



Collaboration in Action

July 17, 2024

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Today's Agenda

- Collaboration Overview
- Case Study: CASA
- Survey
- Tabletop Exercise
- Working Session



North Carolina's Nonprofits

- More than 40,000 charitable nonprofits operating in North Carolina
- 11,800 organizations that are 501(c)(3) nonprofits with annual revenues over \$50K
- Hospitals and private colleges and universities comprise only about 1.5% of these nonprofits but they account for just over half of nonprofits' \$56 billion in spending (back into NC's economy)

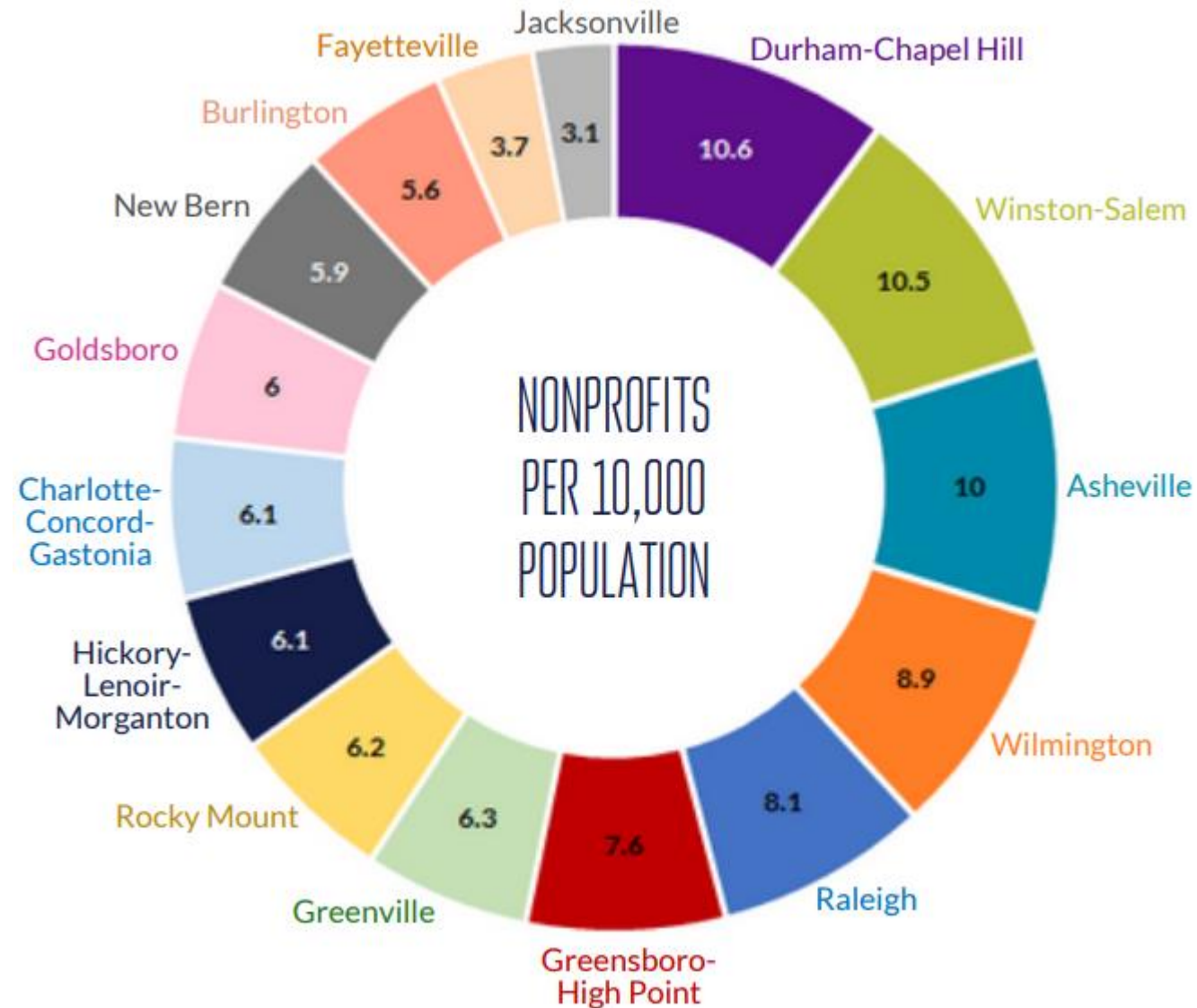


Unequal Distribution

- The Triangle (>3K nonprofits) and Charlotte (>2,500 nonprofits) have the most nonprofits of any region, while northeastern NC (about 400 nonprofits) has the fewest.
- The Durham-Chapel Hill, Winston-Salem, and Asheville areas all have at least 10 nonprofits for every 10,00 residents.
- Fayetteville and Jacksonville - the two NC cities with large military populations - are among the 10 cities in the country with the lowest number of nonprofits per capita.
- Total nonprofit employment and spending is greatest in the Triangle and Piedmont Triad regions.



