



ROADMAP

A NATIONAL **CAPACITY BUILDING** PROGRAM
DESIGNED FOR **SOCIAL JUSTICE** ORGANIZATIONS



Quality

A six year track record of serving social justice organizations. Over 60 capacity building engagements and superior evaluation ratings.



Praxis

A progressive learning community that seeks to advance praxis through peer exchange and developing capacity building infrastructure within social justice groups.



Experience

A national network of 16 seasoned capacity builders plus affiliate consultants and experts organized in regional hubs.

OUR HISTORY

The Legacy of the French American Charitable Trust

ROADMAP is the progeny of the Management Assistance Program (MAP) of the French American Charitable Trust (FACT). **Over a period of 6 years MAP conducted over 63 intensive engagements with 28 social justice organizations** and received highly favorable evaluation ratings.

As FACT prepared to spend down, social justice organizations and funders alike expressed the need to continue MAP in some way. After a feasibility study confirmed the need for a capacity building program for social justice organizations, seed funding from FACT and the Unitarian Universalist Veatch Program at Shelter Rock helped to launch **ROADMAP**.

Our mission is to strengthen the social justice sector through capacity building.

We are a national social change capacity building program developing new strategies, articulating promising 21st century organizational development practices, and widely disseminating those findings and tools. Our goal is **to fuel better organizational and movement performance and sustainability.**

For MAP case studies see:

http://www.factservices.org/case_study.html

For More Information Contact Our Team Co-Leaders:

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WHAT MAKES US DIFFERENT?

A **One Stop Shop** for Capacity Building

1. **Our national capacity building program** is specifically designed for social justice organizations.
2. **We are a diverse, multi-lingual and vetted group of 16 core consultants** with past experience leading or working at senior levels within social justice organizations.
3. **We operate as a lean and nimble network of capacity builders** without incurring the typical bricks and mortar costs associated with nonprofits. **Cost savings are reinvested in field building projects.**
4. **We provide deeper capacity building engagements of 12-18 months** allowing for more sustainable results.
5. **Our approach enables funders to design a customized capacity building (CB) program** for their grantees without having to create an in-house CB program.
6. **We use a skills transfer and integration approach** to ensure that staff enhance their skills and new practices take root in each organization before we leave.

WHAT MAKES US DIFFERENT?

A **One Stop Shop** for Capacity Building

7. We are organized in regional hubs and use affiliate consultants and strategic partners to provide a range of expertise and meet the demand for cost-effective services.
8. We offer customized services and tools that fit the ethos, culture, leadership styles and decision-making processes of social justice organizations and alliances.
9. We promote social movement development and field building through peer exchange programs and our own learning laboratory programs.
10. We engage in joint planning & collaborative projects with key intermediaries in order to maximize resources and achieve greater impact.

MEET OUR TEAM



GUIDING PRINCIPLES

We believe in the transformative impact social change organizations have upon our society and support organizations to ...

Support the leadership of *individuals with lived experiences*, fully embracing their insight and depth of knowledge.

Embrace a spirit of **experimentation**, risk-taking and innovation necessary to creating a new and better world.

Develop transparent and democratic institutions grounded in human rights and anti-oppression principles.

Promote healthy, sustainable **organizational practices** including building leadership at all levels.

Recognize the importance of nurturing the mind, body and **spirit** as a way of sustaining healthy organizations and movements.

Maintain high standards of **accountability** to the constituents and/or communities they serve.

AUDIENCES & STRATEGIES

We work with **foundations and funder collaborative groups** to strengthen the capacity of grantees:

We offer funders the ability to offer in-depth capacity building services to their grantees without the high cost and staffing time required to develop an in-house program.

Our wrap around services include assessment, program design, implementation, quality assurance and evaluation.

Our assessment tool, My Healthy Organization, provides an overall picture of grantee needs enabling funders to support customized capacity building.

Our mapping project enables funders to identify grantees in common and pool resources to support capacity building.

Our field building approach promotes regular peer to peer learning exchanges among social justice groups, thereby providing greater return on investment.

We provide added value services such as supplemental e-learning activities to continually build grantee capacity.

Note: We define social change as the process by which people through participation in social movements work to create a more just and sustainable world.

AUDIENCES & STRATEGIES

We work with **organizing and policy groups** advocating for progressive social, racial, economic and environmental justice with particular emphasis on:

Community-based and membership organizations which organize communities of color and low income communities.

Undeserved geographic areas or groups that lack access to capacity building.

Movement building oriented organizations which link their goals with other issues and sectors through shared political analysis and strategic alliances.

Sectors where capacity building can accelerate movement building by helping organizations get to scale, increase impact and build power.

Alliances, networks and coalitions where capacity building services not only benefit multiple social change groups in relationship to each other but also contribute to large scale impact.

Moments of opportunity where capacity building can help alliances to better position themselves to win major precedents or victories.

INTEGRATED SERVICES

Providing a continuum of integrated services ...

Assessment Tools

- **2011: My Healthy Organization**
An online organizational assessment tool designed for social justice organizations. Optional consultation is available to help organizations address MHO findings. A Spanish language version is due out in just a few months.
- **2012: My Healthy Alliance**
(projected date of launch)

Capacity Building

- Strategic Planning
- Program Development
- Financial Assessment
- Grassroots Fundraising
- Donor Campaigns
- Board Development
- Strategic Communications
- Leadership Transitions
- Leadership Coaching
- Team Building
- Human Resources
- Evaluation
- Strategic Restructuring
- Guidance on c(3) and c(4)

E-Learning

- **Webinar Plus Series**
coupled with technical assistance consultation on:
 1. Financial Management
 2. Grassroots Fundraising
 3. Major Donor Development
 4. Leadership Transitions
- **Peer to Peer Exchange**
- **Resource Library**
- **Monographs**
- **Case Studies**

OUR REVENUE GOALS

Our **revenue** model combines three sources ...

