

**Cincinnati Information Session Q&A & Follow-up Q&A
July 28, 2010**

Questions Regarding CWV's North Texas Partnership

Q: What is the North Texas partner's capacity? How many organizations are they working with? What is the size of those organizations?

A: The Center for Nonprofit Management is celebrating its 30th year of providing a variety of workshops and certificate programs, as well as technical and capacity building assistance such as; strategic planning, fund development, etc. The Center has over 650 member organizations. The Center for Nonprofit Management conducts approximately 80 consultations a year and provides training to approximately 1,300 agencies and 4,000 participants. These organizations range in size and focus. Over 65% of organizations the Center works with have budgets of \$100,000 and above, with 20% of the organizations operating budgets between \$1M-\$5M and 8% operating budgets of \$5M and above.

Q: In regards to the North Texas partner, what is the size of its operations: 3 to 5 full time employees?

A: The Center for Nonprofit Management has as total of 16 full-time equivalent staff members. The consulting department which leads the social enterprise practice has one full time and two part time employees, all with for-profit and nonprofit business management experience. The consulting practice also contracts with Affiliate Consultants to broaden their consulting pool based on increased demand.

Q: How long has the North Texas business plan been in place?

A: One year.

Q: What does the ongoing relationship of CWV and the North Texas partner look like? What will CWV's relationship look like with this selected partner?

A: This is CWV's 4th year partnering with the North Texas partner. With North Texas, both parties look for ways to provide joint services in the community and to position the partner as a resource in the community for social enterprise. CWV provides resources and tools. CWV and the North Texas partner have build curriculum together as well and also provided joint consulting and presented together. The partner has also consulted on social enterprise without CWV in recent engagements. The relationship changes as the community's needs change.

In this situation, CWV will want to support the partner to meet the specific needs and strengths of the selected partner. The exact structure of this partnership will be dependent on the structure and focus of the selected organization.

Q: When do they think North Texas will be sustainable?

A: Our North Texas partner, Center for Nonprofit Management has been conducting consulting services for 30 years. Their business model of flexible staffing - staff consultants plus affiliate consultants - enables their long term sustainability. Their services are sustainable.

Q: What revenues did the Center realize during the partnership?

A: The annual revenues for the total project including CWV and CMN revenues were approximately 300K-600K depending on the services offered. North Texas partner, Center for Nonprofit Management realized 25% in the first year, 50% in the second year, and close to 75% in the third. The allocation is determined by the division of labor between the organization and who is leading the majority of services.

Q: Regarding CWV's partner in North Texas, was CWV paid by the newly formed partner so that CWV would continue to work with them?

A: CWV was paid by the Foundation Community to work with the partner. The Center for Nonprofit Management, the partner organization, did not pay CWV. As our relationship evolves, we may consider a licensing arrangement for the ongoing use of resources and tools.

Questions Regarding CWV Engagements in General

Q: Can you speak about the general size and lifecycle of the organizations that CWV works with (established non-profits, new grassroots organizations, institutions, etc.)?

A: Generally, CWV's clients have over \$1M in gross revenues. Often CWV's clients have between \$5 and \$25M in gross revenues. However, in a collaborative process such as this, CWV works with those organizations that the community identifies - traditionally these organizations are not start ups.

Q: Do you have affiliations with any academic institutions? Do you have formal relationships that support social enterprise activity?

A: CWV does not have any formal relationships with academic institutions right now that support social enterprise specifically. However, CWV is currently working with George Mason University and a local County Government on a non-profit capacity building study. CWV has previously worked with a number of universities and specific schools within their institutions, such as MBA programs, public policy programs, etc. on social enterprise projects.

Q: Have you worked with organizations that are more product-focused?

A: Yes. One of CWV's past clients is the Montana Food Bank network. The organization wanted to bring more money in to fund the food bank system. CWV worked with the food bank to create a facility and develop supporting systems.

Q: Do you offer access to financing that is not otherwise available in the community? Are you similar to other non-profit capitalist organizations?

A: CWV is focused primarily on strategy and technical assistance, but has helped organizations prepare for pitches to investors. CWV does not provide capital to other organizations.

Q: Will CWV's tools, templates, frameworks, and resources be available to the selected organization?

A: CWV will serve as an advisor to the selected organization. The use of tools, templates and frameworks is dependent on the needs of the community and the selected organization's existing tools. In some cases, the selected organizations may use their existing tools. In other cases, CWV and the selected partner may jointly produce the tools. If the selected partner is interested in using CWV's existing tools on an ongoing basis, they will be able to access them through a licensing agreement.

Questions Regarding the Selection Process

Q: Can the application be written broadly as an iterative process? Can applicants bounce ideas off of CWV or should the application be in a more formal/final state?

A: The application can be iterative; and CWV will provide the same information to everyone. The on-site interviews will further explore the content of the application.

Q: The application asks us to state what services we can offer and why, but you said we can't know this prior to assessing the community's needs. How should we answer this?

A: The application should be used to communicate your ideas. Things you've done before, things you're doing now. The Selection Committee wants to know what you think you could do. It would be helpful to get a sense of what those services would be, based on what you've done in the past, and what you think should happen in the future. We want to know what the applicant could bring to the partnership. Overall, the process is designed to select an organization that can provide services/support to non-profits who are thinking about/expanding social enterprise.

Q: Is a for-profit model with social services possible?

A: Yes, social enterprise takes a lot of different forms. Sometimes a social enterprise is a non-profit, other times it is a for-profit subsidiary. It can also be a joint venture. CWV suggests starting with the community's needs and evaluating who you are going to serve. Then figure out the right structure and partners, so that you're effectively creating products/services that are meeting relevant needs.

Q: In regards to the references, can one be from our funders?

A: Absolutely. The references can be from a funder, a non-profit, anyone who has knowledge of your experience with social enterprise or non-profit capacity building.

Q: Can we submit a few more reference letters than those required?

A: Yes.

Q: In regards to the references, do you want an actual letter or just the name of the reference?

A: Please include a name, contact information and a letter of reference.

Q: In regards to selecting a partner, will those organizations that have completed CWV's process (last year) have a competitive advantage?

A: No, all organizations will be evaluated on their capacity and ability to be a strong partner.

Q: Are you looking for a single organization or can organizations apply in partnership?

A: A collaborative group of partners can apply. All of the organizations involved should submit the necessary background documents and one shared application.

Q: If the application is a collaborative application, do you want supporting documents on both organizations? Do you want one organization to be primary?

A: If it's a collaborative application with equal roles, send documents for all of the organizations. If one organization is primary, state that in the application and definitely send their documents. The secondary organization(s) should provide those supporting documents that are relevant to the role they're serving.