



# Leadership Southern Maryland

*Regional Collaboration for Today's Leaders and Tomorrow's Vision*

## **Leadership Southern Maryland Connections**

### **Request for Proposals**

**May 15, 2016 (revised June 16, 2016)**

**Contact: Helen Mattingly Wernecke, [helen@leadershipsomd.org](mailto:helen@leadershipsomd.org), 240-725-5469**

**P. O. Box 524, Leonardtown, MD 20650**

The *mission* of Leadership Southern Maryland is to educate and inspire a diverse group of current and emerging leaders to create collaborations and partnerships to impact the community needs of Calvert, Charles, and St. Mary's counties. In keeping with this mission, Leadership Southern Maryland is looking to establish a partnership with nonprofit organizations within the Southern Maryland region. This partnership, Leadership Southern Maryland Connections, will aid the participant's learning by increasing their knowledge of regional issues, lend the nonprofit with extra expertise and manpower to complete a needed project, and allow for team building within a small group. **Leadership Southern Maryland Connections** will affect change for the organization and region while enabling participants to go beyond simply *connecting the dots of regional issues* by *connecting themselves* to the organizations and become a part of lasting change.

**Leadership Southern Maryland is accepting proposals from nonprofit organizations in response to this Request for Proposal (this "RFP," or this "Request for Proposal") in order to provide a line-up of projects to be completed by the LSM Class of 2017.**

Proposals will be reviewed by the Leadership Southern Maryland Connections Committee and selections will be made in **August 2016**. A maximum of eight projects will be selected and form the Leadership Southern Maryland Connections Project List for 2017. The project timeframe must run from October 2016 thru March 2017.

### **Submission Guidelines & Requirements**

The following submission guidelines & requirements apply to this Request for Proposal:

1. Submissions shall be made by an established (in business for the past two years) 501(c)(3) organization serving the needs of Calvert, Charles and St. Mary's counties.
2. The proposal submission deadline is noon on Friday, **July 31, 2016**, and should be submitted to Helen Mattingly Wernecke, Executive Director, Leadership Southern Maryland at [helen@leadershipsomd.org](mailto:helen@leadershipsomd.org) or P. O. Box 524, Leonardtown, MD 20650.
3. The proposal shall be no more than 2 pages in length at 12 pitch font and include:
  - a. Description of your organization and its mission
  - b. Project summary
  - c. Project goal(s)

- d. Expected project outcome(s)
  - e. Organization contact information
  - f. Project facilitator contact information
4. Neither the organization nor the LSM participants are to receive payment for any services provided through the project.
  5. The projects do not involve any activity that requires LSM participants to solicit contributions or in-kind services on behalf of the nonprofit. Designing products or strategies for fundraising is acceptable.
  6. Publicity, brochures, etc. relating to service class participants provide should acknowledge LSM.
  7. Any problems with the project should be brought immediately to the attention of the Executive Director, Leadership Southern Maryland.

### **Nonprofit Organization Responsibilities**

1. Host an Initial Project Review call with LSM Programs Chair and Executive Director to ensure understanding of each other's expectations.
2. Present short summary to the participants (history, mission, structure, programs, etc.) as well as requested project during the Orientation Retreat scheduled for September 12 & 13, 2016. Presentation must be no more than 5 minutes.
3. Host an Initial Project Review meeting and tour, if applicable, with the LSM project team (post Orientation Retreat)
4. Designate a staff person to act as a facilitator to the LSM project team who will meet with the LSM team and host scheduled conference calls throughout the process. Identify an alternate staff person in the event the primary staff person becomes unavailable.
5. Evaluate the project process.

### **Leadership Southern Maryland Team Responsibilities**

1. Participants, approximately 2 to 5 individuals, are committed to learning about the organization, provide meaningful service, and will work together to accomplish the project.
2. The participants will provide (at least) 5 hours of direct volunteer hours. Direct volunteer hours do not include the time spent learning about the organization (research, interviews, site visits, etc.).
3. At the conclusion of the project, participants will do a brief presentation on the organization and the completed **Leadership Southern Maryland Connections** project. The presentation will include:
  - a. Nonprofit Organization Profile (description of organization, mission, population served, etc.)
  - b. Project summary (objective, plan of action, timeline, outcome, specific benefits to organization, etc.)

