

# Resources

*Nonprofit Management Edition*

*News from United Way's Nonprofit Resource and Training Center*

*Winter 2003*

## Managing in Tough Financial Times

By: Marsha Mason

*Director, Nonprofit Resource and Training Center*

United Way's Nonprofit Resource and Training Center provides the resources necessary for nonprofit organizations in the greater Hartford area to carry out their mission successfully and make positive changes in the community.

What is the biggest challenge nonprofit organizations face in these tough financial times? According to Peter Block, a nationally-recognized consultant for nonprofits, it is losing sight of the values of the nonprofit sector, which include local control, community well-being, and long-term relationships.

Block comments in the most recent edition of *The Nonprofit Quarterly* on a recent Brookings study that shows that people in the nonprofit sector are pursuing work "that has a compelling purpose, high social value and offers strong personal meaning." Despite below-average salaries, the study reports that nonprofit staff are among the most motivated workers.

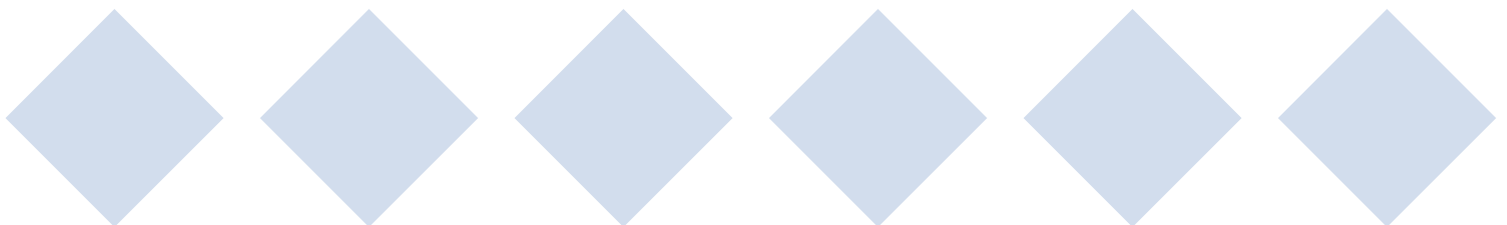
Block suggests that human resource practices in the nonprofit sector should stay focused on making the work more meaningful, making the work environment more comfortable, and affirming the unique contribution this sector makes to society.

In addition to Block's suggestions, The Amherst H. Wilder Foundation offers a strategies checklist for nonprofits that are "coping with cutbacks." The list can be found at [www.wilder.org/pubs/cutbacks/cutbacks\\_strategies.html](http://www.wilder.org/pubs/cutbacks/cutbacks_strategies.html).

Here are a few of those strategies:

- Seek in-kind contributions.
- Reduce services—analyze your programs and services against your mission and financial goals.
- Change your fee structure to result in increased income.
- Expand offerings of successful services.
- Add income-generating products or services that fulfill your mission.
- Find a less expensive rent, or negotiate with your landlord to decrease your rent.
- Find a less expensive phone system, and eliminate toll-free lines.

For more information on nonprofit management, visit United Way's Nonprofit Resource & Training Center (NRTC) in Hartford. The Center is open Monday through Friday from 8:30 to 4:30 p.m. There are NRTC sites at United Way of New Britain & Berlin and Windham Region United Way. Visits are by appointment only at these locations. Contact Marsha Mason, (860) 493-1120 for more information.



## Nonprofit Trainings

### The Nonprofit Resource & Training Center

#### New Brown-Bag Lunch Series

##### **Fridays in February: Fund-raising Film Festival**

Each session is from noon until 1:30 p.m. at United Way of the Capital Area in the second floor conference room. The series is free, but please R.S.V.P. to (860) 493-1112.

February 7 Grantwriters Start-Up Kit and 30 Ideas in 30 Minutes with Harvey McKinnon

February 14 Grassroots Fund-raising with Kim Klein  
(Board members are encouraged to attend.)

February 21 Fearless Fund-raising: Helping the Board Rise to the Challenge  
(Board members are encouraged to attend.)

