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NONPROFITS & THE ECONOMY: THROUGH THE EYES OF RICK COHEN

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Editor's Note: Rick Cohen will be a keynote speaker at the 2009 Washington State Nonprofit Conference, April 2, in Bellevue. Here is a sneak peak of Rick's effort to present national nonprofit policy issues.

Since last Fall Cohen has shared his observations, analysis and investigations about the federal responses to the current economic environment and the impacts of those decisions on nonprofit organizations. He sees opportunities for influence and involvement by the nonprofit sector.

Nonprofit Recommendations

Nonprofits submitted recommendations, addressing, building on, or challenging the Obama/Biden platform. Among the broad recommendations to the administration, Cohen grouped recommendations from his analysis of formal recommendations or briefs as follows:

- ◆ New Federal Agencies for Nonprofits
- ◆ Charitable Giving
- ◆ Community Service
- ◆ Nonprofit Funding
- ◆ Nonprofit Advocacy
- ◆ Economic Stimulus/Bailout
- ◆ Nonprofit Recognition
- ◆ Faith-Based Programming

Among those Cohen reviewed were recommendations to the presidential transition team submitted by National Council of Nonprofits. Here are excerpts from them:

- 1) Creating the Social Entrepreneurship Agency for Nonprofits to help strengthen nonprofits-especially community-based organizations.
- 2) Focusing the economic recovery plan “first on maximizing operating budget relief for state and local governments.”
- 3) Establishing a new Community Services Protection Fund to restore “the public/private covenant between governments and nonprofits by investing in nonprofits that

perform work that traditionally has been performed and/or funded by government

- 4) Eliminating the distinction between the Standard Business Mileage Rate (now 58.5 cents per mile) given to corporate and federal employees and the substandard Charitable Mileage Rate (now just 14 cents per mile) for volunteers.
- 5) Strengthening democracy by restoring the American people’s ability to amplify their voices through nonprofits.

Cohen observes: “In the end, with the huge diversity of nonprofits operating under the banner of 501(c)(3) status, the test of these proposals will be a matter of which communities benefit, which needs are met, not which nonprofits negotiate their way onto the inside track of the Obama Administration’s nonprofit agenda.”

Stimulus Package: Relevancy to Nonprofits

Now that the package has been signed by President Obama the nation will be dissecting the impacts, merits and weaknesses included in it. Cohen examined the nonprofit-relevant spending and tax components of the final, compromise version of the stimulus. While he believes all parts of the stimulus package are important to nonprofits, his review on February 14th covers some of the provisions with pertinent direct and indirect implications for nonprofits.

1) Appropriations.

Among the short term infusion allocations are provisions in these areas familiar to nonprofits:

Rural Housing, Rural Community Facilities, Women Infants and Children program, Emergency Food Assistance Program, Supplemental Nutrition Assistance Program, Economic Development Assistance, Violence Against Women Prevention and Prosecution, Community Development Financial Institutions, Compassion Capital Fund, Corporation for National and Community Services, Community Development Block Grant and HOME, Homelessness Prevention, etc. *(continued on page 2)*

...Cohen advises nonprofits to be "...advocating for appropriations that will really do something about the nation's downward economic spiral."

(continued from page 1)

2) Tax provisions include:

- a) *Low Income Housing Tax Credits*: "The compromise bill allocates \$2.25 billion through the HOME program as "gap filler" moneys aimed at getting existing but stalled low income tax projects into production. Reviving the *Low Income Housing Tax Credit* market will be important to nonprofits across the country."
- b) There are other family-focused tax provisions in the stimulus bill, including the "Making Work Pay" credit.

Cohen recognizes that challenges abound.

Here are some questions to consider:

- ◆ How will nonprofits do with carrying out their components of the economic stimulus?
- ◆ Will the nonprofit sector remember that its advocacy functions are as important as its service delivery and government contracting roles in addressing our economic revival?

While a number of components may bring funds to local nonprofits, Cohen advises nonprofits to be "...concerned not simply with advocating for more money, but advocating for appropriations that will really do something about the nation's downward economic spiral. Extra federal capital infusions in 501(c)(3) budgets that don't affect the nation's burgeoning joblessness will simply fall further and further behind the needs of Americans for services, support, and jobs.... Nonprofits are supposed to be intermediaries connecting federal (and state) programs with people in need; it's what nonprofits do and deliver that really counts now."

Cohen "will be digging further into the bill (and back to President Obama's restructuring of the federal actions on failing banks and troubled mortgages) to examine how nonprofits fare — and what nonprofits are doing to shape the content and direction of the nation's economic recovery." You can monitor his analysis through *The Cohen Report*.

Sources: Rick Cohen is the *Nonprofit Quarterly's* national correspondent and writer of *The Cohen Report* on changes in law and trends in regulation and enforcement, will be keynoter at WA State Nonprofit Conference, April 2. www.npconference.org/

"Policy Memorandum: A Scan of Nonprofit Policy Recommendations for the Obama Administration," Feb. 11th, 2009; *The Cohen Report*, by Rick Cohen www.nonprofitquarterly.org/cohenreport/2009/02/11/

"Reading an Early Draft of the Stimulus Bill Conference Report: Compromise Provisions (Part I)-Spending," Feb. 14th, 2009, *The Cohen Report*, by Rick Cohen www.nonprofitquarterly.org/cohenreport/2009/02/14/

"Stimulus: The Nonprofit Scorecard in the Senate and House Stimulus Bills," Feb. 7th, 2009; *The Cohen Report*, by Rick Cohen. www.nonprofitquarterly.org/cohenreport/2009/02/07/

"National Council of Nonprofits Releases Recommendations to the Presidential Transition Team," Dec. 22, 2008 News Release; www.councilofnonprofits.org/?q=node/502

Northwest Nonprofit Resources (NNR) is a resource center for nonprofit organizations and their leaders in Washington, Idaho and Montana.

