2008 - 2010
Strategic Plan Summary

I. Capacity Building
Goal: Significantly increase MANP's knowledge and depth of understanding of the management and leadership needs and opportunities of Maine nonprofits.

Strategies: Use capacity building programs to better understand nonprofit management and leadership needs; Develop partnerships and alliances that enable MANP to deepen its understanding of management and leadership needs.

II. Education
Goal: Expand range, type and vehicles for learning
Strategy: Determine vehicles for program delivery and opportunities to expand content and types of programming.

III. Advocacy
Goal: Better understand the sector and public perception of the sector to develop a communications strategy that effectively advocates for the sector.

Strategies: Increase MANP's understanding of the public's perception of the sector, improve that perception, and monitor trends over time; Increase MANP's understanding of the economic and social impact of the sector and monitor trends over time; Continue to clarify MANP's advocacy role in the areas of legislative activity and education.

IV. Nonprofit Employers Coalition
Goal: Develop effective strategies to reduce the cost of employee benefits.

Strategy: Work with Bureau of Insurance, our endorsed broker and the MANP membership to create aggregated programs for health, benefits and insurance coverage that can reduce costs for Maine nonprofits.

VI. Organizational Capacity
Goal: Develop MANP's capacity in the areas of resource development, governance, infrastructure, and marketing/knowledge management in order to fully accomplish our mission priorities and achieve our vision.

Strategies: Develop MANP's internal capacity to raise philanthropic capital through grants and a major donor program, and will develop a new fee for service pricingstructure, if appropriate; MANP's Board of Directors will play an increasingly more active role in knowledge generation, as well as revenue and partnership creation; Adapting its budgeting and financial management, technology, logistics, program management, marketing systems and staffing to accommodate shifting focus areas; Focusing on integrating and disseminating new knowledge to build on the foundation of knowledge built over the past 13 years.

MANP Board of Directors

2009
President
Tom Davis-SKILLS, Inc.
Vice President
Jennifer Hutchings-USM, Muskie School
Treasurer
Peter Montano-Macdonald Page & Co.
Secretary
Cathy Ramsdell, Friends of Casco Bay
Kevin Baack
Warren Cook-Saddleback Mountain
Kathryn Davis-United Way of York County
William Floyd-Genesis Community Loan Fund
Kim Lipp-Jobs for Maine Graduates
Tom McAdam-Kennebec Behavioral Health
Tracy Michaud-Stutzman-Maine Crafts Association
Kathleen O'Grady-Unum
Jim Pierce-Independence Association
Nat. Putnam-Eaton Peabody
Jane Richmond-The Nature Conservancy
Sarah Standifer-Maine Women's Lobby

2010
Nominated slate - Officers:
President: Jennifer Hutchings, USM
Vice President: Cathy Ramsdell, Friends of Casco Bay
Treasurer: Peter Montano, Macdonald Page & Co.
Secretary: Kathryn Davis, United Way of York County
Past President: Tom Davis, SKILLS, Inc.

Staff
Director of Program Development & Strategic Initiatives- Elizabeth Bowdwell
SkillBuilder Program Manager-Rachael DeNuzzo
Manager of Information Services-LJ Gagnon
Advocacy Assistant-No Griffith

Membership Manager: Jessica Lantos
Administrative Assistant: Brianna McCabe
Director of Public Policy: Brenda Peluso
Executive Director: Scott Schnapp
Project Manager: Anne Sutton

www.nonprofitmaine.org
Message From The President

The Maine Association of Nonprofits (MANP) is grateful for the continuing support of this state’s nonprofit community. In a period of ongoing political and fiscal turbulence, 2009 tested the resilience of both large and small nonprofits alike.

The commitment of our members to meet the many needs of their local communities remains steadfast, although the resources needed to sustain those efforts have diminished. As a result, Maine’s nonprofit community continues to address the daunting challenges of doing more with less. Individually and collectively we are exploring the tools of collaboration and technology to find the best ways to fulfill our mission.

On behalf of the Board of Directors and staff at MANP we applaud your efforts to innovate and improve services. We remain committed to helping you serve and strengthen your communities. It is our privilege to work with you.

