



Stronger Together

**Strategic
Collaboration,
Shared Services,
and Joint
Fundraising**

Presented by **Andy Robinson**
for the **Adirondack Nonprofit Network**



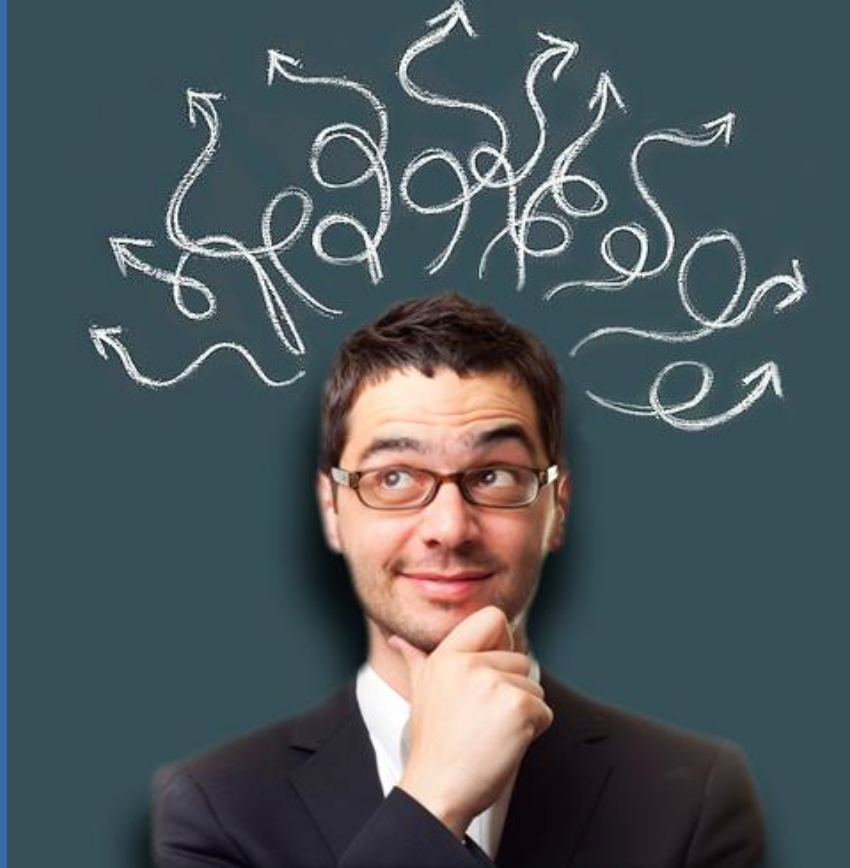
Getting started...

- What are the benefits of collaboration?
- What are the risks or challenges?



Step 1: Clarify your niche

What are your unique assets?
Compared to peers, where are you strongest?



MacMillan Matrix

Created by Ian MacMillan
of the Wharton School,
University of Pennsylvania

Four criteria:

1. Alignment with mission and abilities
2. Program attractiveness: “easy” or “difficult”
3. Competitive position compared to others
4. Alternative coverage – who else is doing overlapping work?

MacMillan Matrix for grassroots groups

MacMillan Matrix rephrased for grassroots organizations

Adapted by the Institute for Conservation Leadership in "Managing in Hard Times," www.icl.org. Used with permission.

		HIGH PROGRAM ATTRACTIVENESS: "Easy" Program		LOW PROGRAM ATTRACTIVENESS "Difficult" Program	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	Strong Competitive Position	1. Affirm this program and negotiate functions with other organizations.	2. Grow in order to provide this service to the movement.	5. Collaborate to share the load or help fund resources.	6. "Soul of the Organization" – find support for this or limit its scope.
	Weak Competitive Position	3. Give this away quickly.	4. Decide with other organizations who should do this.	7. Give this to other organizations supportively.	8. Collaborate to share the load or give it away.
POOR FIT WITH MISSION AND ABILITIES		9. Give this away quickly.		10. Give this away systematically.	



Step 2: **Use this tool** **to figure out** **when...**

- Your organization should lead
- It's best to support other groups
- You might be stronger working together!



