



Strengthening the nonprofit community

Welcome to Our New Consultants and New Clients

We have five new Consultants: **David Webster** is a retired insurance executive who was a board member of several Massachusetts nonprofits before moving to New London, NH. **Pat McGuinness** is a psychotherapist who is also a consultant and coach. He lives in Gilford, NH. **Bob McElwee**, from Gilmanton, NH, is a long time college professor and administrator. Since retiring he has started a private consulting business. **Anton Bodor** is a former bank CEO. He has since completed a PhD, and teaches Organizational Development at the graduate level. He lives in Scarborough, ME. **Jerry Spring** was a finance manager for IBM and former CFO of Vermont Electric Power. He lives in Rye, NH.

We are pleased to welcome new clients, **North Country Center for the Arts – Papermill Theatre**, Lincoln, NH, **Harbor Homes**, Nashua, **Friends of the Arts**, Plymouth, **Tamworth Caregivers**, Tamworth, NH, **Sustainable Energy Resource Group**, Thetford Center, VT, **Center for School Success**, West Lebanon, NH, **The Residential Housing Consortium**, Portland, ME, **Camp Fireside**, Barrington, NH, **Piscataquog Land Conservatory**, New Boston, NH, **Camp Fireside**, Barrington, NH, **Natural Resources Council of Maine**, Augusta, ME, and **Seasons of Change**, Edgcomb, ME.

We also welcome back **NAMI-NH**, the **New Hampshire Center for Nonprofits (NHCN)**, and the **Maine Association of Nonprofits (MANP)**.

Wage and Benefit Survey

We are again partnering with the NHCN and MANP on the **Northern New England Wage and Benefits Survey**. I would urge everyone to participate and to spread the word. State association member who fill out the survey get a free copy. We need more participation. Go to our web site www.nonprofit-consultants.org and click on your state. Has the economic slowdown affected your staffing? Fill out the survey and let us know. **Do it now!**

We have spent some time reviewing the latest draft the "New 990". The IRS has introduced many new questions including asking "Did the process for determining compensation of the following persons (CEO, Executive Director, Top Management, Other Officers and Key Employees) include a review and approval by independent persons, **comparability data**, and contemporaneous substantiation of the deliberation and decision?" The process must be described on a new Schedule O, which is, in essence, a blank sheet of paper. **The Wage and Benefits Survey is a great place to get comparability data**. If things go according to the IRS plan, the new 990 will be in effect for nonprofits with revenues above \$1,000,000 for the tax year 2008 and the rest of us in the following years.

How Much in Reserve Funds Should Your Nonprofit Have?

I have attached an article entitled **How Much in Reserve Funds Should Your Nonprofit Have?** This complements my prior article on the risks of having a large cash reserve: **Can Your Nonprofit Have Too Much in Reserve Funds?** The earlier article is at www.nonprofit-consultants.org on the Articles Page. I hope this will be useful in understanding the factors that go into determining a target level of unrestricted reserve funds.

Meeting Tips

Last Fall I took a course in Facilitation from Dee Kelsey and Pam Plum at the University of Southern Maine. I can recommend it for anyone who wants to invest in improving their Facilitation Skills. I thought one of their handouts, while similar to our materials for improving board meetings, was more widely applicable and might be of interest. It is on the articles page of our web site as **Meeting Manners**.

Dashboards

Dashboards are monthly reports of key indicators that help to keep management and the board stay informed of the agency progress. They have both program statistics and financial data. They include year-to-date measures (history) and predictive measures. They are simple and can be digested in a few minutes. I am seeing more and more interest in the use of **dashboards by nonprofits**. We have used these for years in the business world and more recently in monitoring our own performance. They work. If anyone is interested in developing this for their board as a **demonstration project**, let us know. We would be happy to do this at an additional discount to our already discounted fees.

Our National Participation

I joined the Executive Service Corps Affiliate Network National Board last fall. I have two roles on

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.

Our Services:

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the national board. I am working on increasing the Executive Service Corps' visibility by applying what we have learned using our web site strategically. I am also working to get the collective intellectual knowledge we have developed at the 34 affiliates more accessible to the more than 3,000 Executive Service Corps volunteer consultants. We are making best programs and best practices easily exchangeable through the Intranet portion of our national web site.

We have selected strategic planning materials from our Cincinnati Affiliate, our Boston Affiliate and (I am proud to say) Northern New England for inclusion on the national web site. We want all of our consultants nationally to have access to the best materials and best consulting practices.