Mission: NNR serves as a vehicle through which nonprofit organizations and their leaders can strengthen their effectiveness, efficiency, and professionalism as they serve their communities.

NNR was formed in 1993 to bring awareness among nonprofit leaders about the issues and trends facing their organizations and the knowledge, skills and practices leaders need to address those issues.

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◆
The Nonprofit Center

◆
The Nonprofit Network

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NONPROFIT POLICY UPDATE

Federal

While the Stimulus Bill has been the highest priority, here are some other federal policy measures of interest to nonprofits.



GIVE Act Reintroduced in Both Houses: Let Treasury Determine the Charitable Mileage Rate

Both Houses of Congress have now reintroduced legislation to improve the charitable mileage deduction for volunteers. It would “grant the IRS discretion in setting the mileage deduction rate for volunteers and charitable organizations...as high as the business mileage deduction but not lower than the deduction for moving and medical expenses.” See this link. www.councilofnonprofits.org/?q=policynews/january2009#GIVEAct



Serve America Act Is Reintroduced

On January 16, Senators Kennedy (MA-D) and Hatch (UT-R) introduced the *Serve America Act*, a bill to expand national and community service opportunities for all Americans. Passage of this Act, along with the reauthorization bill for the Corporation for National and Community Service, and implementation of President Obama’s Service Agenda within the first 100 days will allow nonprofits, service organizations, and social innovators to respond to our current economic crisis. Learn more: www.councilofnonprofits.org/files/Building%20the%20Infrastructure%20for%20Service.pdf
http://kennedy.senate.gov/newsroom/press_release.cfm?id=0ba0c2ed-0061-4b4e-b291-9a8e262c82cb



211 Legislation Introduced

Senator Clinton (NY-D), prior to resigning her Senate position, introduced S.211 to facilitate the nationwide availability of the 211 telephone information service for access to human services. Read more at this link. www.councilofnonprofits.org/?q=policynews/january2009#211



Nonprofit Thrift Stores and Distributors of Used Children’s Products Beware

In February 2009, new requirements of the Consumer Product Safety Improvement Act (CPSIA) took effect that impact nonprofit resellers of used children’s clothing and toys. Read more at these links. www.councilofnonprofits.org/?q=policynews/january2009#thrift
www.cpsc.gov/cpscpub/prerel/prhtml09/09086.html
Consumer Product Safety Commission
www.cpsc.gov/

Action to Maintain the Estate Tax in 2010

This is the year for estate tax reform. At the level detailed in the Obama plan during the campaign, all but the largest estates — fewer than 2% of annual deaths — would escape taxation. Learn more at this link.

www.councilofnonprofits.org/?q=policynews/january2009#estate

Source: *Nonprofit Policy News* | January 2009; *National Council of Nonprofits*; www.councilofnonprofits.org/



PICTURES OF THE ECONOMIC ENVIRONMENT: CONSIDERATIONS AND OPPORTUNITIES

Editor’s Note: Responding to the ups and downs of the economic environment is nothing new for nonprofit organizations. We respond with resilience and creativity. Nonprofit advocates are sharing their thoughts about responding to the challenges and opportunities we’re facing. Here are some of them:

Downsizing Strategies

If your organization finds itself needing to trim staff and services due to declining revenue and the current economic environment, Michael Seltzer suggests the following five things you can do to minimize the cost to others:

1. Set an example

“Boards should ask their executive directors to reduce their own salaries before they ask staff to take cuts in pay.” This action demonstrates the powerful statement: “We are all in this together.”

2. Provide additional emotional and professional support to employees

If your organization faces downsizing, there are simple ways to express its “commitment to its employees’ well-being...” For example, through “...a confidential survey to gauge what forms of assistance would be most valued...”

3. Don’t blindside internal and external stakeholders

“Keep your board, staff, and donors in the loop about “...variables and uncertainties in your organization’s financial picture...” Solicit stakeholders’ advice and “...strategies for weathering the storm.”

4. Focus on your core competencies

Now is the time to preserve “tried-and-true programs and initiatives” and make hard decisions about “less secure and established efforts.”

5. Seize every opportunity to express appreciation to staff

Make “...acknowledgments of a job well done (they) cost nothing—and count for more—than many of us realize. Don’t be stingy with them.”

Solicit stakeholders’ advice and “...strategies for weathering the storm.”

(continued on page 4)

UMIFA [updates] “the prudence standard that applies to the management and investment of charitable funds and modernizing the rules governing expenditures from endowment funds.”

(continued from page 3)

Seltzer reminds us “...the surest way for us to make it through these tough times and come out stronger, as organizations and as a sector, is to stick together.”

Approaches to Potential Funders

Bruce Mann, Professor, University of Puget Sound, reminds nonprofits of strategies when seeking funding from these sources during tough times:

- ◆ **From Government:** Emphasize Output Measures & Service Delivery to target populations
- ◆ **From Foundations:** Streamline operations & demonstrate cost control
- ◆ **From Individuals:** Find a ‘hook’
- ◆ **From Corporations:** Be marketing oriented and sell a package of benefits

How will the current financial situation impact nonprofits? Mann observes:

- ◆ Recognize that the number of nonprofits will diminish.
- ◆ Emphasize partnerships to survive.

Effects on Regional Giving

The Collins Group conducted a survey to understand “the current economic challenges and the effects on giving in our region.” Among organizations with successful fund raising programs they found that:

- ◆ “...over half of responding Northwest nonprofits reported that giving to their organizations the end of 2008 held steady or increased compared to the previous year. Donors have continued to give—despite the economy.
- ◆ “...many indicated delaying plans for new programs or expansion.
- ◆ “Nonprofits are relying upon fundraising more than ever to make up for gaps in other revenue sources.”