### **Sample Projects (See example document provided with this RFP.)**

1. Establish guidelines and strategies for creation of an advisory board.
2. Design a fundraising plan.
3. Develop a marketing plan.
4. Website redesign.
5. Evaluate the Employee Handbook.



*Inspiring creativity through art education and art therapy*

**Website:** [www.createartscenter.org](http://www.createartscenter.org)

## **ORGANIZATION**

CREATE Arts Center is a non-profit 501(c)(3) organization that seeks to inspire creativity, develop art skills, encourage cooperation, improve self-confidence, and enhance enjoyment through art education in the greater Washington area. CREATE provides art classes and camps as well as art therapy services. We offer afterschool enrichment classes and free classes for at-risk youth at local schools. We provide individual art therapy for children and adults with autism.

Located in Silver Spring, Maryland, CREATE has served over 20,000 artists of all ages and backgrounds since 1986. Over the past four years the organization has successfully transitioned from founder-lead (unpaid) to being led by a paid Executive Director with the oversight of a volunteer board of directors. The ED, along with two part time program directors, organize and direct contract teachers and art therapists, as well as unpaid interns and volunteers in delivering the camps, classes and therapeutic services offered by CREATE. We accomplish a lot with a little! And we rely heavily on a dedicated team of volunteers to accomplish both strategic and tactical work through a committee system.

## **PROJECT: DEVELOP A HUMAN RESOURCE PLAN FOR LONG-TERM SUSTAINABILITY**

While the hands-on, roll-up-your-sleeves nature of our team is part of the magic of CREATE, we also recognize its limitations and risks. It's time to take a hard look at how we ensure this organization can grow and sustain itself in the future. We have an opportunity to assess the current situation and put a roadmap in place to take CREATE beyond the current ED and staff, and beyond the current volunteers. We want to see CREATE serving Montgomery County for another 30 years!

With the goal of ensuring CREATE's sustainability for the future, we want to extend the concept of succession planning across all staff and volunteers, to not only look at the path for future leaders in our organization but also assess what skills and systems need to be in place to ensure we have capable staff, volunteers and board members for long term success.

CREATE is seeking help to assess our current situation and develop a strategic human resources plan for the future, including recommendations for:

- Succession planning for ED and staff/program directors.
- Outlining the steps and interim responsibilities that should be taken should any of our key players leave today.
- Developing staff and identifying capabilities needed on the team.
- Building a strong board with the right skills, and how to identify/prepare future board officers.
- Developing interns and volunteer talent. Establish a plan for recruiting and systems for managing, mentoring and evaluating.
- Providing recommendations and examples for the components needed to enable the plan, such as job descriptions.

**Contact: Heena Genti, Executive Director** [heena@createartscenter.org](mailto:heena@createartscenter.org) 301-588-2787

816 Thayer Avenue, Silver Spring, MD 20910



**Web: [docsinprogress.org](http://docsinprogress.org)**

## **ORGANIZATION**

Docs In Progress is a 501(c)(3) nonprofit arts organization which has been based in downtown Silver Spring since 2008. Our mission is to give individuals the tools to tell stories through documentary film to educate, inspire, and transform the way people view their world. We do this through a variety of programs and services aimed not only at existing documentary filmmakers, but also at community members who want to learn the ins and outs of nonfiction storytelling through video.

We are a relatively small nonprofit (two employees, contract teaching artists, a working board, and an annual budget of about \$200,000) which nonetheless has a large reach and a growing interest in our programs and services. We organize more than 50 programs every year including video production classes for adults and youth, screenings of documentaries produced by local filmmakers, and our annual Community Stories Festival where we showcase short documentaries produced about small businesses, nonprofits, and community members throughout Montgomery County. We receive funding from a mix of grants (Arts & Humanities Council of Montgomery County, Maryland State Arts Council, Morris & Gwendolyn Cafritz Foundation, and the National Endowment for the Arts have all been funders), individual donations, and fees charged for many of our classes and workshops.