Unequal Distribution



Why Collaborate?

- The issues we face are complex
- The donors we ask are limited
- The inequities we challenge are systemic
- The work is hard

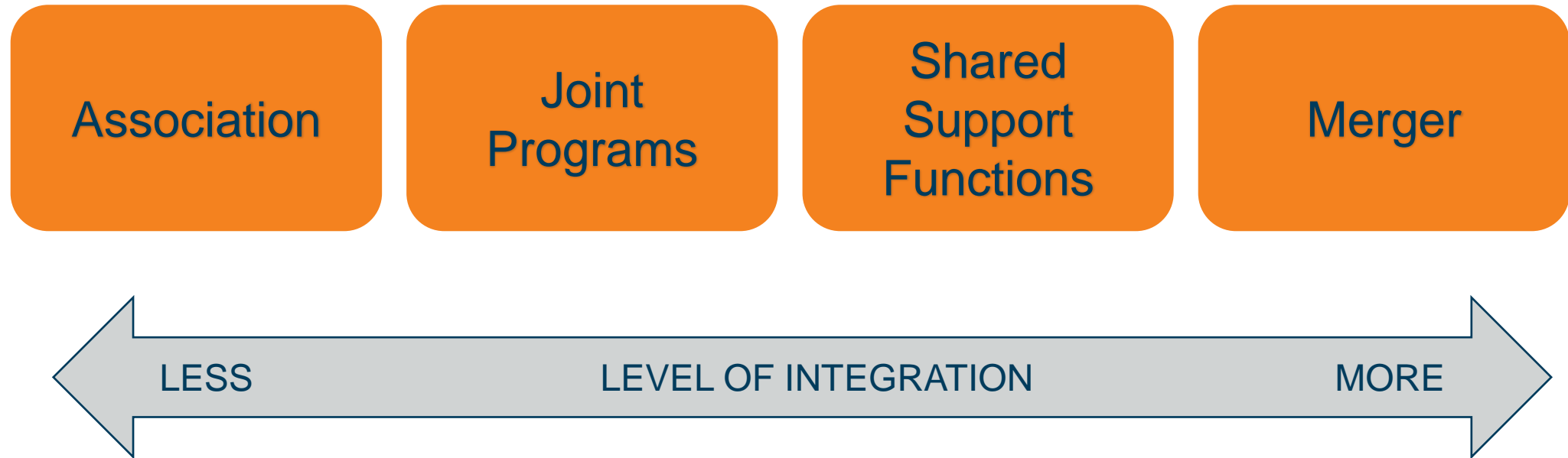


What is needed?

- Patience
- Shared values
- Infrastructure
- Trust
- Engagement
- Investment (time and money)



Types of Collaborations



Types of Collaborations

Associations

- Includes coalitions and collaboratives
- Works together over an extended period of time to accomplish **shared goals**
- Joins by formal agreement
- Governs separately
- Works separately



Feeding the Carolinas



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Our Origins

Feeding the Carolinas works in partnership with ten Feeding America affiliated Food Banks to fight food insecurity and its roots in North and South Carolina. Our members focus on serving and developing resources in their local communities while Feeding the Carolinas works across both states to leverage food and financial resources for our Food Banks.

We focus on our Farm to Food Bank program and other resources, educate and advocate around the root causes of hunger, make the connections between food and health, and respond to our communities during times of crisis.



Types of Collaborations

Joint Programs

- Works with another organization to **deliver a program** over an extended period of time
- Integrates and agrees upon contract
- Governs separately



Raleigh Beautification Program



City Continues Beautification Program That Employs People Experiencing Homelessness



Types of Collaborations

Shared Support Functions

- Shares administrative functions such as accounting, HR, & IT
- Contracts for administrative services or hiring a third party to provide those services



Ascend Nonprofit Solutions

WHO WE ARE

Lifting nonprofits to achieve greater impact is at the heart of our mission. At Ascend Nonprofit Solutions, we partner with local nonprofits to provide high-quality, affordable facilities and finance, HR and IT solutions. In turn, our partners are able to focus more time and resources on what they do best - advancing their missions.

We are also a nonprofit and understand the challenges that can bring. It's why we work hard to be as cost-effective as possible. By utilizing a Shared Services model for our back-office solutions and offering below-market rent, we are able to pass these savings on to our partners.



