
There is not a one size fits all strategy. We recognize this and hope that everyone thinks of things this afternoon that we can do and work together. We want to maximize the sharing of everyone times and get a product that we can rally around as a community. We will be addressing this area this afternoon. Today is just a start. It would be easy to say there is a big grant out there but it is what it is.

Digesting the Information: Small Group Exercise Afternoon Session			
What was most interesting or helpful	What are you doing that is similar	What are you not doing? Why not?	What is one story where one of you has succeeded "against all odds" (or at least tried to....) to deal with the "new normal" that you'd be willing to share right now.
How they managed the collaborations and mergers and that if egos are let go they are successful	IT project sharing facilities and equipment	Everyone is "not in my back yard"/not giving up personal identities	Agency is solely funded by one funder so applied and received and AmeriCorps planning grant in the hopes of putting "Mentor Coordinators" in the community through partner agencies
Centers of expertise, ie IT, Accounting, housing, employment, etc.			
Already what's started in Dayton - Dayton Foundation still processing, sharing resources ie development, resources for collaborating. Grow these in practice with other orgs (IT, strategic planning, HR, finance) development may be difficult		Making strategic board selection to meet some of these needs and bring internal. Duplicating of efforts - find ways to work together. Dayton Foundation example - not as successful but it would be next round. Real challenges in this area to make changes to fully understand each orgs financials, activities, etc. while maintaining morale and motivation to employees, etc.	
Develop strategies (share)/innovate	Brainstorming/Negotiating	Staff limitations (staff shortage)(Cost)/Strategies Develop (cost)	Re-negotiate utilities services/get volunteers
Utilization and creation of database (ie. 211)/collaboration of non-profits IT Department - pro bono consulting providing resources	Utilizing WSU students to review account practices		
Some are finding common areas to build data and shared information	Looking for opportunities to support shared info		
Anything is possible		Mergers - intimidation of big brother/little sis misalignment	

What was most interesting or helpful	What are you doing that is similar	What are you not doing? Why not?	What is one story where one of you has succeeded "against all odds" (or at least tried to....) to deal with the "new normal" that you'd be willing to share right now.
Use of social media/sharing resources - case studies how to leverage each other/let go of the egos	Homeless solutions policy board provides some coordinating. Hooking up with senators and reps about advocacy	All electronic notices of special events - saved \$ and got younger crowd. Time constraint/ Giving UP	All electronic promotion strategy (see above)
Case Studies/Think differently to survive/Communication/Shared management backbone organ/opportunity cost/Most open, less territorial collaborative discussion/New revenue sources required improved message communication	Determine need vs. asset base approach		
Collaboration - public and private agencies use some back office/use same info	Some sharing of services and collaborations/leverage relationships	Not trusting each other/territorial/not always best to merge/standardized services/do spin off organizations/Community set of strategies and measurements/more long term relationships with consultants/outourcing	Executive Service Corp to be started in Dayton community. Also incorporate Tap Root model
Tap Root Foundation very helpful./Sharing of resources especially IT			
Sharing functions by organizations or restructuring (IT/HR)/200 Shelters merged	Pick-up scale for increased capacity. Talk with other organizations - re-merger (not in our geography). Increasing competitiveness for grant writing	Have state organization - but local program doesn't necessarily benefit people. Don't have same organizations with political clout	Conversations with multiple communities now

What was most interesting or helpful	What are you doing that is similar	What are you not doing? Why not?	What is one story where one of you has succeeded "against all odds" (or at least tried to....) to deal with the "new normal" that you'd be willing to share right now.
Sharing or co-ops with Exec Dir of similar NPO's in non-competing markets./Eliminate "attitude" that we're all competing	Sporadic, non-systemic use of skilled volunteers (pro -bono)	Not breaking down "barriers" that keep npo's separate in though, actions and execution	We are here
Collaboration between similar demographic organizations shared by different services hared with others	Different objectives		We are here
Case study on the domestic violence organizations. Particularly the ideas of maintaining their identities on terms of populations served location etc.	Sharing backroom operations where possible./Using volunteers/board to support internal operations, strategic planning , HR and finance	As a community - we are not focused on identifying the agencies who are obviously "best practice" centers of excellence and supporting them. Address the duplication of service	
Volunteerism	Collaborate with 2 agencies for development. Volunteer coordinator (by function) = match maker	Time/resources to recruit (human) = too much time to teach (volunteer or intern). Winner takes all -want 100%/Board members (time, talent, treasure) - medium/small similar to leadership Dayton model	Crayons to Classrooms - collaborated in area (Goodwill) - foundation to start with items - thousands of kids help./Horse trade with partners - Kettering Backpack w/Schools, Churches, T&C - serving 400 kids/week - 100% ind funded

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Sharing products, processes for maximum results

What do we hope to accomplish with this action plan?