Consider using this matrix for a
joint exercise with potential partners

Step 3: Know your options

Tamarack's Collaboration Spectrum

Trust						
Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention	No systematic connection between agencies	Inter-agency information sharing (e.g., networking)	As needed, often informal interaction on discrete activities or projects	Groups and organizations systematically adjust and align work with each other for greater outcomes	Longer team interaction based on shared mission, goals; also shared decision-making and resources	Fully integrated programs, planning, and funding

Turf



Examples: ever-closer relationships

Cooperate: Jointly sponsored programs

Coordinate: Shared support services

(accounting, payroll, office space, etc.)

Collaborate: Shared staff; ongoing shared program planning, fundraising, board contact, etc.

Integrate: Full merger or strategic partnership



Breakouts

- Other potential examples: What's possible?
- Real-life examples: What's happening now?



Step 4: Seek out

Potential partnerships

- On the collaboration spectrum, where is the relationship now? (And do you both agree?)
- Further collaboration opportunities: What could you do better together?
- Try something – OK to start with low-risk options

Step 5: Seek out

Shared fundraising opportunities



- Grant proposals
- Funder briefings
- Joint fundraising events (virtual?)
- “Giving days”
- Joint approaches to major donors
- Shared training

Shared fundraising success... in April!



- April 7, 2020: Statewide giving day
- **\$5 million** for 900 organizations – a **40% increase** over 2019!
- Lots went to *non-COVID-19 response* organizations: animal welfare, charter schools, etc.

Peer stories



“We split grants with partners, regardless of who wrote the proposal. It takes a lot of trust and partnership, but we realize we can both do more together than we can apart.”

Peer stories

“We do a major donor event with another organization. We save land, the other organization builds trails. Our donors like to meet their donors and everyone gets more support. And we drink a lot of whiskey!”



Peer stories



Four local groups raise money for a shared van

- Pick up salvaged food from grocery stores; take it to multiple food shelves
- Prepared meals go to community food sites
- Transport kids to youth ski programs

Advice from your peers

- Internal consensus first:
Why are you doing this?
- “Don’t let a funder
arrange the marriage.”
- Partners need shared
values
- Clear agreements:
Contracts and MOUs!



