

MAIN STREET MONTANA PROJECT

A BUSINESS PLAN *For Montana by Montanans*

Action Plan

Nonprofit Key Industry Network (KIN)

June 30, 2016 KIN Meeting Results

Subject Areas Identified

for Work Group Discussion

NONPROFIT KIN MEMBERS & ORGANIZATIONS

Co-Chairs

Liz Moore, Montana Nonprofit Association
Bob Wilmouth, Rocky Mountain College

KIN Members

Alison Paul, Montana Legal Services Association
Barbara Gilskey, HCSD/PAB
Chantel Schieffer, Leadership Montana
Curtis Yarlott, St. Labre Indian School
Daniel Kemmis, Consultant
Fran Sadowski, Missoula Developmental Services Inc.
Geoff Birnbaum, Montana Youth Homes
Gina Heckey, Foundation for Community Care
Glenn Marx, Montana Association of Land Trusts
Heather O'Loughlin, Montana Budget & Policy Center
Jasyn Harrington, Career Training Services
Jim Fitzgerald, Intermountain Children's Home
Jim Sayer, Adventure Cycling
Judy Held, Catholic Foundation of Eastern MT
Kathy Hadley, NCAT
Kelly Bruggeman, First Interstate BancSystem Foundation
Kurt Alme, Yellowstone Boys and Girls Ranch Foundation
Marci McLean, Western Native Voice

Facilitators and Staff

Mary Craigle- Governor's Office
Amanda Casey –Governor's Office
Tom Kaiserski (Liaison) –Dept. of Commerce

Mary Rutherford MA, Montana Community Foundation
Maureen Rude, NeighborWorks Montana
Michael Duchemin, C.M. Russell Museum
Michelle Belknap, Easter Seals / Goodwill
Perry Hawbaker, CCCS
Rachel Haberman, Energy Share
Rhonda Safford, Student Assistance Foundation
Steve Arveschoug, Big Sky Economic Development
Susan Hay Patrick, United Way - Missoula
Tammy Walston, Agency on Aging
Tawnya Rupe, Mountain Sky Guest Ranch
Ted Madden, Montana Healthcare Foundation

- The results of the June 30, 2016 Nonprofit KIN meeting identified numerous topics for work group discussion
- Main Street Montana Project (MSMP) staff have condensed and shaped these topics into subject statements to be considered by 4 work groups: A-D, as set forth on the following slides
- This overview correlates the work group discussion subject areas and their corresponding subject statements with the Main Street Pillars
- Action on topics in some cases will be led by the nonprofit sector while others will be led largely by government with groundwork performed by the nonprofit sector

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Nonprofit KIN meeting June 30, 2016

The KIN's meeting identified these overarching themes:

- Nonprofit organizations should focus on their role in keeping Montana's economy growing – fundamentally nonprofit's success depends on that
- The Nonprofit KIN will work to identify ways to improve the entire nonprofit sector ecosystem

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SWOT Analysis of MT Nonprofit Sector

Strengths

- Montana economy not in crisis and nonprofit contribution is huge
- Existing nonprofit network has many strong relationships
- Montana Nonprofit Association (MNA) provides respected leadership
- Montana Community Foundation (MCF) and Local Community Foundations are a major factor in the success of Montana communities
- Generally a low regulatory state
- Favorable tax structure especially due to charitable giving tax credit
- Investing in Montana can result in a sizable impact for a lower cost compared to other areas
- Accessibility to Montana elected officials
- Existing nonprofits are filling critical gaps in rural areas
- Montanans have a strong work ethic
- The Nonprofit sector is good at showing economic value / overall value
- Few problem organizations – very high credibility and any problems addressed quickly
- Fairly timely state reimbursements
- Having a state budget provides predictable funding

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SWOT Analysis of MT Nonprofit Sector

Weaknesses

- Lack of funding support for nonprofit organizations leads to low wages, operational challenges
- Nonprofit situation is tenuous – especially for organizations that are Medicaid dependent particularly
- Competition among nonprofit organizations
- Undervalued in the work that is achieved relative to resources
- Lacking capacity
- Small population and long distances to travel
- Limited number of people / donors asked to support multiple efforts
- Workers comp rates

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SWOT Analysis of MT Nonprofit Sector

Opportunities

- Montana is a magical place - a great canvas where nonprofits doing valuable work can attract workforce particularly mission driven youth
- There are ways to diversify revenue even more fully
- More promotion of economic contribution of the nonprofit sector would enhance status
- Consolidation efforts could achieve greater efficiency and effectiveness
- Opportunity for greater collaboration through MSMP
- Potential for enhanced funding from public and resource teams— look to BEAR model
- Nonprofits could work towards best practices in a meaningful actionable way

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SWOT Analysis of MT Nonprofit Sector

Threats/Challenges to Overcome

- Aging population /declining populations of working age
- Diminishing federal support - especially healthcare
- Shrinking state funding
- National debt levels and nondiscretionary funding requirements
- Increase in the threshold of exempt employees for health coverage
- Rising healthcare and workers comp costs
- IT security risks
- Organizations in Medicaid world face strenuous risk assessment with harsh consequences

Prioritizing Issue Areas and Actions for KIN Across the MSMP 5 Pillars

1. Train and Educate Tomorrow's Workforce Today
2. Create a Climate that Attracts, Retains and Grows Businesses
3. Build upon Montana's Economic Foundation
4. Market Montana
5. Nurture Emerging Industries and Encourage Innovation

Each discussion group should answer the following questions:

- How important is the issue(s), to our industry and should it be a priority for our KIN?
- For those that are important, what actions should be taken to yield positive change and results?
- Who needs to be involved?
- How should these actions be accomplished?
- What is the timeline for accomplish the actions?