Initiate cooperative for purchasing office supplies

Implementation Steps (How)		Who	When	Costs/other resources
Describe at least first three steps to begin to realize the accomplishment				
<u>To identify appropriate and interested group of non-profits</u>				
<u>Retain consultant to identify options and draft RFP</u>				
<u>Review bids received and make decision to go forward</u>				
Implementation Team coordinator:	Collaborators/Partners	Next Meeting Check In, or Coordination Dates:	Proposed Evaluation Measures	Estimated Budget:
Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan				
<u>Green is Good</u>				

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own)

Building relationships to help achieve organizational goals

What do we hope to accomplish with this action plan?

- 1) Networking; 2) Referrals; 3) Shared resources; 4) Crossing various barriers; 5) Raising Awareness; 6) Have more relationships**

Implementation Steps (How)				Who	When	Costs/other resources
Describe at least first three steps to begin to realize the accomplishment						
<u>Identify who you/we want to know and who you/we want to know you/us.</u>						
<u>Make the appropriate contact.</u>						
<u>Stewarding the relationship towards mutually beneficial outcomes/impacts.</u>						
<ul style="list-style-type: none"> • <u>Ask each other questions</u> • <u>Share successes and challenges</u> • <u>Support each other's initiatives</u> 						
Implementation Team coordinator:	Collaborators/Partners	Next Meeting Check In, or Coordination Dates:	Proposed Evaluation Measures	Estimated Budget:		
Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan <i>Getting to know ... us</i>						

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Engaging and Redirecting Professionals

What do we hope to accomplish with this action plan?

- 1) Advocacy; 2) Create pool of expertise for non-profits; 3) Engage people in larger collaborations and businesses (task by task)**

Implementation Steps (How)		Who	When	Costs/other resources
Describe at least first three steps to begin to realize the accomplishment <u>Identify central collection point</u> <u>Identify tasks or skills needed by agencies</u> <u>Recruit, advertise and promote to build database and encourage use</u>				
Implementation Team coordinator: <u>Teri Warwick, Kevin McDonald, Tom Fodor</u>	Collaborators/Partners	Next Meeting Check In, or Coordination Dates:	Proposed Evaluation Measures	Estimated Budget:
WORK Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan <u>OUTSIDE YOUR TOOLBOX</u>				

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Building a community vision

What do we hope to accomplish with this action plan?

Involve the community in supporting the Human Services safety net

Implementation Steps (How)			Who	When	Costs/other resources
Describe at least first three steps to begin to realize the accomplishment					
<u>Identify the Human Services Agencies (define client characteristics)</u>					
<u>Create a forum for Agencies to establish a shared Vision Statement</u>					
<u>Develop a marketing/media campaign</u>					
Implementation Team coordinator:	Collaborators/Partners	Next Meeting Check In, or Coordination Dates:	Proposed Evaluation Measures	Estimated Budget:	
Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan <u>Floating All Boats (FAB)</u>					

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Diversify input to enhance equality program development

What do we hope to accomplish with this action plan?

Expansion of resources, volunteers, expertise, etc.

Implementation Steps (How)	Who	When	Costs/other resources	
Describe at least first three steps to begin to realize the accomplishment <u>Research best practices – what is already available.</u> <u>Develop a forum for sharing ideas.</u> <u>Establish a format for delivery of ideas</u> <ul style="list-style-type: none"> <u>Resource bank; “best practices chatroom”, A Center</u> 				
Implementation Team coordinator: <u>Don Hayashi, Sharon B. Mitchell, Becky Garvin, Christy Mauch</u>	Collaborators/Partners	Next Meeting Check In, or Coordination Dates:	Proposed Evaluation Measures	Estimated Budget:
Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan Ideas – Bring Good Things to Life!				