Two Strategies for Nonprofits

Lester Salamon recommends both a defensive strategy and an offensive one, for nonprofits in this economic environment. “On the defense side, there are a number of policies at risk now that need to be ...defended aggressively, ...like the Community Reinvestment Act, the special tax incentives for community development finance institutions, and tax provisions encouraging charitable giving out of individual retirement accounts.”

He continues, “...there are interesting opportunities in this environment.... One of these is the housing crisis. If we come around to a sensible approach on the mortgage meltdown... this could open an enormous opportunity for nonprofits to be the agents that work with people on the ground in communities to come up with decent workouts for their mortgages.”

Sources:

“A New Fiduciary World for Nonprofits: Does the Fi-

nancial Mess Matter?” by Bruce Mann, Professor, Dept. of Economics & Director of Civic Scholarship Initiative at University of Puget Sound; presentation at WA State Governance Conference, November, 2008

“Seizing the Day: Opportunity in the Wake of Crisis - An Interview with Lester Salamon, the editors of The Nonprofit Quarterly, Winter, 2008 issue. Pages 37

“Strategies for Hard Times: How to Downsize a Non-profit” by Michael Seltzer, January 29, 2009 entry, PhilanTopic, the blog of the Foundation Center, <http://pndblog.typepad.com/pndblog/>

“Survey Results: Economic Challenges and the Impact on Giving,” February 13, 2009, The Collins Group and “Giving and the Economy in the Northwest: 2009 Survey: Findings and Analysis,” February 13, 2009

www.collinsgroup.com/images/stories/2009_survey_findings_and_results_final.pdf

STATE POLICY UPDATES:

Montana

Revising gambling laws

SB 86 would amend the current gambling laws in several ways, including requiring organizations running games to submit fingerprints for a criminal background check. The law also exempts nonprofit organizations from the \$5,000 maximum prize limit and the requirement of owning all raffle prizes. <http://data.opi.mt.gov/bills/2009/billpdf/SB0086.pdf>

Washington

House Bill 1119 Management of Funds held by nonprofit institutions.

The *Uniform Prudent Management of Institutional Funds Act* (UPMIFA) replaces UMIFA by updating the prudence standard that applies to the management and investment of charitable funds and modernizing the rules governing expenditures from endowment funds.

- ◆ Portfolio managers are no longer limited in the kinds of assets that may be sought for the portfolio.
- ◆ Costs must be managed prudently in relationship to the assets, the purposes of the institution and the skills available to the institution.
- ◆ Total return expenditure is expressly authorized under comprehensive prudent standards relating to the whole economic situation of the charitable institution.
- ◆ The historic dollar value limitation on expenditure is abolished.

HOUSE BILL 2047 New Registration Requirements & Fees

Representatives Jeannie Darneille (27th District) and Dawn Morrell (25th District). The bill proposes amendments to 19.09 RCW (*The Charitable Solicitation Act*) regarding charitable organizations and registration re-

quirements. Here are a few highlights as of our printing deadline. Updates on this legislation and documentation about it are available at: HB 2047-2009-10, Washington State Bill Information. <http://apps.leg.wa.gov/billinfo/summary.aspx?bill=2047&year=2009>

- 1) Organizations that believe they are exempt from the regular "Charities" filing (under RCW 19.09.076) will need to register as exempt "...if the charitable organization raises more than one thousand dollars in charitable solicitations in any accounting year and engages in solicitations from the general public more than once in any accounting year."
- 2) All-volunteer organizations will need to register as exempt.
- 3) AG's office will enforce compliance. For example, when a nonexempt organization registers as exempt or when an organization fails to register soon after incorporation.
- 4) Any state or local government entity will be prohibited from contracting with or making a grant to organizations that have not complied with the requirements of the Charitable Solicitations Act.
- 5) The original registration fee is proposed to be \$50 and the renewal fee, \$40 with \$10 to the Secretary of State's education fund.

Sources:

HB 2047 - 2009-10, Bill History and available documents. <http://apps.leg.wa.gov/billinfo/summary.aspx?bill=2047&year=2009>

Nonprofit Policy News | January 2009; National Council of Nonprofits; www.councilofnonprofits.org

UPMIFA - Prepared by Jena, Burstein, Executive Alliance, January 27, 2009

Bill Summary, Washington State Legislature. <http://apps.leg.wa.gov/billinfo/summary.aspx?bill=1119&year=2009>



SIX TRENDS TIED TO GENERATIONAL CHANGE

Editor's Note: In the Fall & Winter, 2008 issues of Northwest Nonprofit we presented some of Peter Brinckerhoff's concepts and strategies for addressing generational change. This is our third and final glimpse at these concepts.

In addition to the economic challenges facing nonprofits and the communities we serve, Peter Brinckerhoff offers six trends tied with generational change, according to Peter's research:

1) Financial Stress,

- ◆ Continuing federal deficits and the huge federal debt will trim the amount of money left for needed social, economic, educational, health, and environmental efforts.
- ◆ Retiring Boomers and their interests will influence government money decisions and more.

- ◆ The current financial situation will have consequences for Boomers' access of their retirement funds.

2) Technological Acceleration,

- ◆ The changing expectations assume we are available and reachable twenty-four hours a day, seven days a week.
- ◆ The comfort with technology differs between Boomers and many members of GenX and Gen@.
- ◆ The tension between expectations and capacity creates real problems among staff of varying technological proficiency, and with clients of diverse ages and expectations.

3) Diversity of population

- ◆ Gen@ is the most diverse generation ever. In the United States, self-identity, cultural competence, family traditions, and related cultural identifiers are all in flux.
- ◆ Ethnic diversity stimulates major rethinking for policy makers on a national, state, and local level.