Types of Collaborations

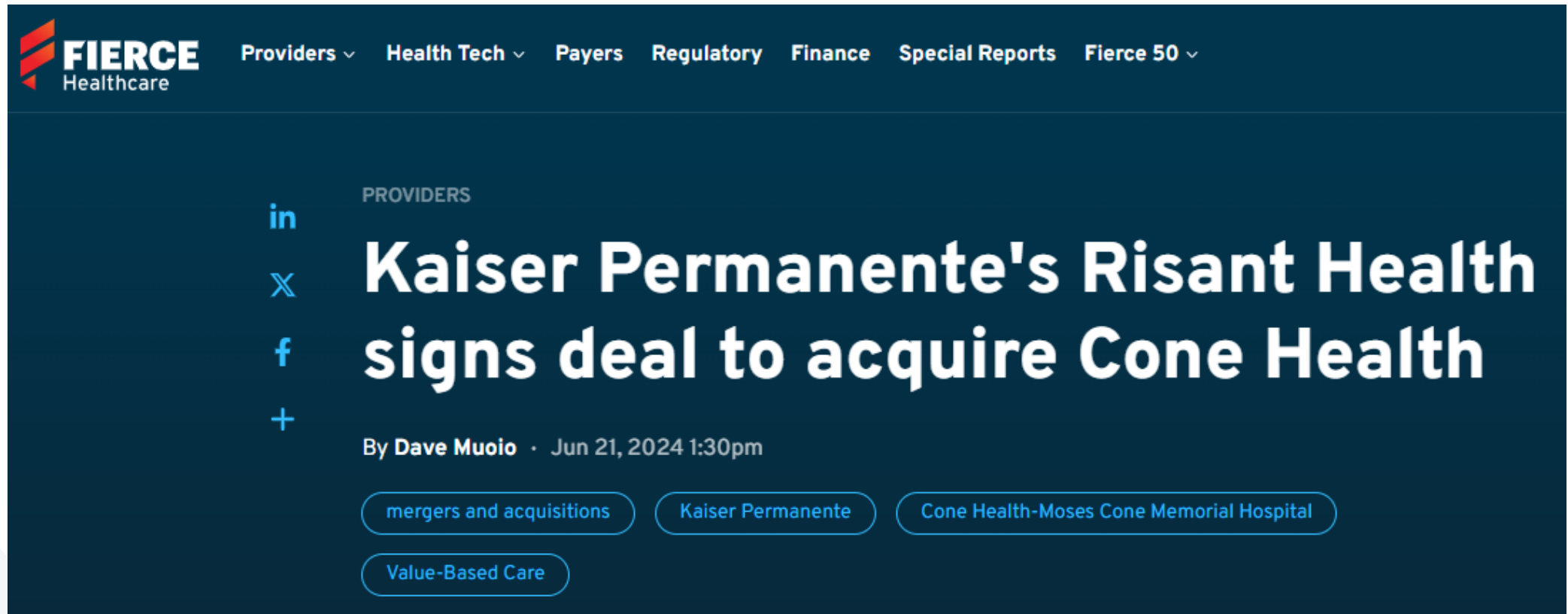
Mergers

(Includes affiliate and subsidiary structures)

- Legally links the governance of two organizations
- Integrates into one entity, or
- Establishes an affiliate or subsidiary, or
- Creates a new entity



Risant Health + Cone Health

A screenshot of a Fierce Healthcare article. The top navigation bar is dark blue with the Fierce Healthcare logo on the left and menu items: Providers, Health Tech, Payers, Regulatory, Finance, Special Reports, and Fierce 50. The article title is "Kaiser Permanente's Risant Health signs deal to acquire Cone Health" in large white text. The author is Dave Muoio, dated Jun 21, 2024 1:30pm. There are four tags: mergers and acquisitions, Kaiser Permanente, Cone Health-Moses Cone Memorial Hospital, and Value-Based Care. On the left side of the article, there are social media icons for LinkedIn, X, Facebook, and a plus sign for more options.

FIERCE
Healthcare

Providers ▾ Health Tech ▾ Payers Regulatory Finance Special Reports Fierce 50 ▾

PROVIDERS

Kaiser Permanente's Risant Health signs deal to acquire Cone Health

By **Dave Muoio** · Jun 21, 2024 1:30pm

mergers and acquisitions Kaiser Permanente Cone Health-Moses Cone Memorial Hospital

Value-Based Care



Collaboration Outcomes

- Develop stronger and/or more effective “voice”
- Expand reach and/or range of services/programs
- Improve the quality of services/programs
- Serve more and/or different clients/audiences
- Maximize financial resources
- Achieve administrative efficiencies
- Stabilize financials



Common Barriers

- Funder support (financial support, introductions, etc.)
- Finding the right partner (logistically and relationship-wise)
- Perceptions of success (funder vs. nonprofit views)



Other Considerations

- Defining partner relationships and roles
- Cultural integration
- Concerns about risk
- Costs of collaboration
- Defining and measuring success
- Integration of programs and services
- Communications and branding
- Integration of operations
- Identifying potential partners