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Advocating for public policy changes for recipients of social services

What do we hope to accomplish with this action plan?

Organize NPO Advocacy

Implementation Steps (How)		Who	When	Costs/other resources
Describe at least first three steps to begin to realize the accomplishment				
<u>Define and focus on opportunity</u> <u>Cost of not providing social services</u>				
Implementation Team coordinator: <u>G. Weston, F. Surico, R. Craig, T. Thomas, S. Ciarlariello, J. Radelet, G. Hopkins</u>	Collaborators/Partners	Next Meeting Check In, or Coordination Dates:	Proposed Evaluation Measures	Estimated Budget:
Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan Ideas – <u>“Healthy” Communities Attract Jobs</u>				

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Cultivate funding sources by reconnecting w/current and then diversifying

What do we hope to accomplish with this action plan?

Long term commitments

Implementation Steps (How)	Who	When	Costs/other resources	
<p>Describe at least first three steps to begin to realize the accomplishment</p> <p><u>Analyze current base</u></p> <p><u>Look for opportunities to expand/extend/referrals</u></p> <p><u>Develop and follow through on expanded opportunities</u></p> <p><u>Establish and pursue additional opportunities through legacy partnerships and bequests</u></p>				
<p>Implementation Team coordinator: <u>Loretta King, Gayle Bullard, Karen Dempsey Volke, Esther Carter & Chuck Spear, Sharon Sherlock</u></p>	<p>Collaborators/Partners</p>	<p>Next Meeting Check In, or Coordination Dates:</p>	<p>Proposed Evaluation Measures</p>	<p>Estimated Budget:</p>
<p>Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan Ideas <u>The well runs high↑</u></p>				

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Evaluation of governance by independent evaluator using pre-published auditing standards of best practices. Create a bank of volunteer attorneys or evaluators for small non-profits

What do we hope to accomplish with this action plan?

Every non-profit is assured they comply with standard governance model

Implementation Steps (How)	Who	When	Costs/other resources	
<p>Describe at least first three steps to begin to realize the accomplishment</p> <p><u>Establish best practices.</u></p> <p><u>Distribute model or models.</u></p> <p><u>Require (not sure who requires- funder?) review of current practices by a date certain.</u></p> <p><u>Full compliance by another date certain.</u></p> <p><u>On-going monitoring and periodic reviews</u></p>				
<p>Implementation Team coordinator: <u>A.J. Wagner, Stanly Eichnauer</u></p>	<p>Collaborators/Partners</p>	<p>Next Meeting Check In, or Coordination Dates:</p>	<p>Proposed Evaluation Measures</p>	<p>Estimated Budget:</p>
<p>Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan <u>Effective governance incurs effective services</u></p>				

90-day action plan – Dayton NPO forum – April 6, 2011

Write your chosen strategy here (e.g., one of the ones that came out last exercise or from report or one of your own).

Establish pro-bono organization to match skill with need

What do we hope to accomplish with this action plan?

Fostering and leverage

Implementation Steps (How)	Who	When	Costs/other resources	
<p>Describe at least first three steps to begin to realize the accomplishment</p> <p><u>Identify executive level talent to</u></p> <p><u>Capitalize on other pro-bono organizations</u></p> <ul style="list-style-type: none"> <u>SCORE – legal, etc.</u> <p><u>Identify local leadership and partners for greater leverage</u></p>				
<p>Implementation Team coordinator: <u>Shelley Outlaw,</u> <u>Art Helmstetter,</u> <u>Marc Martens</u> <u>, Jan Lepore-Jentleson,</u> <u>Kathy Hollingsworth,</u> <u>Dave Clappe</u></p>	<p>Collaborators/Partners</p>	<p>Next Meeting Check In, or Coordination Dates:</p>	<p>Proposed Evaluation Measures</p>	<p>Estimated Budget:</p>
<p>Motivating slogan or image for this accomplishment: some fun catchy title to ignite the enthusiasm for implementing this action plan <u>ESC – Experience, Service Collaboration Executive Service Corps P3 = C3 Promise, Prepared, Pipeline Person</u> <u>College/Career/Citizenship</u></p>				