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Action Plan: Group A Topic Area

Overlap of Pillars 1 (Attract, retain and grow) + Pillar 4 (Market Montana) + Pillar 5 (Nurture and encourage innovation)

Elevating the nonprofit sector

Subject Statements:

- Nonprofits have a credible reputation / good base to build from and sector is a major economic driver
- Promote the economic vibrancy and place-making contribution of the nonprofit sector
- Engage regional, national, and corporate philanthropic organizations to recognize that Montana is a good partner state and worthy of investment
- Highlight our positive regulatory environment
- Recognize that individuals represent the largest donor base to nonprofits; develop a campaign to educate residents on how to give - such as estate planning , wills, etc.
- Work with Departments of Labor & Industry and Commerce to automate the economic report on the nonprofit sector
- Celebrate and leverage strong nonprofit leadership provided by MNA, MCF, Leadership Montana....

KIN Members who indicated willingness to work on Group A topic: Kurt Alme, Kelly Bruggeman, Gina Heckey, Mary Rutherford, Chantel Schieffer (if needed), Ted, Bob Wilmouth,,

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Action Plan: Group B Topic Area

Pillar: 1 Train and Educate Tomorrow's Workforce Today

Developing the nonprofit workforce

Subject Statement:

- Increasing wages and benefits for nonprofit careers
- Montana is a magic place that does meaningful work
- Integrate service learning and promote the advantages to Montana students - starting at elementary levels
- Expand college offerings / degrees for the nonprofit sector
- Explore programs and models for developing leadership
- Develop a non burdensome model for credentialing
- Recognizing nonprofit role in workforce development
- Develop stackable careers / recognized industry credentials

KIN Members who indicated willingness to work on Group B topic: Steve Arveschoug, Barb Gilskey, Gina Heckey, Judy Held, Liz Moore, Alison Paul, Fran Sadowski, Bob Wilmouth

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Action Plan: Group C Topic Area

Pillar 2 More efficient government in order to attract, retain and grow business

- Supporting, improving and embedding the policy position of nonprofits within state government
- Shoring up the partnership between government and the nonprofit sectors

Subject Statements:

- Create a nonprofit policy advisor within the Governor's Office leading a task force that will:
 - Review regulations / tax advantages
 - Review funding / burden of grants making them more timely and predictable
 - Promote the sector
 - Examine ways to enhance philanthropy
 - Provide voice / access for those without
 - Serve as a policy advisor to be a lead in public – private efforts
 - Work to ensure strategic investment to sustain community / economic growth
 - Examine structures of giving (low-profit benefit)
 - Develop pilot / model for countering threats of reduced funding
 - Act as a hub to promote collaborative opportunities

KIN Members who indicated willingness to work on Group C topic: Barb Gilskey, Jasyn Harrington, Judy Held, Ted Madden, Alison Paul, Heather O'Laughlin

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Action Plan: Group D Topic Area

Pillar 5: Nurturing Business

Enhancing nonprofit organizational stability

Subject Statements:

- Address rising costs for healthcare
- Leadership development
- Identify ways to diversify revenue
- Add nonprofit to GOED's Business Navigator to spur economic development efforts /make the tool more effective
- Look to the economic development model for developing supportive teams (such as SBDC and BEAR) and leverage existing groups (Youth Council)
- Explore ways to pool services among nonprofits, especially IT
- Integrate into or emulate current efforts:
 - Create a nonprofit business school within MUS similar to Jobs Business School
 - Leverage Leadership Montana
- Develop a clearinghouse of support from which nonprofits can draw
- Develop a best practices accreditation
- Explore collaborative opportunities
- Shore up agency shortfalls

KIN Members who indicated willingness to work on Group D topic: Steve Arveschoug, Michelle Belknap, Barb Gilskey, Gina Heckey, Judy Held, Liz Moore, Heather O'Laughlin, Alison Paul, Mary Rutherford, Fran Sadowski

OUTCOME OF DISCUSSION GROUPS:

- Based on your discussion and analysis, **what** do you want to recommend that the KIN focus on moving forward? With respect to your recommendation:
 - **What** is one specific action, or set of actions, that should be taken to yield positive change and results?
 - **Who** needs to be involved?
 - **How** should this action or set of actions be accomplished?
 - **When** is it feasible to expect that the action or set of actions will be completed?