

Michael Daily

From: Executive Service Corps [michael@nonprofit-consultants.org]
Sent: Sunday, February 13, 2011 3:34 PM
To: mrdaily@comcast.net
Subject: Executive Service Corps Newsletter

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Strengthening the nonprofit community

Welcome to our new consultants and new clients.

To our Clients and Friends:

Are we facing a double dip recession for nonprofits? I hope not, but according to a front page article in the *Chronicle of Philanthropy*, "2011 is shaping up to be even more difficult year than 2010 for many charities." The culprit: state budgets. We cannot fix the state budgets, but we can help with strategies to cope with this.

Give us a call (603) 362-9300 (207) 646-2300 or email me at Michael@Nonprofit-Consultants.org

Our Services:

Board Development
 Business Plans
 Executive Coaching
 Financial Consulting
 Fundraising
 Human Resources
 Marketing Plans
 Market Research
 Mergers
 Organizational
 Development
 Retreat Facilitation
 Strategic Planning
 Turnaround Plans
 Wages and Benefits

Featured Case- Ausbon Sargent Land Preservation Trust

This began with a profound belief that better information - on your members and community - could increase fundraising and spark growth. That was 2004. Here we are seven years later and Ausbon Sargent's growth has been remarkable. [Learn more about how this happened.](#)

New land trust clients for our market study are Five Rivers Conservation Trust and Ammonoosuc Conservation Trust.

Strategic Planning - The Strategic Plan is Done - What's next?

We, like many of our clients, have updated our strategic plan to reflect the post great recession operating climate. We have some tips on how to keep your newly minted strategic plan from becoming a dust collector. [See our Plan Implementation Tip List](#)

Situation Assessments Continue!

We are continuing to offer our free Situation Assessments. These are two days of consulting on a subject that we and our clients agree will make an impact. A partial list of recent participants is

Beaver Brook Associates
 NH Council of Churches

Call us for a free
Assessment Visit!



Executive Service Corps

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Raymond Coalition for Youth
Upreach Therapeutic Riding Center
The Carpenter's Workshop
Children of the Earth
Southern NH Research Conservation and Development
North Country Research Conservation and Development
Eagleson Institute

To learn more about our Situation Assessments and to find out if you qualify, please contact us at (603) 362-9300, (207) 641-2300, or Michael@Nonprofit-Consultants.org

Salary Survey Results Are In

The Wage & Benefit Survey in Northern New England was published in September. A total of 565 Maine and NH Nonprofits participated - an outstanding response rate. In spite of the worst recession since the great depression, wages at Maine nonprofits advanced by 5% in the two years since the last survey in 2008. NH wages moved up even more. In looking at bringing your salary scales up to date, you also need to consider that many of your workers have 2 years more experience since the last survey.

For one client which had a salary freeze, we recommended raises that averaged 9% to get the employees up to date.

If you need help setting salary ranges, determining fair salaries for positions not covered in surveys, or placing your employees at the right place in the ranges, give us a call. We have experience valuing positions that fall outside the mainstream. Do you have a large number of volunteers? Are you a statewide organization? How does this impact fair compensation? We have the answers.

[To order a copy of the NH Survey go to...](#)

[To order a copy of the Maine Survey go to...](#)

Are Our Nonprofit Leaders Underpaid?

Relative to the rest of the country - yes. *The Nonprofit Times* national survey of wages was coincident with the Report on Nonprofit Wages & Benefits in Northern New England. There were interesting differences.

For nonprofits with budgets below \$500,000, the national data and the New England data were similar. As budget sizes increased above that, the average nationwide salaries of Executive Directors rose much faster than the salaries in NH and Maine. At budgets of \$5,000,000 to \$10,000,000 the national data had Executive Directors at an average of \$150,831 compared to \$118,664 in NH and \$97,531 in Maine. The NH and Maine data sets for larger nonprofits were small, but whatever the statistical sample size, the difference was huge. We do not live in a low cost/low wage region. As the Executive Director goes, so goes the staff. Yes, in my opinion, the leaders and senior staff of our larger nonprofits are underpaid.

Growing Revenues - New Programs - New Locations?

Most of us could use more revenues. If you are considering taking

the plunge with new programs or expanded services we have a few things for you to consider. Get the benefit of our experience in limiting the business risk associated with expansion.

Here it is a serious read on a serious topic: [Increasing Revenues while Minimizing Risk - Growing without Betting the Farm](#)

ESC News



I am pleased to welcome our new clients not mentioned elsewhere:

New Generation, Inc
 Children of the Earth
 The New School
 Great Bay Stewards
 Cardigan Mountain School
 Camerata New England
 The Bridge House
 York County Community Action Corporation
 Maine Technology Institute
 Meredith Public Health Nursing Association

I am also pleased to welcome new consultants:

Kathleen Hofer is a Human Resource Consultant from York. Doug Schumann is a Marketing Consultant from New Boston. Ron Quake is a Business Planning Consultant from Wells. They are well along in their training.

I was pleased to give a well attended Skillbuilder Workshop with Brenda Peluso from Maine Association of Nonprofits and Len Cole, an attorney from Preti Flaherty, on Setting Effective and Ethical Salary Levels.

We have finished our strategic planning and the task forces have implementation under way.

We are looking for an Associate Director. This will initially be a volunteer position, but we expect it to develop into a paid position that will be an important part of our growth and succession planning. If interested, call me at (603) 362-9300.

Michael

Executive Director

Our Mission

ESC works with nonprofit organizations to improve their effectiveness by providing affordable management consulting

solutions using experienced executives and professionals who donate their time and expertise.

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