## **PROJECT**

Since we began as a nonprofit, the Docs In Progress Board of Directors has discussed the merits of engaging an advisory board to help raise our profile, expand fundraising potential, and find other ways to increase our capacity and ability to reach new audiences. We want to ensure that we go about building an advisory board in a way that it will have unique functions that do not duplicate the role of staff or our board of directors, engage people who want to get involved with the organization but do not necessarily have the time to devote to regular board service, and can be an effective entity (i.e., not just names on letterhead).

## **CONTACT:**

Erica Ginsberg, Executive Director, Docs In Progress

E-mail: [erica@docsinprogress.org](mailto:erica@docsinprogress.org)

Telephone: 301-789-2797

8700 1st Avenue Silver Spring, MD 20910

# **Jewish Foundation for Group Homes**

Website

[www.jfgh.org](http://www.jfgh.org)

## **ORGANIZATION**

The Jewish Foundation for Group Homes, a non-sectarian organization, is committed to providing individuals with developmental disabilities and/or chronic mental disorders with the opportunity to live independently within the community with dignity, personal choice, and respect while offering the opportunity to experience Jewish life and supporting others with the opportunity to practice their own faith.

JFGH's programs support more than 200 individuals in over 70 sites throughout the Washington D.C. tan area. Support is provided through JFGH's residential, transitioning youth and social programs.

## **PROJECT**

### Development of Community Monitoring Program

In our Residential Program, JFGH supports individuals with disabilities in 20 homes in Montgomery County. Our homes are aging facilities with the average age being 48 years old. Ongoing repairs and renovations and accessibility modifications are critical in maintaining safety, particularly for residents with accessibility issues. Public funding, however, only provides for the basic necessities required by our residents so JFGH must seek out funds and volunteers from the community to ensure the safety of our residents.

JFGH is creating a community monitoring program wherein volunteers would sign up to visit our homes on a monthly basis and inspect the homes for basic maintenance needs. Routine checkups can catch a problem early on and save the organization thousands of dollars a year through preventative maintenance.

JFGH is seeking support from Leadership Montgomery to help in the program's development and implementation. A sample of the program elements requiring assistance include but are not limited to:

- Creating a checklist
- Delineating tasks between unskilled and skilled
- Building a reporting structure
- Analyzing frequency and thoroughness of the checklist
- Testing the program
- Developing a marketing plan to recruit volunteers

## **CONTACT**

**Lew Fontek, Chief Development Officer**

**LFontek@jfgh.org**

**(240) 283-6005**

**1500 East Jefferson St. Rockville, MD 20852**



## Jobs Unlimited, Inc.

[www.jobsunlimitedinc.org](http://www.jobsunlimitedinc.org)

DBA Thrift Unlimited, formerly The Upscale Resale Thrift Shop  
[www.upscalesalethriftshop.org](http://www.upscalesalethriftshop.org)

### ORGANIZATION

**Jobs Unlimited, Inc. (JUI)**, founded in 1991 and doing business as Thrift Unlimited, formerly The Upscale Resale Thrift Shop, is a 501(c)(3) nonprofit dedicated to creating meaningful employment for Montgomery County adults disabled by serious mental illnesses.

Our main mission, the Paid Employment Program, is to employ adults disabled by serious mental illness, thereby allowing them to live independently and with dignity. All participants are employed in the organization-run thrift store earning minimum wage or better. This salary, combined with their SSDI/SSI benefits, provides financial stability and creates opportunities for greater choice, freedom, and independence in their lives.

**Organizational Details and Strategic Challenge:** For twenty-four years we have provided a safe environment for people with serious mental illnesses to join or rejoin the workforce. We have demonstrated success in keeping people employed and giving them the opportunity to live independently. However, there has been a cost to this success: some individuals become so comfortable with their employment and independence that they stop striving for greater opportunities to grow and succeed. Given their past personal and professional struggles, any real stability for our employees is a blessing – but JUI has found it difficult to move many people on to competitive employment once they have accomplished this measure of stability. This has resulted in a smaller pool of finances to hire new employees, thus constricting our impact on the community. Moreover, minimum wage in Montgomery County has increased over the last year and will increase in the coming two years, while the monthly earning limit for people receiving Social Security Disability Income has not increased. We are experiencing a huge surge in employee and organizational expenses without any real increase in revenue. Likewise, our employees are permitted to work fewer hours for the same salary and, for many, of them, working is their only source of community and support.