Action Items

- Create and support a healthy dialogue around nonprofits' and funders' joint desire to see more collaborations
 - What nonprofits want to collaborate?
 - Does capacity building funding include collaborative efforts?
 - Can collaborative funding opportunities occur outside of typical funding cycles?
- Find your potential partners
 - Funders can help make introductions and provide support to explore relationships
 - Host a meet and greet
- Agree on the definition of success





Case Study: CASA



Case Study: CASA & King's Ridge



The Solution to Homelessness is Housing

CASA is a 501(c)3 nonprofit organization that provides affordable housing in Durham, Chapel Hill, Raleigh, and other surrounding communities. We accomplish this by offering family housing, veterans' housing, workforce housing solutions, and disability housing programs and solutions. With your help, CASA can continue solving homelessness in the Triangle and create more opportunities for successful living by providing those in need a vital resource: a home.





King's Ridge

In Loving Memory of Longtime CASA CEO, Debra King

King's Ridge Key Components

King's Ridge is CASA's largest, most ambitious project to date. This 100-unit community consists of 1- 2- and 3-bedroom units and is designated for families and individuals moving out of homelessness. For the first time ever, CASA is including supportive services on site. The building will have two medical clinics, case managers, a tenant liaison, and flexible community space—all designed to wrap our future tenants in care and provide them with a healing and supportive community. King's Ridge is currently under construction and will be completed in the Fall of 2024.

Case Study: CASA & King's Ridge



Comprehensive, Accessible, Wraparound Services

Residents at King's Ridge will have easy access to supportive services, including case management, employment assistance, mental health counseling, substance abuse treatment, childcare navigation, connections to public assistance programs, and other services to prevent evictions and ensure residents understand their rights and responsibilities as renters.



Case Study: CASA & King's Ridge

Challenges

- Leadership is not getting on board
- Competition for funding (perceived or real)
- Difficult to define problem/purpose
- The feeling of “I can do it better”



Erin Yates
Director, King's Ridge



Case Study: CASA & King's Ridge

- Start with a goal in mind
- Define the needs
- Find the holes/gaps
- Stay humble
- Ask everyone! “How do you see yourself fitting in?”
- Keep realistic timeframes
- Get the people in the room



Erin Yates
Director, King's Ridge



Survey







Tabletop Exercise



Incident Notification

It is mid-August and due to a La Niña weather pattern, the area received well over its normal share of rain during the last 60 days. Creeks and rivers are at capacity and the ground is saturated.

Hurricane Zephyr is forecasted to make landfall over the Georgia/South Carolina border as a slow-moving Category 3 hurricane, and then move north into North Carolina. An additional 5 to 19 inches of rain are forecast to fall throughout the state over the next 5 days.



Inject #1

At 7:30 a.m. on Tuesday morning you receive notification that your community has been placed under a flood watch for the next 48 hours, with the expectation of receiving an additional 12 inches of rain.



Inject #2

As of 10 a.m. on Wednesday morning, your area has received 9 inches of rain from the hurricane. Power is out throughout most of the region and has been out for roughly 18 hours. Generators at water treatment plants are beginning to run out of fuel and stop functioning. Storm water and wastewater releases are occurring in the area at significant rates.



Inject #3

At 10 a.m. on Thursday, local officials learn that numerous private drinking water wells in the area flooded and the local utility's drinking water distribution system has been impacted due to the prolonged power outage and numerous broken mains.



Inject #4

At 12 p.m. on Friday, the rain has subsided and standing water is starting to recede. Residents and businesses are asking whether they should use private drinking water wells, and when the drinking water utility's systems will be operational.



Hot Wash

- What should happen in the scenario that was presented?
- What did your discussions reveal about what would happen in your community?
- If there is a difference between what should happen and what would happen, how can the community address that?
- What else can be learned from the exercise? What went well? What could be better?





Working Session



What can collaboration look like for Pamlico County nonprofits?



Small Group Discussion

Where is there overlap in services provided?

Where might there be overlap in 1-3 year goals?

What other questions do you have for your peers?

Armstrong McGuire



Wrap Up

- What was your biggest takeaway from today's session?
- What homework have you assigned for yourself or your nonprofit?
- What additional questions do you have?



Resources

[Making Sense of Nonprofit Collaborations](#) – The Bridgespan Group

[Nonprofits' Impact on North Carolina](#) – North Carolina Center for Nonprofits

[Nonprofit Trends and Impact](#) – The Urban Institute

[Nonprofit Collaboration: Finding Common Ground To Accelerate Social Sector Progress](#) –
Forbes

[Sample Tabletop Exercise: Flooding Incident](#) – UNC School of Government





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