



FULL DISCLOSURE. I'M NOT REALLY A TREKKIE OR TREKKER (WHATEVER MOST *STAR TREK* FANS PREFER TO BE CALLED). But, I do admire Scotty (Lieutenant Commander Montgomery Scott), the chief engineer and "miracle worker" of the *USS Enterprise*. It's purely professional. Let me explain.

Scotty lives for two things: engineering and spaceships. (Well, three things if you count Scotch whiskey.) He has a rare mechanical capacity, and he's fiercely protective of the ship's engines. This is good because in what seems like every episode, he needs to put the engines--and his technical knowledge and skill--to the test to devise unconventional and effective last-minute solutions to dire problems. Often his biggest challenge is to match Captain James T. Kirk's ambitious tactical plans to what is within the starship's capabilities. "I've giv'n her all she's got captain, an' I canna give her no more," he'll often say in an accent that drips of heather and highlands.

Ironically, the character of Scotty almost didn't make it into the show. After actor James Doohan auditioned for the role, Gene Roddenberry, creator of the 1960s television show, sent a letter informing him, "We don't think we need an engineer in the series." What? No engineer? Every starship needs an engineer, someone who can get and keep the ship running at *full capacity*. So does every nonprofit.

Capacity-building is another industry buzz-word we're keeping. I know we threw everything but *blue-sky thinking* out in the [January column](#), but capacity-building isn't a term we toss around lightly. It refers to a long-term commitment to do whatever is needed to bring a nonprofit to the next level of operational, programmatic, financial or organizational maturity. This continuous improvement strategy ensures the organization can advance its mission more effectively and efficiently into the future.

In [last month's column](#), I told you about the Foundation's newest strategic initiative to leverage resources for increased impact, Cape Cod 2020: A New Vision for Our Community. We are building discretionary funds to strategically and significantly impact two areas of the Cape community: Youth Development and Organizational Capacity-Building. To date, we have raised almost \$400,000 in new discretionary funds from people who share this vision. Our goal is to reach \$1 million in five years.

Several capacity-building strategies are already in place; others are in motion.

- **Cape Cod Foundation Strategic Focus Grants.** Every year, we awards grants to nonprofit organizations for capacity-building projects. Our 2017 recipients are: Center for Coastal Studies, Habitat for Humanity of Cape Cod, The Family Pantry of Cape Cod, We Can, and YMCA Cape Cod. [Read short summaries](#) of the capacity-building projects we are supporting and watch for more in-depth impact stories from us.
- **Nonprofit Leadership Development.** We are leading the members of our Cape-based funder's collaborative to launch the third year of Tuft University's Institute for Nonprofit Practice Leadership Development program. In May, 16 more nonprofit executives will graduate from this award-winning class with the enhanced training and resources needed to build their organizations' capacity.
- **Board Training.** We continue to lead the Cape and Islands Partnership for Nonprofit Advancement, a 23-member collaborative of funders and program providers. Our goal is to expand training and educational opportunities for local nonprofits. For 2018, we are focusing on training related to Board leadership.
- **CONNECT Cape Cod 2.0.** The improved online community resource will be released this year. It will be even more user-friendly and offer additional functionality than the original version, released in 2016. The site acts as a virtual resource directory for nonprofits to connect to information, other organizations, potential partners, consultants, meeting spaces and other vital resources.
- **Partnerships and Alliances with Broad, Regional Impact.** Last year, we invested \$20,000 in the Cape Housing Partnership to educate the public about the need for affordable housing. We continue to monitor this initiative's progress and investigate new opportunities.

Last Fall, we told you about a study conducted by the Bridgespan Group, a national management consulting firm to nonprofits and philanthropists, for the estimable Ford Foundation. The group reported that over 50% of the 300 Ford Foundation grantees examined were not financially stable enough to continue running their programs effectively for the long-term. To give you some perspective, if you combine the spending of our nation's top 15 foundations, these Ford Foundation grantees account for one-third of it. If some of the country's mightiest, economically-fueled nonprofits are facing big challenges, imagine what might be happening here on the local level.

Here's what I know. Even though Scotty could always come up with a temporary fix when the situation called for it, the *USS Enterprise* could not "boldly go where no man has gone before" if that irascible engineer wasn't constantly babying the engines, the heartbeat of the ship. Every day. Every voyage. If he didn't, Kirk and crew would have more than "a wee bit of trouble," and we'd probably all be speaking Klingon now.

We all have fire in our hearts for the cause; we all want to stay focused on the mission. But when you support a nonprofit organization, you become one of its engineers. You must help ensure every single part—from the engines to the transporter—are working smoothly to sustain the whole. If you don't, you're liable to blow up the ship or become *Lost in Space*. (Sorry, that's another show.) Time to beam me up, Scotty.



Kristin O'Malley
President and CEO

BE PART OF THE VISION

We are looking for Visionaries who want to empower us to drive social change intelligently, responsibly, and effectively throughout the Cape. You don't have to be billionaire, a millionaire or even a thousandaire! You don't have to donate a certain amount or make a multi-year commitment. You just need to be committed to change.

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