February 28 Raising More Money with Terry Axelrod

### Other Training Opportunities

**University of Hartford** nonprofit workshops are run through the Career Counseling Center of Hartford College for Women. Visit [www.careercounselingcenter.org](http://www.careercounselingcenter.org) or call Colleen Kruger at (860) 768-5619 for more information.

**The Connecticut Association for Nonprofits** offers a variety of workshops through its Center for Professional Development. Cost varies for each session. Please visit [www.ctnonprofits.org](http://www.ctnonprofits.org) for a training calendar.

**The Hartford Foundation for Public Giving** offers a free Nonprofit Support Program Workshop Series. For more information visit [www.hfpg.org](http://www.hfpg.org) or call Meher Shulman at (860) 548-1888.

**The Western Massachusetts Funding Resource Center** in Springfield, MA offers "brown-bag lunch" workshops to staff and board members (including proposal writing). All workshops are on Thursdays from 9:30 a.m. to 2:30 p.m. The cost for nonmembers is \$65 per session. Visit [www.diospringfield.org/wmfrc.html](http://www.diospringfield.org/wmfrc.html) for more information.

**The Connecticut Community Providers Association** offers many training opportunities. The cost varies per session. Visit [www.ccpa-inc.org](http://www.ccpa-inc.org) for more information and a listing of upcoming seminars or contact Teriann Couture, Program Coordinator, Education and Training, at (860) 257-7909 or [tcouture@ccpa-inc.org](mailto:tcouture@ccpa-inc.org).

## News You Can Use

### Free Life Insurance Program from MassMutual

MassMutual's new LifeBridge program provides free term life insurance of \$50,000 for ten years to eligible working parents. The benefits are available to fund the education of the deceased's children and are held in a trust. For more information and program guidelines visit [www.massmutual.com/mmfg/about/pr\\_2002/09\\_16\\_02.html](http://www.massmutual.com/mmfg/about/pr_2002/09_16_02.html). Local contacts to apply include:

*Boys and Girls Clubs of Hartford*, (860) 724-0400

*Habitat for Humanity*, (860) 541-2208

*Nutmeg Big Brothers/Big Sisters*, (860) 525-5437

*Urban League of Greater Hartford*, (860) 527-0147

*YMCA of Metropolitan Hartford*, (860) 522-9051

*YWCA of the Hartford Region*, (860) 525-1163

### Take Your Money Hartford!

Only 43% of eligible individuals claimed the Earned Income Tax Credit (EITC) in Hartford last year. That means more than \$6 million of EITC funds went unclaimed by more than 3,600 eligible families in Hartford. That is why United Way, in collaboration with the Annie E. Casey Foundation, Co-opportunity, UConn Law Tax Clinic and other local partners, has formed *Take Your Money Hartford!* (TYMH). TYMH is setting up free tax preparation sites throughout Hartford for low- to middle-income individuals and families. The tax preparation sites will be open from February 1 to April 15, 2003. Visit United Way's website ([www.uwcact.org](http://www.uwcact.org)) for a list of the tax preparation sites throughout Hartford. For more information, contact Mandy Nurge, (860) 493-1117 or [mnurge@uwcact.org](mailto:mnurge@uwcact.org).

### New Materials

*Coping with Cutbacks*. The Nonprofit Guide to Success When Times are Tight; Amherst H. Wilder Foundation, Emil Angelica & Vincent Hymen; 1997.

*Strategic Planning Workbook for Nonprofit Organizations*, Amherst H. Wilder Foundation; 1995.

*The Drucker Foundation Self-Assessment Tool & Process Guide*, Jossey Bass Publishers; 1999

### Resources at Hartford Public Library

If you are unable to visit the Nonprofit Resource and Training Center during regular working hours, there are materials on nonprofit management and governance on permanent loan at the Hartford Public Library's downtown branch in the Reference Room.

# Nonprofit Management

## How to Manage a Disorganized Employee

Review job responsibilities and yearly objectives.

It is possible that the employee does not have a complete understanding of what is expected of him/her. Compare the goals for the year with the position description to highlight work priorities.

Ask for a work plan.

Ask the employee to draft a written outline to help bring more focus to the daily work.

Provide reporting tools that encourage and monitor good organization.

It may be necessary to ask the employee to complete a daily or weekly report that specifies planned action and is used to monitor results.