Nonprofit Forum Attendance List			
Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
United Way of Greater Dayton	Allen Elijah		
Big Brothers Big Sisters of the Greater Miami Valley	Joseph Radelet		Lisa Brown
The Foodbank	Rosemary Dannin		Tashira Collier
Hithergreen Center	Cynthia Fraley	Bob Daley	Marianne Gorczyca
Artemis Center	Patti Schwarztrauber		Holly McCutcheon
CityWide Development Corporation	Karen DeMasi		Caitlin Bortolotto Krebs
CareSource	Cathy Ponitz		
American Red Cross	Iris Juergens		Tom Fodor
East End Community Services	Jan Lepore-Jentleson		Amy Jomantas
Dayton Opera	Wendy Merkert		
Kids In New Directions	Erica Rinehart	Amy Thorpe	Keith Valiquette
Goodwill Easter Seals Miami Valley	Amy Luttrell		
Reach Out	Sharon Sherlock		
Cityfolk	Kathleen Alter		
Executive Service Corps	Shelley Outlaw		
Homefull	Tina Patterson		
Suicide Prevention Center, Inc.	Jim Marks		
Girl Scouts of Western Ohio	Karen Wolford		Marcia Dowds
Ombudsman Office	Diane Welborn		Monica Wynn
College Promise	Gary Smiga		Jenni Guancia
Dayton Society of Natural History	Mark Meister		Diane Farrell
Widows Home Foundation	Ron Timmons	Ev Telljohann	
Miami Valley Housing Opportunities	Debbie Watts Robinson		Connie Isaacs
Big Brothers Big Sisters of the Greater Miami Valley	Paula Cosby		
	Irvin Bieser		
Victoria Theater Assn	Ken Neufeld		Joan Jacobson
Family Services Association	Bonnie Parish		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
Physicians' Charitable Foundation	Nancy a. Hines, R.N.		
Wright Dunbar, Inc.	Idooha Bootsie Neal		
Dayton Foundation-Grants Committee	Susie Weaver		
Ronald McDonald House Charities of the Miami Valley Region	Rita Cyr	Chris Sexton	Karen Dempsey Volke
Dayton Ohio Habitat for Humanity	Diane Graham	Denise Swick	Frieda Brigner
Rebuilding Together Dayton	Amy Radachi		Amanda Hall
PNC	Therese Plaspohl		
League of Women Voters	Susan Hesselgesser		
Governing Board Member of Dayton Fdn.	Helen Jones Kelley		
Wesley Community Center	Angela Byrdsong		Randi Wallace
PowerNet of Dayton	Craig Powell	Lisa Singh - morning / David Greer - afternoon	Alvin Tucker
Vectren	Lynda Hoffman		
Dakota Center Inc.	Sharon B. Mitchell		
St Vincent de Paul	Rob Andrews		
YWCA	Michelle Riley		Carol Hinton
Montgomery Co. OFCF	Catherine Rauch		Andrea Hoff
Alzheimer's Association - Miami Valley Chapter	Judy Turner	Dennis Stauffer	Teresa Thomas and Patti Stauffer (vol.)
Wright State University Office of Pre-College Programs	Brenda I. Dewberry		
Aullwood Audubon Center and Farm	Ardith Hamilton		
4C for Children	Karen Hurley		Lorna Chouinard
The Hospice of Dayton	Lori A. Igel		
Montgomery County Job Center	Joyce Gerren		
St. Leonard Foundation	Jill Harris	Wally Nugent	
Goodwill Easter Seals	Susan Hayes		
Epilepsy Foundation of Western Ohio	Janine Poppa	Tom Harkenrider	
Clothes That Work	Marsha Froelich		
House of Bread	Melodie Bennett		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
United Rehabilitation Services	Dennis Grant		Joe Oehlers
MVHO	Stephen Offord		
Montgomery County Board of County Commission	Dan Foley		
Toward Independence, Inc.	Robert L. Archer		Jodi Hill, Development Officer
Dayton Dialogue on Race Relations	Cathy Y. Shanklin	Walter Rice	Adele Riley
KeyBank	Kevin McDonald		
OSU Extension, Montgomery County	Betty Wingerter		
NCCJ of Greater Dayton	Pat Meadows		Mary Ann Oppenheimer
United Way	Nick Edwards		
Dayton Christian Center	Tasha Johnson	Jerri Wood	Sarah Williams