4) Redefining the family

- ◆ Families are more mobile and may include "steps" in a given house (stepbrother, stepfather, etc.), same-sex marriage, multiple generations, and single parents.
- ◆ Long-distance families maintain their ties with communication & transportation availability.
- ◆ Impacts emerge on health care benefits, social security, generational legacies, etc.
- ◆ Impacts also emerge on the kinds of family-friendly policies needed to recruit and retain the staff.

5) MeBranding,

- ◆ There's a growing expectation of customizing in services received, that things will be done exactly the way we want them.
- ◆ We can segment markets down to the ultimate limit-the individual consumer.
- ◆ This will impact the expectations of staff, volunteers, boards, grantees, grantmakers, donors, service recipients, parents, and etc.
- ◆ Figuring out cost effective ways to attend to this trend can be expensive.
- ◆ Individuals risk losing empathy and understanding of the ways other people like things.

6) Work-life Balance

- ◆ "Work-life balance is almost purely a generation issue."
- ◆ Boomers thrive on working and the belief they can have it all.
- ◆ GenX watched the consequences, Gen@ experienced them, and both are saying "No way."
- ◆ Multiple options are available and embraced - work from home, from remote locations, etc.

The tension between expectations and capacity creates real problems among staff of varying technological proficiency, and with clients of diverse ages and expectations.

(continued on page 6)

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(continued from page 5)

Questions to Consider

Understanding these issues can help keep your nonprofit organization relevant and able to meet the changing needs of your staff, volunteers, donors, and the community you serve.

- How will these trends affect your management planning or foundation administration?
- What impact will they have on your next business plan, strategic plan, or fundraising plan?
- What role should these trends play in your vision statement?
- What about leadership evaluation, board of director roles, grant writing, organizational assessment, stakeholder analysis?

What this means for Nonprofit Boards and other volunteers

Nonprofit boards need a new mindset that:

- ◆ Embraces age diversity
- ◆ Reexamines the board's skillset. Make sure you include:
 - ◆ Generational representatives
 - ◆ Tech proficiency
 - ◆ Media savvy
 - ◆ Willing, capable mentors

Source:

“Six Generational Trends that Will Affect Your Nonprofit,” adapted from Chapter 2 of the book by Peter C. Brinckerhoff, Generations: The Challenge of a Lifetime for Your Nonprofit. www.fieldstonealliance.org/client/client_pages/tools_you_can_use/02-21-07_generational_trends.cfm

NATIONAL NONPROFIT STATISTICS

The National Council of Nonprofits compiled this statistical picture of the nonprofit sector.

- ◆ The vast majority of nonprofits are small and midsize. 93.6% of all nonprofits have budgets of under \$1 million.
- ◆ With 9.4 million employees and 4.7 million volunteers, the nonprofit workforce consists of more than 14 million people and 10.5% of America's workforce.
- ◆ The nonprofit sector contributes almost \$322 billion in wages to the American economy.
- ◆ The nonprofit workforce outnumbers the combined workforces of the utility, wholesale trade, and construction industries.
- ◆ Nonprofits work in every community: caring for returning soldiers, rebuilding cities, educating children, supporting the workforce, nursing the sick, supporting our elders, elevating the arts, mentoring our youth, protecting natural resources, and so much more.
- ◆ According to GuideStar, in 2008, 64% of

nonprofits have seen increased demand for their services.

For citations, please see:

www.councilofnonprofits.org/?q=economy/npsstatistics

Fasten Your Seatbelts: It's Going to Be a Bumpy Giving Season, www.guidestar.org/news/features/fasten_seatbelts.jsp?source=nov08nwsltr

NONPROFITS IN WASHINGTON

Editor's Note: Since 1994 Pat Barber has led the effort to profile Washington nonprofits through hard data available through state and federal sources. This glimpse at nonprofits comes from the 2008 report published by the Nancy Bell Evans Center on Nonprofits & Philanthropy at the University of Washington's Evans School of Public Affairs.

Types and Numbers of Registered Nonprofits, Washington State 2008

1) Filings with the State of Washington

Registered nonprofit corporations 79,007
Of these, out-of-state organizations operating here 659
Washington charitable trusts 1,164
Charitable solicitations filings 7,566

2) Filings with the Internal Revenue Service

501(c)(3) public charities 22,972
501(c)(3) private foundations 1,478
TOTAL 501(c)(3) organizations 24,450
Other federally recognized tax-exempt organizations 10,036

Changes in the Numbers of Nonprofits in Washington

“In the early 1990s, when the first Nonprofits in Washington report was published, there were approximately 32,000 nonprofit corporations and 13,000 501(c)(3)s in the record books. In the spring of 2008, the tally of nonprofit corporations had reached 79,007 and the number of 501(c)(3)s on the IRS list was 24,450. Over roughly this same interval, the total assets of Washington's reporting nonprofits increased from \$11.2 billion to \$106.8 billion.”

Nonprofit Market

Five urban counties (Clark, King, Pierce, Snohomish and Spokane) “...account for 65% of the total population of the state and nearly 70% of the number of 501(c)(3)s, 96% of the revenue, and 95% of the assets.”

Size of Washington's Nonprofit Organizations

The researchers used data about federally recognized nonprofits and foundations to understand “...how many organizations operate entirely with volunteers or on very small budgets.” “75% of the 24,450 charitable organizations that had been recognized by the IRS as of April

2008 recorded total revenues of \$44,000 or less; 90% recorded revenues of less than \$302,000.”

Types of Services

The 501(c)(3) organizations featured in this part of the report were grouped in 5 categories:

- ◆ Arts, Culture, and Humanities;
- ◆ Human Services;
- ◆ Philanthropy, Volunteerism, and Grantmaking Foundations;
- ◆ Health;
- ◆ Education;
- ◆ Public Benefit

Total Number of organizations: 14,474

Total Revenue: \$106,074,844,610

Total Assets: \$132,905,639,863

“A breakdown of the statistics for all 26 categories for each of Washington’s 39 counties is included in the online supplement.” Each county chart provides a breakdown of nonprofits by category of services, revenues, and assets.