**PROJECT:** The nonprofit model that worked well for us for since 1991 is hitting its expiration date and we may not have a sustainable model going forward without either increasing store revenue, enhancing our fundraising efforts, or expanding grant options (which is hard to do when our client pool is stagnant). An obvious business solution is to increase the revenue of our thrift store. To do so, however, we would need to rely on volunteers more and only retain the most productive of employees. Both solutions contradict our mission, which is to provide employment which, in turn, provides independence and dignity to people with serious mental illnesses. Quite simply, we find ourselves deciding between running a profitable store, but undermining our mission or investing in our mission, which may prove too costly without a better revenue source or a stronger marketing plan. We have appealed for help from pro bono strategic consultants, like Compass and Taproot, but because we do not have the requisite three full-time employees, we are ineligible for their strategic guidance, though we desperately need it.

We would be so grateful if a group of energetic, thoughtful Leadership Montgomery participants could help us develop a stronger strategic plan to help our nonprofit to evolve to a more sustainable model, or develop a stronger marketing plan to boost store revenue to mitigate the growing employee related expenses while we develop a new model.

**CONTACT: Meredith Bowers ('15)**, Executive Director  
(301) 738-7070 (office) (301) 738-0071 (fax)  
[contact@jobsunlimitedinc.org](mailto:contact@jobsunlimitedinc.org), [mbowers@jobsunlimitedinc.org](mailto:mbowers@jobsunlimitedinc.org)



Manna Food Center  
[www.mannafood.org](http://www.mannafood.org)

## **ORGANIZATION**

Manna Food Center is the largest, most effective food assistance organization focused on serving Montgomery County, Maryland. Our mission is to end hunger in through food distribution, education and advocacy. Annually we serve more than 11,000 families and coordinate the distribution of over 4,000,000 pounds of food through a collaborative network of partner agencies and community participants.

A cornerstone of our work is the Karen Goldberg Smart Sacks program. More than 35% of public school students are eligible for free or reduced meals during the school week. Smart Sacks bridges the gap between Friday and Monday, providing nutritious foods for children and their families who might not have another meal until after the weekend. The benefit of consistent nutrition to a child's ability to excel in the classroom prompted the creation of this landmark program – and the critical nature of this need is what continues to drive its evolution.

Smart Sacks started with the distribution of 500 backpacks full of food in its first year. Today, our program operates in 60 elementary schools and feeds over 2,350 children each week. More than 50 business and community organizations collaborate on behalf of this inspiring program.

Despite this, with need increasing, Smart Sacks lacks a sophisticated suite of marketing materials and, as critically, a business plan for expansion.

## **PROJECT**

We propose that a Leadership Montgomery team audit our current materials, investigate our program and financial structure, and propose a suite of materials—presentations, flyers, business case, etc—to help us secure financial support. These deliverables would position Manna to improve and expand our strategies as we work to confront childhood hunger effectively in our community.

## **CONTACT:**

Jackie DeCarlo, Executive Director  
[jackie@mannafood.org](mailto:jackie@mannafood.org)  
240.268.2524

## **Montgomery County Aging and Disability Services Village Coordination Program**

[www.montgomerycountymd.gov/village](http://www.montgomerycountymd.gov/village)

### **ORGANIZATION**

Village Coordinators Support the creation and sustainability of villages and other grassroots organizations that facilitate aging in place in Montgomery County.

Village Coordination Objectives:

1. Provide intensive support for emerging organizations
2. Promote and encourage grassroots aging in place initiatives in diverse and/or low income communities.
3. Facilitate collaborations and partnerships that enhance capacities
4. Provide technical assistance and aging related information to existing organizations
5. Document Villages and other village like activities in the County.

### **The challenge**

The establishment and sustainability of villages is time consuming and requires many people with many talents. All villages rely heavily on their members to continue to support them through volunteerism and/or financial support.

These challenges are more pronounced when forming villages in communities that are socio-economically or culturally diverse. To date, few villages around the nation have been established in diverse communities or were able to attract diverse membership.

In Montgomery County, several villages are taking up this challenge and my role is to offer them as much support as I can.