Dayton Metro Library	Genevieve Richardson		
Greater Dayton Volunteer Lawyers Project	Helenka Marculewicz	Jim Stahler	
Dayton Business Committee	Ron Budzik		
Freund Freeze and Arnold	Bill Miller		
Choices foster care	Shellie Stoffo		Matt McDowell
Kettering Family Philanthropies	Judy Thompson		
South Community Inc.	Carol Smerz	Yvonne Marvin	Pat Torvik
Linda Vista	Carmen Gooden		
Mercy Manor, Inc.	Cecelia M. Long		
Project READ	Becky Garvin	Jayne Gmeiner	Laura Mlazovsky
The Frank M. Tait Foundation	Jenni Roer		
Better Business Bureau	Christy Mauch		John North
Legal Aid of Western Ohio	Kevin Mulder		Gary Weston
Parity Inc.	James Wilson		Marsha Greer and William Gillespie
Springfield Foundation	Joan Elder		Ted Vander Roest
The Dayton Foundation	Joe Baldasare	Angela Clements	Beth Redden
UD Fitz Center	Don Vermillion		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
United Way's HelpLink 2-1-1	Sandy Williams		
Childrens Hunger Alliance	Heather Haase		Colin Hickman
Junior League of Dayton	Kathy Barenbrugge	Jessica Saunders	Tamera Geesling
PLACES, Inc.	Roy Craig	Andy Storar	
Advocates for Basic Legal Equality, Inc.	Joseph R. Tafelski		Karla Garrett Harshaw
Yellow Springs Community Children's Center	Marlin Newell		Robert Campbell
JTD Hospital Foundation, St. Marys, OH	Karen Ryals, Executive Director		
Pickrel, Schaeffer & Ebeling	Jeff Senney		
Fitz Center/Office of Family and Children First	Bob Stoughton		
Montgomery County Office of Family and Children First	Rita Phillips-Yancey		
Learning Tree Farm	Patricia Rau	Mike Hennessey	
Catholic Social Services of the Miami Valley	Laura Roesch	Barbara Lowden	Regina Estep
Hollandia botanical gardens	Crystal Justice		
Health Partners Free Clinic	Deborah Miller		
Butler Consulting	Linda G. Butler, MSW, ACSW, LISW-S		
Unified Health Solutions	Bill Feldmann		
Childrens Historical Publishing	Joyce Kasprzak		
Kettering Medical Center Foundation	Kathy Keyes		
Daybreak	Duanna Osting	Steve Mason	Linda Kramer
Lead	Father Francis Tandoh		
CareSource		Pamela Morris	
United Way		Sue Ciarlariello	
United Way of the Greater Dayton Area	Mary Fessler		
Montgomery County	Deborah Lieberman		John Theobald
Community Health Centers of Greater Dayton	Gregg Hopkins		
Crayons to Classrooms	Steve Rubenstein	Bonnie Smith	
updayton	Yvette Kelly-Fields		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
The Human Race Theatre Company	Kevin Moore		
ReadySetSoar	Robyn Lightcap		Ritika Kurup
Wesley Community Center Inc	Emma Andrews		Angela Byrdsong
Mathile Family Foundation	Kippy King		
Executive Service Corps Dayton	Mary T. Miller		
Pickrel, Schaeffer & Ebeling Co., LPA	Joshua M. Kin		
Cancer Support Community Western Ohio	Jeanine Hufford	Cicily Brogan	
Brighter Tomorrow Foundation	Kevin Hayde		
Dayton Children's	Jena Pado		
Ohio Association of Nonprofit Organizations	Jennifer Eschbach		
Life Essentials	Linda Roepken		
Yellow Springs Senior Center	David Scott, Executive Director		
Samaritan Homeless Clinic	Judith K. Barr	Eva Walker	
The Dayton Foundation	Barbra Stonerock		Mike Parks
Reach Out	Sheery Spiers	Jane Bush	
SMART+Dayton	Loretta King	Bill Evans	Andrea Green
Corner Cupboard Charities of Greater Dayton, Inc	Joe Klosterman		
Antioch University Midwest	Kim Horton		
Camp Fire USA	Keith Harrison		
Graceworks Lutheran Services	Gloria T. Hurwitz		Melodee Sheils
Montgomery County	Commissioner Judy Dodge		
