



Report to the Harder Foundation: Building Organizational Capacity in the High Divide and Southern Crown of the Continent Regions of Montana and Idaho

To illustrate the full suite of what was offered through the program, the following table summarizes all of the activities accomplished over the course of the program. Also included as appendices are a list of program participants, agendas, participant lists, and presenter biographies from the two training workshops, a description of each of the webinars with presenter biographies, and completed needs assessments for each participating group from the beginning and end of the project.

ACTIVITY	DATES
Initial needs assessment: In person meeting with staff and board members from each of the seven cohort groups participating in the program to complete self-assessment of current organizational capacity and identify priority issues to focus on strengthening.	September 15 – 19, 2014
Workshop 1: Trainings on communications, fundraising, building and maintaining effective partnerships, board engagement and strategic action. Peer learning and networking. The more than 70 attendees included participants in the organizational capacity building program, as well as staff from additional community-based natural resource organizations, land trusts, and agencies in Montana and Idaho. Presenters included experts from Resource Media, TREC, BW Strategies, and Sage Consulting.	February 4 – 6, 2015: University of Montana Western, Dillon, MT
Webinar 1: “The Well Managed Hiring Process”, delivered by Dan Schwab, TREC. This webinar included identifying key steps in an effective hiring process and how to successfully navigate each step, including identifying job requirements, advertising an opening, assessing candidates and making the best determination on who will thrive in the job. 22 people signed up for this webinar.	March 3, 2015 11:00 am – 12:30 pm MST
Webinar 2: “Understanding the best role and focus for your Board”, delivered by David Thomson, TREC. This webinar focused on board roles and responsibilities, the areas where boards can add the most value, and approaches, mechanisms, and leadership that help boards focus on the most fulfilling and effective work. 32	April 7, 2015 11:00 am – 12:30 pm MST

people signed up for this webinar.	
Webinar 3: “Board and Executive Director Relationships”, delivered by David Thomson, TREC. Included strategies for clarifying Board and staff roles, conducting Executive Director performance reviews, managing through transitions, navigating personnel issues. 28 people signed up for this webinar.	April 28, 2015 11:00 am – 12:30 pm MST
Workshop 2: Trainings on the stages of organizational development and building the board you need for each phase, managing organizational transition and change, effective facilitation and convening techniques, telling an effective story. Facilitated peer learning discussion. The more than 40 attendees included participants in the organizational capacity building program, as well as staff from additional community-based natural resource organizations and agencies in Montana and Idaho. Presenters included experts from Resource Media, BW Strategies, and University of Montana Center for Natural Resources and Environmental Policy.	October 5-7, 2015, Holiday Inn Downtown, Missoula, Montana
One on One Technical Assistance: Each of the seven groups participating in the program had access to up to \$3,900 each to engage organizational capacity experts to help them address needs specific to their organization. They used the funds as follows: <ul style="list-style-type: none"> • Beaverhead Watershed Committee: Strategic planning sessions and plan development. Consultant: Brad Webb, BW Strategies • Big Hole Watershed Committee: Legal assistance reviewing and refining bylaws and organizational policies. Consultant: Law firm of Trister, Ross, Schadler, and Gold, PLLC) • Blackfoot Challenge: Communications assessment, audit and professional recommendations. Consultant: Resource Media • Centennial Valley Association: Website designed and built. Consultant: Brickhouse Media • Central Idaho Rangelands Network: Strategic planning sessions and plan development. Consultant: Brad Webb, BW Strategies • Greater Gallatin Watershed Council: Strategic planning sessions and plan development. Consultant: Jennifer Boyer, Future West. Fundraising plan development: Nicole Divine. • Salmon Valley Stewardship: Strategic planning, work plan and budget development using the Sustainability Mindset method. Consultant: Laurel York Odell. 	October 2014 – December 2015

<p>Small Grant Opportunity: Each of the seven program cohort groups were eligible to apply for up to \$6,000 to further their organizational capacity building work. All of the groups applied and were awarded grants.</p> <ul style="list-style-type: none"> • Beaverhead Watershed Committee: strategic plan development and updated computers for staff • Big Hole Watershed Committee: Communications materials, website, and online fundraising tool upgrade • Blackfoot Challenge: communications assessment, audit, and professional recommendations • Centennial Valley Association: fundraising plan and bookkeeping system upgrade • Central Idaho Rangelands Network: rangeland restoration data collection equipment • Greater Gallatin Watershed Council: Fundraising and communications strategy • Salmon Valley Stewardship: Cost benefit analysis of two programs with earned income strategies (Native Plant Nursery and Real Estate Conservation Academy), GIS station, professional accounting and bookkeeping assistance, travel support for fund development. <p>In addition, ten groups that were originally invited to participate in the full program, but had to decline (primarily because of a lack of capacity to participate) were each eligible for up to \$1,500 in small grants. Six of the ten groups have applied to date and have been awarded grants.</p> <ul style="list-style-type: none"> • Beaverhead Trails Coalition: Financial and contact management software • Ruby Watershed Committee: Website re-design and update • Henry’s Fork Foundation: HDTV to improve the quality of field-based funding and communications presentations • Northwest Connections: Facilitated strategic planning to address Northwest Connections/Swan Ecosystem Center merger • Jefferson River Watershed Council: website upgrade to better communicate important flow and habitat data • Madison Conservation District: update financial management software and train staff in its use 	<p>February 2015 – February 2016</p>
<p>End of program needs assessment: In person meeting with staff and board members from each of the seven cohort groups participating in the program to complete self-assessment of current organizational capacity and gauge effect of program in strengthening capacity. All seven groups reported an increase in</p>	<p>November 16 – 20, 2015</p>

<p>organizational capacity directly attributed to the skills, funding, and one-on-one technical assistance received through the program.</p>	
<p>Exploration of link between building organizational capacity and conservation outcomes: We learned from program participants that their strengthened organizational capacity will strengthen their ability to do important on-the-ground conservation work. For example, increased communications capacity helps them better engage landowners as partners in restoration projects, a clear strategic plan helps them focus their on the ground efforts as effectively as possible. Curious to better understand this link we're planning to engage researchers from the University of Montana Center for Natural Resources and Environmental Policy.</p>	<p>December 2015 – Winter 2016</p>