Source:

Nonprofits in Washington: A Statistical Profile 2008 Update, <http://levans.washington.edu/nbec/resources>

a) Additional details organized by County are also available at this link as well as the reports (b,c).

b) “Online Resources” includes descriptions of the Revised Code of Washington (RCW) and descriptions of the types of nonprofit filings.

c) Previous reports produced in 2004 (a comparison with 1999, 1994), 2006, 2007.

“SHOVEL-READY” NONPROFIT PROJECTS THAT CREATE JOBS & ENRICH COMMUNITIES

The Johns Hopkins University Nonprofit Listening Post Project conducted a survey in February, 2009 to determine the extent of “shovel ready” projects by nonprofit organizations.

According to the report, “As Congress, the President, and state governments begin making concrete plans for allocating the economic recovery funds recently enacted by Congress, they could thus usefully bear in mind the considerable backlog of worthy, job-producing infrastructure projects stalled not only among state and local governments but also among the country’s nonprofit organizations.”

The report authors point out that “State and local governments and private businesses are not the only organizations in America significantly affected by the current credit crisis. Nor are public infrastructure projects the only ones deserving of economic recovery aid because they create important public benefits while adding to national employment.

America’s 1.4 million private nonprofit organizations also have significant “shovel-ready” infrastructure projects that have been put on hold due to the credit crisis.”

Northwest nonprofit projects are included in the report. Among the 142 northwest projects reported are service centers, affordable housing projects, arts & education facilities, and animal shelters. They include a mix of Urban, Suburban, and Rural projects.

“Shovel Ready” Infrastructure Projects reported, by State (in \$ millions)

ID	2	\$221.5
MT	75	\$368.0
OR	29	\$3,439.2
WA	36	\$3,588.7

Northwest Total: 142 infrastructure projects.

“Based on these results, the *Listening Post Project* has projected an estimate of the scale of nonprofit shovel-ready infrastructure project.” These Northwest project are part of the \$166 billion in potential nonprofit projects across the country. These “shovel-ready” projects can help our communities in two ways: by creating short-term jobs and by building long-term facilities that will serve communities for decades.

Source:

“Shovel-Ready’ but Stalled: Nonprofit Infrastructure Projects Ready for Economic Recovery Support,” COMMUNIQUÉ NO. 12; by Lester M. Salamon, Stephanie L. Geller, Kasey L. Spence, Wojciech Sokolowski; Johns Hopkins University, Nonprofit Listening Post Project.

www.jhu.edu/listeningpost/news/pdf/shovel-ready%20communique_FINAL.pdf

www.jhu.edu/listeningpost/news/pdf/Shovel-Ready%20project_list.pdf

The Nonprofit Economic Vitality Center

Key information in three sections.

- ◆ Information: about the economy & the nonprofit sector
- ◆ Analysis: how the economic downturn is hurting nonprofits
- ◆ Action steps nonprofits can take and options with examples of proven programs.

www.councilofnonprofits.org/economy

Asking One Another: What Can We Do Now?

A blog by Put Barber invites all of us to do what we can. He offers suggestions and invites readers to share their ideas for making a difference. He writes: “This is the time for each of us to do a little bit more. Positive action in the face of our current challenges doesn’t require anything extraordinary.”

www.idealists.org/if/i/en/h/blog/asking-one-another—what-can-we-do-now-

*America’s 1.4 million
private nonprofit
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“shovel-ready”
infrastructure projects
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the credit crisis.”*

Five Keys to Pulling Out of the Economic Nosedive

Katya Andresen's February 02, 2009 entry to her marketing blog provides five keys to pull yourself and your message together to survive 2009. They are all variations on an important theme: give donors what they want during tough times. The more you think instead of panic, the greater your chances of pulling out of your nosedive and taking flight.

1. To feel good. They want to have an impact, make a difference and attain an emotional ROI.
2. To hear from people they know. Ask your supporters to spread the word about you.
3. Tangibility. Where will the money go? What dollars buy what change? What good is going to result from a gift?
4. Flexibility. Give them flexibility in how they support you, no matter how hard the times.
5. Personalization. Cater to donors' interests.
www.nonprofitmarketingblog.com/site/5_keys_to_pulling_out_of_the_economic_nosedive/

Tips for Conducting a Successful Webinar

Advice for keeping your online seminar running smoothly. This TechSoup's article offers steps you can take on the day of your webinar to ensure its success, as well as follow-up steps you can take to learn from your experience.
www.techsoup.org/learningcenter/training/page11265.cfm

Delivering on the Promise of Nonprofits by Jeffrey L. Bradach, Thomas J. Tierney, and Nan Stone, This December, 2008 article in the *Harvard Business Review* raises four key questions that any nonprofit can use to improve its capacity to achieve social impact:

- ◆ Which results will we hold ourselves accountable for?
- ◆ How will we achieve results?
- ◆ What will results really cost, and how can we fund them?
- ◆ How do we build the organization we need to deliver results?

http://custom.hbsp.com/b02/en/implicit/viewFileNavBeanImplicit.jhtml?_requestid=1685

Philanthrocapitalism: How the Rich Can Save the World

Free PodCast sponsored by the Stanford Center for Social Innovation. Journalist Matthew Bishop talks about how today's leading philanthropists are using new methods to have a greater impact on the world. Bishop shares anecdotes, expert analysis, and up-close profiles to illustrate how the new generation of billionaires is reshaping the way it gives, using big business-style strategies and expecting results and accountability. <http://sic.conversationsnetwork.org/shows/detail3924.html>

Movie Mondays for Fundraising Professionals

Every Monday a new video clip focusing on a fundraising topic is available. Each clip is kept short because I know that you are time starved as is. Movie Mondays is a fun and easy way to get inspiration and ideas for the week ahead.