HighRise Services	Shollet Wise, President		Joyce Cameron
Greater Dayton Partners for the Environment	Sarah Hippensteel Hall		
Reach Out Dayton/Antioch	Roger White		
Executive Service Corps Cincinnati	Art Helmstetter		
League of Women Voters GDA		Janis James	
Montgomery County Commissioner's Office	Cathy Startzman		
Cox Arboretum MetroPark	Jay Woodhull		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
ADAMHS Board for Montgomery County		Stanley Eichenauer	
Montgomery Soil & Water Conservation District	Cheryl E. Barkalow		
Dayton Visual Arts Center	Jane A. Black	Ed Valles	
CMG Ohio	Fantine Kerckaert		Wendi Williams
Preble County Council on Aging	Shelley Ratliff	Jenny McCarty	
PHDMC		John Valassiades MD	
Montgomery County Job and Family Services-Senior Services Division	Patrick Bailey		Gayle Bullard
Kentner Sellers LLP	Chris McCaskey		Mark Smith
Christ Child Society	Barbara Boose		
Catch the Building Spirit	Nancy Nowak		
Montgomery County Board of Developmental Disabilities Services	Mark Gerhardstein, Superintendent		
Montgomery County	Joe Spitler		
University of Dayton	John Jones		
Day-Mont Behavioral Health Care, Inc.	Gayle A. Johnson, President/CEO		
Organizing for America Glorious Days, Inc.	Sandy Williams		
The Dayton Foundation		Norm Eckstein	
Children's Performing Arts of Miamisburg	Jessi Davis	Steve Kuhn	Maureen Livingston
Miami Valley Youth Career Services	John McConnell	Gil Williams	Elizabeth Little
Antioch University Midwest	Audrey Treasure		
AIDS Resource Center Ohio	Bill Hardy		
Volunteer Lawyer's Project		James Kelleher	
Iddings Foundation	Mary Beth Graham		
Premier Health Partners	Marc Martens		Martha Burgess
United Way	Dennis Percy		
United Way	Tommy McGuffey		
United Way	Laura Engel		
United Way	Tanisha Jumper		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
United Way	Chatoya Hayes		
United Way	Melonya Cook		
United Way	Tracy Sibbing		
United Methodist Church	Sherry Gale		
Dayton Public Schools	Lori Ward	Ronald Lee	Stanley Lucas
DPS	Emmett Orr		
DPS	Jacqueline Fisher		
The Mentoring Collaborative	Kim Gambrell		
Office of Family and Children First	Diane Luteran		Joyce Probst-MacAllpine
Humane Society of Greater Dayton	Brian Weltge		
Dayton Foundation	Janice McLefresh		Judy McCormick
	Vivienne Himmell		Maureen Patterson
United Way	Teri Warwick		
Culture Works	Kathy Hollingsworth		
University of Dayton	Martin Ernst		
UD	Brigid Smith		
Community Action Partnership	Joyce Price		
Wright State University	Michel Coconis		
Omega CDC	Belinda Stenson		
Big Brothers Big Sisters of the Greater Miami Valley		A.J. Wagner	
Wesley Community Center	Robert Walker		Don Hayashi
Unified Health Solutions	Lori Anderson	Donerick Black	
Mont. County OFCF	Rhianna Crowe	Sandy Barnum	Tom Kelley
Premier Community Health	Pam Reichel		
Coldwell Banker	Julee Terilli		
Wright State University	Kate Cauley		
Interfaith Hospitality Network	Jim Evans		
Montgomery County Administrator	Deborah Feldman		

Agency or Organization Represented	Staff Member #1	Board Member	Staff Member #2
St. Vincent de Paul Social Services	Lisa Glandon		
National Air Force Museum	Bonnie Holtmann		
Elizabeth New Life Center	Vivian Koob		
Master Link Program	Eddie Mack		
Project Impact	Sharon Conyers		
Arthur Associates	Neil Arthur		
	Ester Scott	Charles Spear	Adolph Neal
	Pat Russell		
	Latrice Sharp		
	Keith Jones		
	Frank Surico		
	Mike Erwin		
	Janet Zelnick		
	Patricia Sharp		