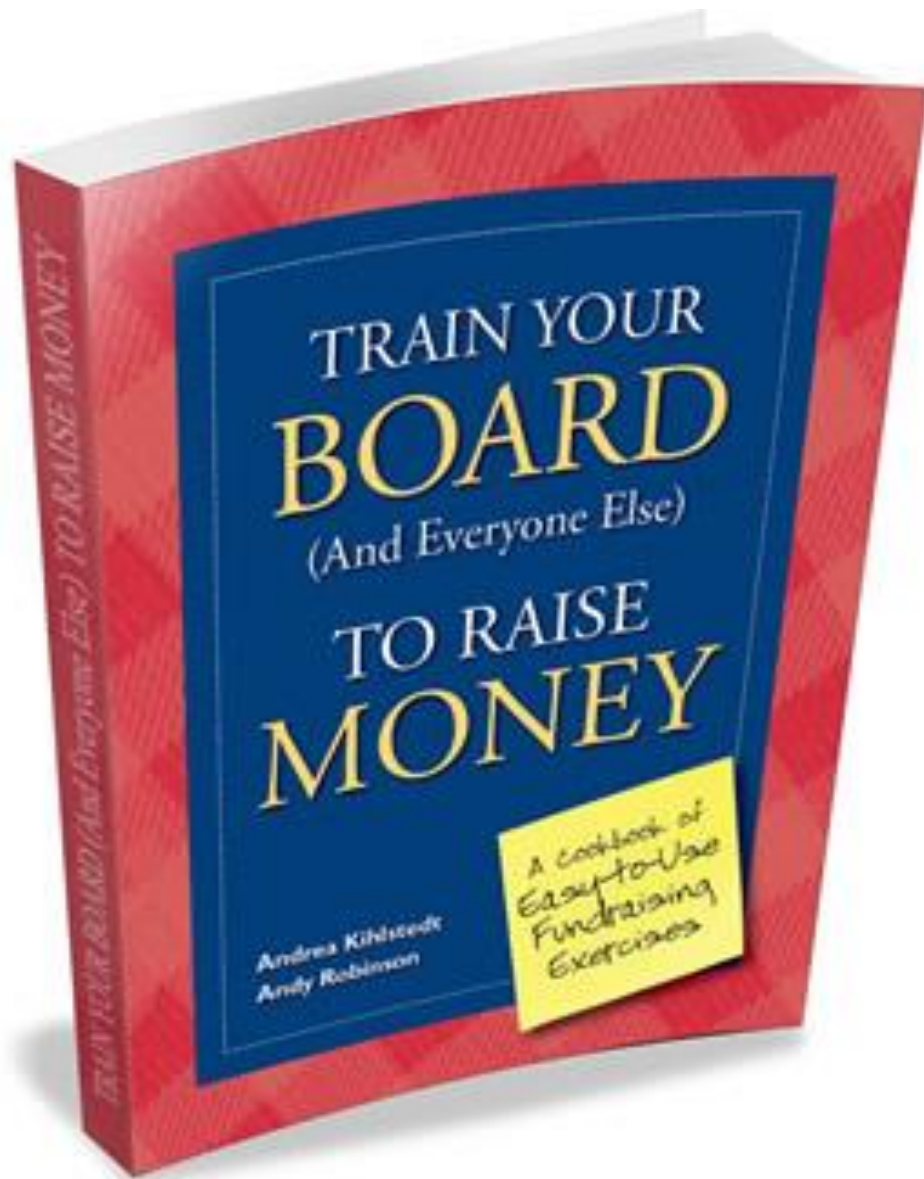
Advice from your peers

- “Not easy. Requires a lot of dialogue and planning. On the upside, it can lead to a larger pot of funding.”
- “I truly believe donors really appreciate it.”
- “We don’t own donors.”
- “Embrace a culture of generosity and plenty!
It always produces better results!”



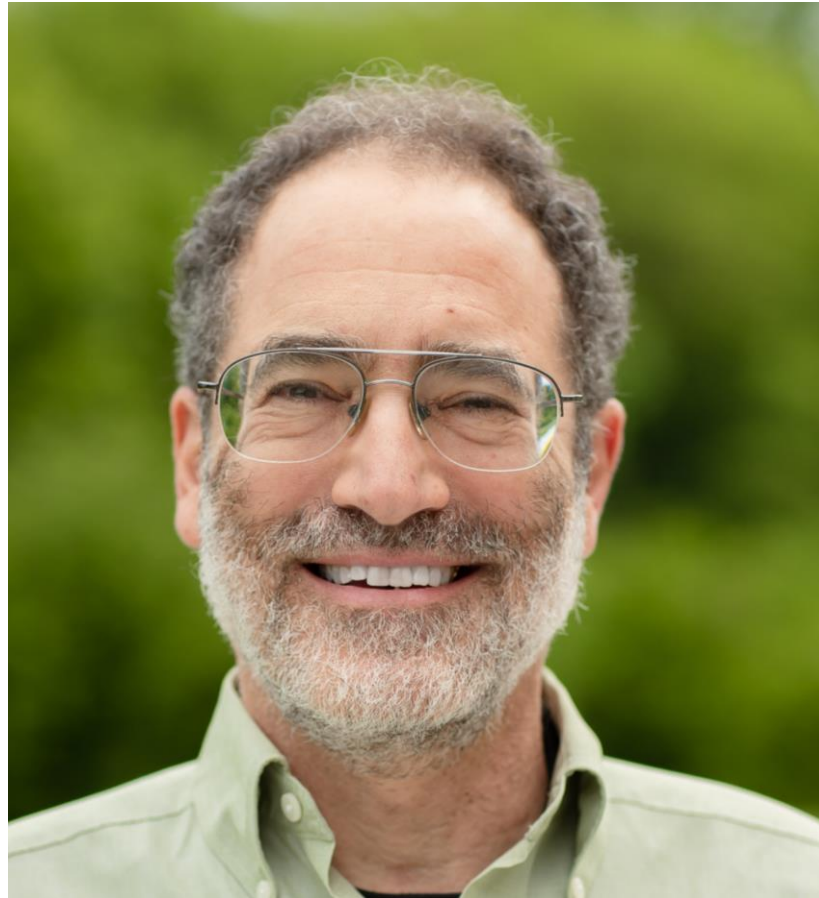
Questions?





**Andy's book –
with Andrea Kihlstedt**

Available from
www.emersonandchurch.com



Stay in touch!

www.andyrobinsononline.com

www.trainyourboard.com