

A Quarterly Publication of



CONNECTICUT ASSOCIATION of NONPROFITS

90 Brainard Road, Suite 201
Hartford, CT 06114
Tel: 860.525.5080
Fax: 860.525.5088

www.ctnonprofits.org

CT NONPROFITS

Ron Cretaro
EXECUTIVE DIRECTOR

Karen Maciorowski
CHIEF OPERATING OFFICER

Liza Andrews
PUBLIC POLICY DIRECTOR &
NONPROFIT CABINET PROJECT DIRECTOR

Mark Berardi
DIRECTOR OF MEMBERSHIP DEVELOPMENT
& TRAINING SERVICES

Jon Clemens
POLICY SPECIALIST

Erin DeStefanis
TRAINING COORDINATOR &
COMMUNICATIONS ASSISTANT

Melissa Harris
DIRECTOR OF MARKETING
& COMMUNICATIONS

Peggy O'Toole
BOOKKEEPER

Donna Rowland
ADMINISTRATIVE ASSISTANT

Julia Wilcox
SENIOR PUBLIC POLICY SPECIALIST

©2010 by Connecticut Association of Nonprofits, Inc.
For permission to reprint articles, contact
Connecticut Association of Nonprofits.

Article Submission:

We welcome submissions. Articles should be submitted electronically to mharris@ctnonprofits.org for consideration. All articles are subject to review and approval by Connecticut Association of Nonprofits. Submission is no guarantee of publication.

Articles should be targeted to nonprofits in general concerning laws, employment / human resources practices, best practices, governance, administration, organizational capacity building, etc.; and should be informational rather than commercial in nature.

For more information, call 860.525.5080.

TABLE OF CONTENTS

- 3 **Management Versus Mission**
- 7 **Moving Forward: Dealing with Reduced Funding**
by Denis Geary, Richard Knoll, Karen R. Brown and Sarah Lange
- 12 **Rules of the Road: Fundraising in Tough Times**
by John H. Motley JD and Elvin D. Turner, JD MBA
- 14 **Advocacy in Action: The Mission of a Developmental Disabilities Provider**
by Terry Macy, Ph.D., SARAH Tuxis Residential Services
- 16 **Assessing Your Brand and Marketing Communications**
The second in a 3-part series by Howard Levy, Red Rooster Group
- 18 **Secure Needed Resources To Further Your Nonprofit Mission**
by Paul R. Ballasy, CPA, J.H. Cohn
- 20 **The Three Dimensions of Leadership Trust**
by David A. O'Brien, WorkChoice Solutions
- 24 **Principles & Practices in Action**
by Erin DeStefanis
- 27 **Welcome New Members**
- 29 **Connecticut Nonprofits Face Rising Unemployment Taxes in 2010**

Designed by Stacy Murray, Atlantic Design Works, Edited by Erin DeStefanis



CONNECTICUT ASSOCIATION of NONPROFITS

...to serve, strengthen and support Connecticut's nonprofit community.