### **PROJECT**

East County Community Center has become in the past few months a home to a group of older adults who are planning a village. They have a very strong leader who has been able to attract about 40 interested residents of neighborhoods in the area. However, it is an uphill battle to form a planning committee and motivate people to take on active leadership positions in the formation of the village. In addition, there are outreach and communication challenges, website design needs and facilitation of partnership with local community organizations.

Should SLM choose to take on this mission, they will partner with the village Coordinator and the leader of East County Village Seniors (as they call themselves currently) to develop and implement a communications and outreach plan that would yield a strong planning committee. The end result would be a well formed leadership team which would serve as the foundation for a working board for this village.

**CONTACT:** Pazit Aviv, Village Coordinator

Pazit.Aviv@montgomerycountymd.gov  
phone: 240-777-1231





**Web:** [www.nationalphilharmonic.org](http://www.nationalphilharmonic.org)

## **ORGANIZATION:**

The mission of the National Philharmonic is *to be the dynamic organization of choice providing the highest quality orchestral, choral and other musical experiences to enrich and inspire the lives of people in Montgomery County, the Washington, DC metropolitan area and beyond through concerts and educational programs for all ages.* The primary goal of the organization is to provide audiences with high quality, professional performances at a convenient location and an affordable price. A judicious merging of two Montgomery County organizations, the National Chamber Orchestra and Masterworks Chorus, on July 1, 2003, created an ensemble with a 55-year combined history of high caliber musical performances and educational opportunities.

The National Philharmonic impacts more than 40,000 people with live classical music performances and educational programs, enriching the cultural landscape of the Montgomery County and extending to the Washington, DC metropolitan area.

The National Philharmonic begins its second decade of concert season is the accessibility and educational programming for people of all ages, such as:

- The All Kids, All Free, All the Time initiative allows young people age 7-17 to attend all concerts free of charge. This program is very effective in creating audiences that are younger and more diverse than ever before.
- National Philharmonic, in partnership with the Music Center at Strathmore and MCPS, performs for every MCPS 2nd grade student in the county, approximately 13,000 students.
- The Summer String Institutes for middle and high school students and the Summer Choral Institute for youth and adult singers are three week-long programs that are annually filled to capacity.
- Pre-concert lectures led by Associate Conductor Victoria Gau accompany every performance.

## **PROJECT:**

The National Philharmonic has a great need for, and would benefit immeasurably from a survey directed at (1) audience attraction, attendance and retention, (2) analysis of our current marketing strategy, and (3) the impact of ticket pricing. Although we are able to easily identify these core categories of interest and importance, and even to formulate some potential key survey questions, we currently lack sufficient staff, the requisite expertise, and other various resources to carry out such a project. We are confident that such a survey could prove to be of immense value and provide critical assistance in the strategic planning for both the current well-being and the future life of the National Philharmonic.

**CONTACT:** Leanne Ferfolia, Vice President

**Phone:** 301-493-9283, ext. 114

**Email:** [Leanne@nationalphilharmonic.org](mailto:Leanne@nationalphilharmonic.org)

# Wonders Child Care Center

[www.wonderschildcare.org](http://www.wonderschildcare.org)

DBA Wonders Child Care Center, formerly All Saints All Day Child Care

## ORGANIZATION

Mission: To create and advance high quality educational communities that teach children the foundations of life-long learning and social responsibility.

Wonders Child Care Center, founded in 1976, formerly All Saints All Day Child Care, is a 501(c)(3) nonprofit dedicated to providing accredited early childhood education and before and after school programs to the community.

We have been serving the community since 1976 and currently have approximately 750 children, ages 8 weeks to 12 years, enrolled in our programs. As a non-profit it is essential to have a well-educated board of directors to enhance Wonders as a business. We are in our third and final year of our strategic plan, which includes the goal of board readiness. The board has been enhancing its practices around governance and would like to incorporate a board manual to guide and inform policies and procedures specifically around the board recruitment and orientation process.

**PROJECT:** Develop Board of Directors manual and recruitment/orientation process

One of our strategic goals is board readiness. The board is comprised of current and former Wonders parents and community members. We would like to enhance our board recruitment and orientation process to ensure that new board members are well suited and prepared for board governance and leadership. The manual would be a resource for best practices and Wonders policies and procedures related to governance.

## CONTACT:

**Joanne Hurt ('15)**, Executive Director  
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