Some of the movies include:

- ◆ *Turning \$5,000 into \$120,000*
- ◆ *How to Fundraise in a Bad Economy*
- ◆ *Strengthening Donor Relationships with Questions*
- ◆ *Getting the Donor Meeting*

Here is a link to the movie *Turning Board Members into Fundraisers*: www.501videos.com/mmpr/0109/bfundpr.html

Leadership Coaches and Advisors

Effective and sustainable organizations require talented and passionate leaders. In the nonprofit world, talent and passion are ubiquitous – but so too are demanding challenges and stressors that threaten to overwhelm even the most experienced of leaders. Through its *Leadership Coaching and Executive Advisory* programs, Executive Service Corps works with nonprofit leaders to develop their personal and professional strengths and balance the demands of executive leadership. Coaches and executive advisors are available statewide in Washington – in person or through phone and electronic communications. These programs are made affordable because of the philanthropic support ESC receives. For more information contact Nancy Long, Executive Director, Executive Service Corps of Washington: www.escwa.org; 206-682-6704; execdir@escwa.org

Mentors Needed!

Project MOVE is looking for caring adults to serve as mentors for youth with disabilities, ages 16-21. Caring adults are matched with youth, to share, interests, ideas and friendship in an informal setting. There are no special qualifications to become a mentor, only a desire to spend time (4 hours a month) with a young person, helping them to build confidence and realize their potential. Mentors are everyday people who enjoy sharing their knowledge and have a desire to see youth become successful participants in our community. Contact: Kerry Whitsitt, Outreach Specialist; Project MOVE, Community-Minded Enterprises; kerryw@community-minded.org; www.projectmove.org

Sources:

E-BULLETIN, Maine Association of Nonprofits; February 10, 2009; www.nonprofitmaine.org

Stanford Social Innovation Review, <http://sic.conversationsnetwork.org/>

Opportunities in Lean Times

The Fieldstone Alliance gathered a number of its resources to provide guidance to nonprofits in these challenging times. The suggestions they offer as a starting point for your own brainstorming. They advise the reader to use the categories to help you organize your thinking and analyze your current approach to fulfilling your mission. They also advise not to “get locked into any one strategy-cut them up, pull them out of a hat, mix and match them. Do whatever helps you spur new ideas that fit your specific situation.”

Actions You Can Take Right Away

1. Protect the money you've got
2. Increase revenues
3. Cut or control costs
4. Modify your structural strategies
5. Engage with others

Longer-Term Actions

1. Keep up on trends
 2. Know thyself
 3. Diversify revenue streams
 4. Affect public policy
 5. Communicate your value
- www.fieldstonealliance.org/client/focus-opportunities_in_lean_times.cfm#do

A First Look at the Foundation and Corporate Response to the Economic Crisis

By Steven Lawrence, Senior Director of Research, a 4 page advisory from the Foundation center, an examination of foundation and corporate support in response to the current economic crisis. http://foundationcenter.org/gainknowledge/research/pdf/researchadvisory_economy_200901.pdf

The Foundation Center's Focus on the Economic Crisis project includes research advisories, videos, an interactive map and an RSS feed containing the most recent data available on U.S. foundation giving in response to the economic downturn.

<http://foundationcenter.org/focus/economy/>

Philanthropy's Response to the Economic Crisis

In *Philanthropy News Digest* Steven Lawrence, senior director of research at the Foundation Center, reported, “A growing number of grantmakers have made exceptional commitments to address the causes and impact of the current economic downturn., investments totaling more than \$100 million to address the crisis, including reducing the number of foreclosures, shoring up foodbanks and services for the homeless, and providing financial counseling.” For example, in Fourth Quarter 2008 Kresge Foundation announced their effort to meet economic downturn head on by awarding a record \$63.6 million in grants. “If ever there

was a time for Kresge to put its resources on the line to help nonprofit organizations serving the poor and disadvantaged,” says Elaine D. Rosen, chair of the board, “it is now. The magnitude of the economic contraction demands we be both creative and aggressive in our grant-making.” Among 125 awards are 3 in Washington state (Boys & Girls Clubs of Whatcom County, Catholic Charities of Spokane, and MultiCare Health System) and 4 in Oregon.

Sources:

Resources from Nonprofit Economic Vitality Center

www.councilofnonprofits.org/economy

www.councilofnonprofits.org/?q=node/555

<http://foundationcenter.org/pnd/news/story.jhtml?id=242000046>

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Cascade Center Classes

April 29-May 1, 2009; *Strategic Marketing in the Public Sector*; An overview of the major applications of marketing techniques to assist managers in public and nonprofit sector apply traditional marketing principles to challenges faced by their agencies on a daily basis.

May 4-6, 2009; *Accountability for Results: Performance Measurement Benchmarking*; designing scorecards; setting targets; developing performance measures; aligning organizational and integrating individual performance; and reporting results to the public.

May 11-15, 2009; *Resolving Conflict and Building Consensus*; Recognize with greater clarity the negotiating opportunities and skills and strategies that lead to successful agreements.

May 28-29, 2009; *Legacy & Succession Planning: Preparing Today for Tomorrow's Workforce*; Deal with the challenges of identifying the problem and the gaps, developing skill replacement strategies, building a talent pipeline, developing an organizational succession plan, and developing an individual plan based on your personal legacy goals. www.cascadecourses.org

TACS Training

April 2, 2009; 8:30 am - 4:00 pm; *Nonprofit Financial Oversight*; by Kay Sohl; Bend, OR; \$150

April 3, 2009, 8:30 am - 4:00 pm; *Mobilize Your Board to Raise More Money*, by Andy Robinson, Portland, OR; Fee: \$150.00.