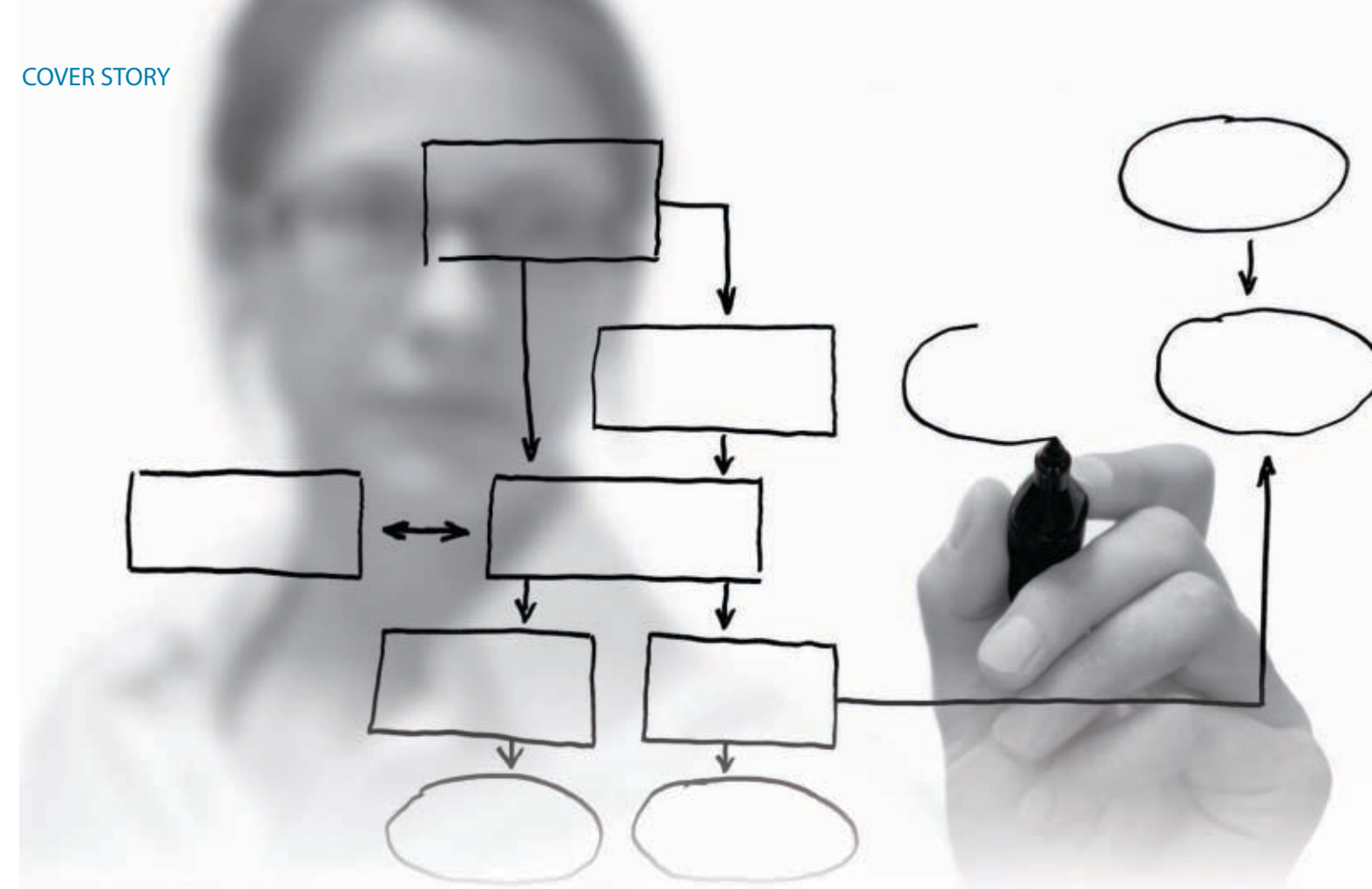
We help Connecticut nonprofits help Connecticut.

There are thousands of nonprofits in our state — each trying to make a difference on their own. We bring them together so that each member can benefit from our collective strength.

Connecticut Association of Nonprofits (CT Nonprofits) is the largest membership organization in the state dedicated exclusively to working with nonprofits in Connecticut. By connecting organizations with information, education, advocacy and collaboration, we help members focus their energy on the people and communities they serve.

CT Nonprofits can provide your organization with vital cost-saving opportunities, a dedicated public policy and advocacy team, specialized training and education programs, information on nonprofit trends and best practices, and connections with nonprofit colleagues throughout the state. **Learn more at www.ctnonprofits.org or call us at 860-525-5080.**

COVER STORY



Management Versus Mission

By Jan Masaoka, Blue Avocado

There's so much emphasis in the sector on management improvement, and so little attention to investigating whether management efforts result in increased mission impact.

Do you know a nonprofit that is always in some sort of chaotic state with everyone running around and no systems, but somehow still manages to do important, good stuff?

And on the other hand, do you know any nonprofits that are like smoothly running machines – checking off everything on the management audit – but aren't really having any real impact on the world?

Continued on next page ►

Most of us know at least one of each of the above two types. We bemoan them both. We might dub the first one the "Disorganized Doer and Shaker" and the other one the "Orderly Chair Occupier."