Tom Davis, President, MANP Board of Directors

The Year in Review

- Hosted over 100 SkillBuilder training programs in locations throughout the state, which were attended by more than 15,000 nonprofit managers.
- Incorporated new technological options and local partnership models, increasing SkillBuilder participation and revenue by more than 12%.
- Merged MANP’s Annual Conference with Colby College’s Leadership Institute to create the Nonprofit Leadership Conference, which will now be an annual event.
- Provided one-on-one nonprofit management assistance for more than 500 Maine based nonprofits.
- Worked with national partners to ensure that nonprofits were treated fairly in versions of the health care reform bill. Senator Snowe was a key advocate for the nonprofit sector in the Senate.
- Partnered with Common Good Ventures, Institute for Civic Leadership, 3 United Ways, Maine Community Foundation, and Maine Health Access Foundation to develop a program to help nonprofit leaders assess their organizational viability and weight options for sustaining their missions. Programs were held for nonprofit leaders in Portland, Machias and Augusta in 2009.
- Redesigned MANP website to better organize resources, and added a blog and other Web 2.0 applications.
- Received a 2-year $250K grant from the ARRA federal stimulus program to provide training and technical assistance to nonprofits most affected by the recession. These resources will fund a broad range of capacity building initiatives throughout the state and support technological investments at MANP.
- Delivered a six month Nonprofit Leadership Institute for 20 nonprofit leaders from the Greater Bangor area and a 2 day Institute in Lewiston/Auburn for 30 local nonprofit leaders.
- Convened a group of young leaders in the sustainable agricultural and fisheries movement to design a 2 year leadership development program to strengthen the network and support the overall impact of the movement.
- Hosted 6th Annual Nonprofit Day at the Statehouse, featuring the presentation of our innovation report to the Governor.
- Through a partnership with the Maine Office of Multi-Cultural Affairs, completed the second year of a three year grant assisting refugee leaders in developing leadership and community organizing skills.
- Completed 2009 with a net surplus, adding to organizational cash reserves, while also increasing MANP’s staff capacity.

2009 Finances

2009-Revenue

Statement of Activities 12/31/2008 (Audited) 12/31/2009 (Unaudited)

<table>
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<tr>
<th>Revenue &amp; Other Support</th>
<th>Membership Dues</th>
<th>Education Programs &amp; Sponsorships</th>
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Expenses

| Education | $414,754 | $383,543 |
| Coalition/Group Services | $57,743 | $44,776 |
| Member Services | $100,471 | $157,309 |
| Advocacy | $47,629 | $59,870 |
| Administration | $26,178 | $29,720 |
| Fundraising | $10,031 | $18,093 |
| Total Expenses | $767,706 | $704,211 |

Increase in Net Assets | ($38,823) | ($15,083) |
Net Assets at Beginning of Year | $232,120 | $217,037 |
Net Assets at End of Year | $193,317 | $118,954 |

MANP Programs and Services

- **Education & Training:** SkillBuildings: 8-10 monthly nonprofit management seminars covering:
  - Fundraising & Grant Writing
  - Governance & Leadership
  - Communications
  - Human Resources
  - Financial Management
  - Information & Technology
  - Transparency & Accountability
  - Planning

- **Conferences:** Nonprofit Leadership Conference, Finance and Advocacy Conferences provide technical training, resources and networking opportunities.

- **Capacity Building Resources:**
  - Guiding Principles & Practices for Nonprofit Excellence in Maine
  - Online resource library, organizational assessment tools, Nonprofit Excellence Awards program and effective practices database
  - Board assessment survey and analysis through partnership with Starboard Leadership Consulting
  - Nonprofit Leadership Institutes
  - Executive Transition Program
  - Organizational Viability Sessions
  - Networks for Social Change Training

- **Educational Discounts**:
  - Discounts on trainings through partnership with Dale Carnegie Training of Maine and Institute for Civic Leadership

- **Technical Assistance**:
  - Answers to questions through our Staff Help Line and online resource library. News You Can Use weekly e-bulletins

- **Member Services**:
  - IOT Board raises the visibility of nonprofit employment opportunities. The Yellow Pages assists members in finding vendors and discounts for professional services. MANP Classifieds matches businesses & individuals with donated products to nonprofits in need.

- **Marketing**:
  - Opportunities to raise money & awareness with Featured Member, Gifts That Give Twice

Advocacy

- **Sector Research:**
  - "Partners in Prosperity: The Maine Nonprofit Sector Impact"
  - "Report on Wages & Benefits in Maine’s Nonprofit Sector"
  - "Innovative Nonprofit Practices in Maine"
  - "Industry Impact on Nonprofits' Philanthropy"

- **Advocacy Education:** Legislative alerts on state & federal legislation affecting nonprofits and training on nonprofit rights & responsibilities to advocate for their missions; Nonprofit Capital Exchange

- **Legislative Advocacy**:
  - When appropriate, on issues that impact the entire Maine nonprofit sector; Annual Nonprofit Day at the Statehouse

- **Online Resources**:
  - Links, information and resources about the nonprofit sector and legislative advocacy

Cost-Savings Programs

- **Employee Benefits**: Health, Dental and Related Insurances; Employee Assistance Program, Retirement, and Unemployment insurance

- **Business Services**:
  - Directors & Officers Liability and Commercial Insurance