More information is available on these and other training sessions through TACS. www.tacs.org/files/uploads/TACS_09_Catalogv3.pdf

RESOURCES & EVENTS

March 16; 8:30am-4:30pm, 2009 Conference: *Building a Foundation of Success*; Bell Harbor International Conference Center, Seattle, \$45, NPIP members, \$95 nonmembers, Non Profit Insurance Program, 800-407-2027, ext. 314, www.npip.net

◆
April 1, 2009; Finance Forum; Topic: *990 Q & A*; Location: Pierce County Soundview Clinic; Cost: Members – \$7; Non-Members – \$10
www.npcenter.org/professional_forums.html

◆
April 2, 2009; *15th Annual Washington State Nonprofit Conference*; Meydenbauer Center, 11100 NE 6th Street, Bellevue, WA; www.npconference.org

◆
April 15-17, 2009; *10th Social Enterprise Summit*; New Orleans, Louisiana; Registration: \$435 - \$635 depending on SEA membership status; For more information visit: www.se-alliance.org/summit.cfm

◆
Save the Date: Friday, November 6, 2009; *10th Annual Washington State Nonprofit Governance Conference*

Keynoter Paul Light. Paul is the Paulette Goddard Professor of Public Service, New York University and a Nonresident Senior Fellow at the Brookings Institution. One of Paul's publications is Pathways to Excellence, a report which focuses on the creation of effective nonprofit organizations. He is also the author of the annual report on public confidence in charities.

Nonprofit Network Southwest Washington Events

Friday, March 13, 2009, 8:30 to 11:30 pm
Leading in Uncertain Times—Moving Forward
What adjustments in strategy and tactics are needed for your organization today? Meet with experts in key areas who will share perspective and resources. Table discussions include the following:

- 1) *Moving Forward with Fundraising in a Challenging Economic Climate* with The Collins Group
- 2) *Assessing Merger, Acquisition and Integration Options*. Key questions can help you, your staff and your board focus on essential aspects of potential strategic structural changes with AKT Group.
- 3) *Updating Your Grants Strategy with Custom Writing Circle*
- 4) *Financial Strategy*. Managing cash flow, timing for a possible loan, retaining value in your cash on hand and investments with First Independent.
- 5) *Talent Management in a Recession*. The top 5 list of Do's, Don'ts and Opportunities in hir-

ing, downsizing and retaining your staff during a recession with MBL Group.

6) *Marketing and PR in a New Economy*. Ways to stay up, and effective, when the world is down with UrbanWords Group.

Location: EB Hamilton Hall at the Vancouver Historic Reserve, 605 Barnes Road, Vancouver, WA 98661 (Old Red Cross Bldg.)

Cost/person: Regular \$42.00; Nonprofit Network SW Member \$36.00; At the door

\$46.00. Includes light dinner & handouts

Register at <http://nonprofitnetworkwa.org> or call 360.735.7110

The Nonprofit Center WebConferences

March 24, 2009; 10:00 am - 11:30 am; *Mobilizing Generation 2.0*; Presented by AFP; Location: Tacoma Goodwill (714 S. 27th St.). To explore the ways in which young people are using Internet technology (so called "Web 2.0") to engage in civic and political life. Members: \$15; Non-Members: \$20

◆
April 1, 2009; 11:00 am - Noon; *Managing Fraud Risk Through Awareness, Culture Change and Practical Policies*; Presented by the Nonprofit Risk Management Center; Location: Tacoma Goodwill (714 S. 27th St.); Members: \$20; Nonmembers: \$26

◆
April 7, 2009; 10:00 am - 11:30 am; *Avoiding Legal Pitfalls: What Fundraisers Need to Know*; Presented by AFP; Location: Tacoma Goodwill (714 S. 27th St.); Members - \$20; Non-Members - \$26

◆
April 23, 2009; 10:00 a.m. - 11:30 am; *Twelve "Deadly" Mistakes of Major Gift Campaigns and How to Avoid Them!*; Presented by AFP; Location: Tacoma Goodwill (714 S. 27th St.); Members: \$15; Non-Members: \$20

◆
May 6, 2009; 11:00 a.m. – Noon; *D&O Insurance: What You Need to Know*
Presented by the Nonprofit Risk Management Center; Location: Tacoma Goodwill (714 S. 27th St.); Members: \$20; Non-Members: \$26

◆
May 20, 2009; 10:00 a.m. – 11:30 am; *Giving Circles and Fundraising in the New Philanthropy Environment*; Presented by AFP; Location: Tacoma Goodwill (714 S. 27th St.); Members: \$20; Non-Members: \$26

◆
June 10, 2009; 10:00 a.m. – 11:30 a.m.; *Evaluating Your Development Program: How Do You Measure Up?*; Presented by AFP; Location: Centro Latino (Audio only); Members: \$20; Non-Members: \$26

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ABOUT NORTHWEST NONPROFIT RESOURCES & OUR PARTNERS

Northwest Nonprofit Resources (NNR) is a Resource Center for Northwest nonprofit organizations, community groups, and community based leaders. NNR promotes and facilitates learning and action to strengthen community life. NNR's information, events and services promote Credibility, Learning, Exploration and Action within leaders and organizations.

Three Main Services

1) Leadership Support:

- ◆ Help for current and emerging leaders to develop and refine their skills, knowledge and confidence.
- ◆ *Northwest Nonprofit*, a quarterly newsletter on issues and topics facing nonprofit organizations.

2) Community Participation and Facilitation Services:

- ◆ Facilitation services, technical assistance and help with public participation in decision-making for organizations and communities,
- ◆ Sessions, Focus Groups, Surveys, Interviews & community meetings for brainstorming, planning, strategizing, creating a vision and direction.