Point to an example of someone whose organizational skills are exceptional.

Rather than make general observations about someone else's great organizational skills, point to one or more specific behaviors that the unorganized person can begin to emulate.

## Organizational Self-Assessment

Taking stock of how your organization is doing can be the first step toward improved management and service delivery. There are a number of local consultants who assist nonprofit organizations in facilitated self-assessments. Some agencies in the Greater Hartford area may qualify for a free organizational assessment through the Nonprofit Support Program of the Hartford Foundation for Public Giving. The Foundation also maintains a Consultant Database accessible through its website ([www.hfpg.org](http://www.hfpg.org)). Here are some other online tools related to self-assessment.

[www.od-online.com/toxic\\_org.asp?redirect=htm](http://www.od-online.com/toxic_org.asp?redirect=htm)

[www.managementhelp.org/org\\_eval/uw\\_list.htm](http://www.managementhelp.org/org_eval/uw_list.htm)

<http://arts.endow.gov>

[www.drucker.org/leaderbooks/sat/index.html](http://www.drucker.org/leaderbooks/sat/index.html)

[www.centerpointforleaders.org/toolkit\\_org\\_home.html](http://www.centerpointforleaders.org/toolkit_org_home.html)

[www.ndma.com/products/rm/diagnost/index.htm](http://www.ndma.com/products/rm/diagnost/index.htm)

[www.unityfdn.org/cq.html](http://www.unityfdn.org/cq.html)

## Human Resource Management

Implementing a human resource process can be a challenge for nonprofit organizations. Even some larger nonprofits with multi-million-dollar budgets lack a full-time human resource staff member. And in most nonprofit organizations the human resource function consists only of processing paperwork. A human resource function that includes policies with consistent implementation; well-trained, experienced supervisors; and objective performance evaluations are usually the exception in the nonprofit sector. If your agency has little or no internal human resource expertise here are two suggestions.

Attend the Nonprofit Resource and Training Center's session on Human Resource Essentials.

One of the most popular training sessions offered annually by the Nonprofit Resource and Training Center is led by a team of four National Executive Service Corps (NESC) members who are retired human resource professionals. Human Resource Essentials for the Nonprofit Manager will be offered in March of 2003. For more information contact Marsha Mason, (860) 493-1120 or [mmason@uwca.org](mailto:mmason@uwca.org).

Establish a human resource committee.

Board members and other skilled volunteers can assist with policies and procedures.

## Making a Difference...

Nearly 50,000 coats were collected through this year's *Button Up Connecticut* coat drive. Coats were distributed to individuals on Thursday, December 5, at the Hartford Civic Center. *Button Up Connecticut* collected coats from area companies, individuals, schools, and community organizations as part of the annual collaborative effort of Siracusa Moving & Storage Co., United Way of the Capital Area, NBC 30, and other local sponsors. During *Button Up Connecticut's* nine years of operation, nearly 150,000 winter coats and jackets have been collected for individuals in need. For more information on how your agency can participate in next year's *Button Up Connecticut* coat drive, call (860) 493-1117.

## Save the Dates

United Way of the Capital Area Annual Meeting  
Thursday, March 6, 2003, 5 to 7 p.m.  
Tower Suite, The Hartford, Asylum Avenue, Hartford  
Call (860) 493-6841 for more information.

National Volunteer Week  
April 27-May 3, 2003  
Call (860) 493-1117 for more information.

Frederick G. Adams Award Reception  
Tuesday, April 29, 2003, 5:30 to 7 p.m.  
Knox Board Room, United Way of the Capital Area  
Call (860) 493-6824 for more information.

## Web Corner

Board Cafe  
[www.boardcafe@compasspoint.org](mailto:www.boardcafe@compasspoint.org)

Board Source *(previously The National Center for Nonprofit Boards)*  
[www.boardsource.org](http://www.boardsource.org)

Connecticut Association of Nonprofits  
[www.ctnonprofits.org](http://www.ctnonprofits.org)

QuickBooks Hints  
[www.compasspoint.org/quickbooks](http://www.compasspoint.org/quickbooks)

Know a great site for the web corner?  
Email your suggestion to: [mmason@uwact.org](mailto:mmason@uwact.org)



## Resources

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