70% - 75%

**Foundation Grants
& Self Pay**

For customized capacity
building services.

20% - 25%

**Special Program
Grants**

For learning lab and
other special programs.

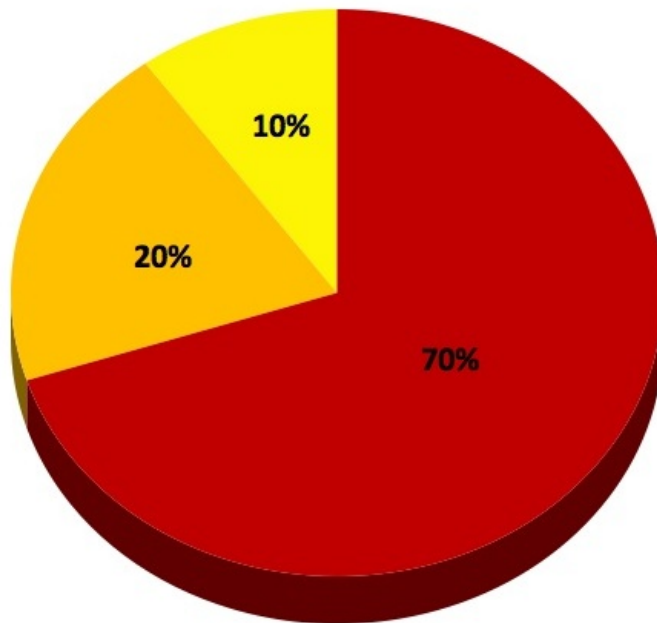
5%

**Training &
Product Fees**

Webinars, trainings,
sales of tools & manuals.

OUR BUSINESS MODEL

How capacity building dollars are maximized...



■ Capacity Building ■ Program Coordination ■ Fiscal Sponsorship Fees

Capacity Building

Our committed capacity builders provide quality services at below market rates (\$120/hr. vs. \$175-\$200/hr.) and are making major contributions to field building through our learning lab & other program initiatives.

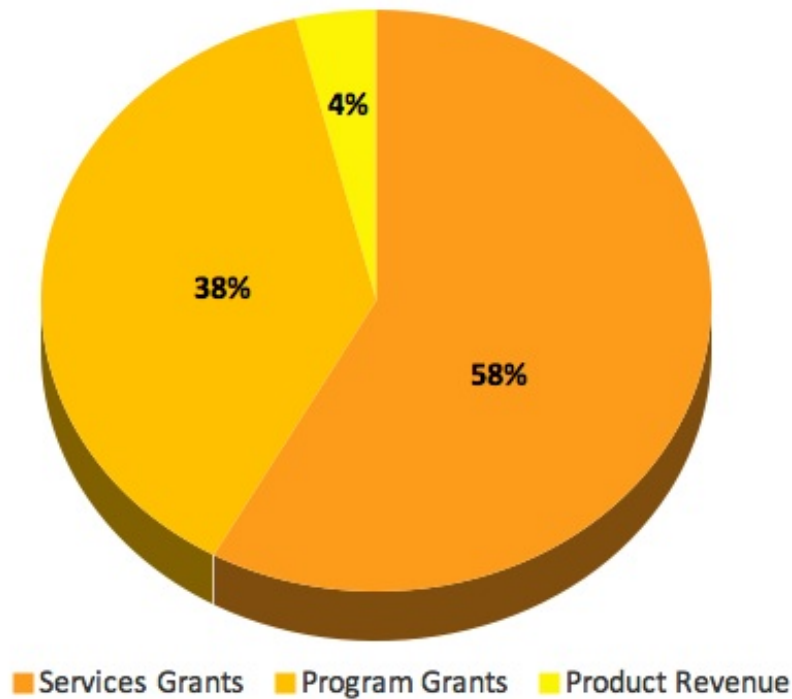
Program Coordination

We design and administer capacity building programs for funders and funder collaborative groups as well as customize services for organizations and alliances. Our team leaders oversee quality assurance, field building and evaluation efforts.

Fiscal Sponsorship Fees

We are a not-for-profit program and our fiscal sponsor is the Common Counsel Foundation. Approximately 10% of our revenues supports good fiscal management and stewardship.

SUSTAINABILITY ANALYSIS



Sustainability Assumptions

As with other start-ups, seed investments are needed in the first few years until sustainability can be reached. **Our 2011 operating costs are \$436,000.** We expect to reach our sustainability mark **by 2014.**

Revenue Projections

- **35 in-depth CB engagements** per year
- Average of **200 hours** per engagement
- Typical engagement: **\$32,000** per year inclusive of program management costs
- Special **Program Grants**: \$125,000
- Trainings & **Product Revenue**: \$50,000

LEARNING LAB PROGRAM

Our Commitment to Field Building ...

- Social justice organizational development theory and practice is still in a **nascent stage of development**. Most organizational development theory is rooted in the experiences and values of the corporate sector.
- There is a need to **advance capacity building knowledge**, tools and practices that fit the ethos, culture, and decision-making structures of social justice organizations and alliances.
- RoadMap's Learning Lab will help **promote discourse** about capacity building among social justice organizations and across movements.
- We will **employ multiple learning strategies** to promote field building including peer to peer exchange initiatives, learning projects with other capacity builders, etc.

LEARNING LAB PROGRAM

Advancing knowledge about **what is working and why...**





ROADMAP

For more information please contact our
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