3) Nonprofit Sector Support:

- ◆ Convene exploration among community-based leaders about pressing issues
- ◆ Increase visibility of the nonprofit sector-who nonprofits are and what they do.
- ◆ Promote grassroots action that builds organizational capacity, and promotes democratic principles, strengthens civic life and fosters neighborhood revitalization.
- ◆ Opportunities for nonprofit organizations and individuals to work together to expand, enhance, and promote nonprofit and charitable activity within the Northwest.



Membership provides access to special services, information and opportunities to strengthen knowledge, skill and confidence, and supports NNR's work. For more information about membership options and the services NNR provides check out our web site www.nnr.org Contact: Sandy Gill at 509/325-4303 or sgill@nnr.org

NORTHWEST NONPROFIT PARTNERS

Partnerships and collaboration have been a central part of Northwest Nonprofit Resources (NNR) eleven year history. NNR publishes *Northwest Nonprofit* to distribute information on topics important to nonprofit organizations and community-based leaders.

In the effort to expand the distribution of *Northwest Nonprofit* NNR's board of directors approved a special arrangement to distribute *Northwest Nonprofit* through regional organizations whose missions are complementary to our own. Members of these regional organizations receive *Northwest Nonprofit* as a benefit of membership.

We thank them for participating and encourage you to get acquainted with them. Like NNR, each of these organizations is membership-based and provides their services primarily in a concentrated geographic area. We encourage you to explore the benefits of belonging to as many of these groups as you wish. Your membership to the group(s) you join will support their work and gain the benefit of that affiliation for yourself, your organization and for the health of the nonprofit sector. Together we make the northwest's nonprofits stronger.

The Nonprofit Network Southwest Washington

Strengthening nonprofits increases their impact, influence, and effectiveness in fulfilling their missions. The Nonprofit Network focuses on providing affordable professional development and networking opportunities to Southwest Washington nonprofits and is driven by local interest, need and commitment. For more information: <http://nonprofitnetworkwa.org>; Contact Jeanne Kojis at 360/735-7110 or email to Jeanne@nonprofitnetworkwa.org

Executive Alliance

A nonprofit membership association whose mission is to promote a powerful nonprofit sector, supporting healthy communities and a thriving economy. Members are top leadership of nonprofit agencies in the Puget Sound Region, as well as other organizations that support this mission. www.exec-alliance.org; Contact: Melany Brown at 206/328-3836 or mail to: info@exec-alliance.org

The Nonprofit Center

A nonprofit capacity-building organization, serving Tacoma and the South Puget Sound area of Washington by providing training consulting and connection-building services in nonprofit management and governance. www.npcenter.org/ Contact: Liz Heath at 253/272-5844 or liz@npcenter.org





15TH ANNUAL WASHINGTON STATE NONPROFIT CONFERENCE

April 2, 2009, 8 a.m. - 5 p.m.

Meydenbauer Center, 11100 NE 6th Street, Bellevue, WA

This Nonprofit Conference will help you focus on the realities and explore opportunities to help you through these tough economic times.

Attend the 2009 Washington State Nonprofit Conference, the largest nonprofit conference in Washington State, and experience the essence of nonprofit leadership, information, exhibitors and professional development. Join nonprofit leaders across the state and learn from:

- ◆ Keynote Speakers: Rick Cohen, National Correspondent, Nonprofit Quarterly Magazine and Akhtar Badshah, Ph.D, Microsoft Corporation Global Community Affairs
- ◆ Opportunities to network and meet peers
- ◆ Workshop Sessions such as:

Buried Alive! And Digging Your Way Out

To examine what creates the sense of being buried at work and explore specific approaches to “digging your way out.”

How to Grow in Tough Economic Times, with Kristina Katayama

With recent economic unrest there is no better time to find out how you can keep your business on track for success. The workshop will include:

- ◆ How to achieve your business vision through an economic down turn.
- ◆ What are your growth strategies and when do you apply them.
- ◆ How to improve the efficiency of your resources to support growth.
- ◆ How to manage your business through its business life cycle.

Powerful Partnerships for Critical Issues, with Julie Peterson & Larry Clark

This workshop will allow leaders and board members of established nonprofits, as well as funders to find out: 1) The benefits of advocacy and other form of public policy participation; 2) What it takes, in terms of time, money, and expertise to be effective;

and 3) How to define and build partnerships around an issue. Registration: \$195/members and \$235/nonmembers. Special Luncheon *only* Registration: \$75/members and \$85/nonmembers Visit the Conference website for more information: www.npconference.org



MORE IMPORTANT THAN EVER!

An intensive financial management and oversight conference for nonprofit board and staff

Keynote Speaker: Jeanne Bell, CEO, CompassPoint Nonprofit Services and author of *Financial Leadership for Nonprofit Executives*. Registration fees reduced dramatically to make it possible for you to attend. Fees start at \$117 for the whole day.

Friday, June 5, 7:30 a.m. to 5:00 p.m.

Lynnwood Convention Center, just north of Seattle

More information and online registration at www.npcenter.org

BOARD ROLES & RESPONSIBILITIES

Thursday, March 19, 2009, 4:00 to 7:30 pm

This workshop will include nuts and bolts tools helping you in 'the big picture' thinking of being on a board plus

- ◆ How to build an effective agenda,
- ◆ An easy process for doing an annual board assessment,
- ◆ Some strategies for successful board recruitment.
- ◆ Each participant will leave with a resource booklet which will include a copy of the *Healthy Board Checklist*

Presenter Liz Heath is Executive Director & Principal Consultant of The Nonprofit Center in Tacoma. Liz has more than 30 years of experience in the nonprofit sector as facilitator, trainer and speaker with a special emphasis on nonprofit governance.

Location: YWCA Clark County, 3609 Main Street, Vancouver
Cost/person: Nonprofit Network SW Member \$40.00; Non-Member \$45.00; At the door \$50.00; More effective and confident board members? Priceless.

Register at <http://nonprofitnetworkwa.org> or call 360.735.7110

Northwest Nonprofit Resources
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