The fact that both types of organizations exist should tell us something very important, yet seldom said: good management does not necessarily lead to high impact.

Good management is certainly a good thing, and good management can support high impact. But the organization with the up-to-date personnel manual, the gorgeous financial statements and the four-color annual report could also be the organization that hasn't had a fresh idea in a decade and in fact is just coasting on its reputation and name recognition.

This leads us, of course, to the other question that we seldom ask ourselves in nonprofits: Are our programs really terrific?

We know a prestigious nonprofit serving low-income young people that became the poster child for good management by a large national consulting firm that worked with this nonprofit in strategic planning. Shortly after the case study was published, the nonprofit's executive left to work at a large foundation. Her successor was



Jan Masaoka: Director & Editor in Chief of Blue Avocado (www.blueavocado.org), author of *The Best of Board Café*. Former Executive Director of Compass Point Nonprofit Services.

shocked and dismayed to discover that this well-managed icon had very weak programs and impact. She commented in a newsletter, "I need to find out why kids don't like us" (paraphrased).

The reality is that we seldom question the value of our programs. We are eager to critique our management systems, but we shy away from critiquing our programs. We are not embarrassed to say that our

accounting systems are out-of-date, but we seldom admit (or even think) that our programs might be out-of-date.

In short, we need to work on both management and on program impact, and not assume that improved management automatically leads to improved impact. They must be addressed on parallel tracks. Perhaps the most important – and simple – first step is simply to acknowledge that not all programs are world-changing to the same extent. Some of our programs have higher impacts – bigger bangs – than others.

By acknowledging that there are indeed different levels of impact, we can begin to explore what we think we mean by high impact: Does our organization value depth or breadth? Do we value helping some kinds of people more than others (such as low income people more than moderate income)? Which programs are the closest to our core mission, and are those the ones that are having the highest impact? Which programs take the most advantage of what we know, and which do we struggle to do with excellence?

Breaking the ice on program impact could be a key step at a management team or Board of Directors meeting on working directly on program impacts, not just working on programs indirectly through management. Consider this question: Which of our programs has the least impact right now? And after the initial shock of the question wears off . . . ask, "and can we stop doing that program?" Or start a discussion with this question: Which of our programs have the highest impact, and why? ■

*Jan Masaoka is Director & Editor in Chief of Blue Avocado (www.blueavocado.org), author of *The Best of Board Café* (www.boardcafe.org), and former Executive Director of CompassPoint Nonprofit Services (www.compasspoint.org). She has been listed eight times among the "Fifty Most Influential People" in the nonprofit sector nationwide. Jan will be the keynote speaker at our 2010 Conference.*

Keep an eye on our web site for updates on conference details, speakers, sponsorship opportunities & registration!

www.ctnonprofits.org/education/conference

Lending a hand to all types of nonprofit organizations.

Henry, Raymond & Thompson, LLC offers non-profit clients access to a wide range of services including:

- Audit and Attest
- Accounting
- Tax Preparation and Planning
- Management Consulting
- Internal Audit Services



To learn more about our non-profit services, contact Darin Offerdahl

HR&T HENRY, RAYMOND & THOMPSON, LLC

Certified Public Accountants

www.hrmtcpas.com

HARTFORD
860-644-5825
fax: 860-644-5731

NEW HAVEN
203-288-4144
fax: 203-248-9205

RETECH-USA LLC

ASSET RECOVERY & RE-MARKETING SERVICES

Dear Nonprofits,

The purpose of this letter is to briefly introduce ReTech USA LLC in the hopes of becoming a vendor for your organization.

Since April of 2007 ReTech has been providing new and refurbished computer equipment to local Nonprofits. We also offer a recycling and data destruction program, which gives our customers a worry free way of disposing of their old and unused IT equipment, all in an environmentally safe way. In many cases we even pay the nonprofits for the old equipment.

Some of the main products we offer are refurbished computers, laptops, and LCD monitors. These products are up to 40% less expensive than brand new equipment and come with the same warranty.

We have determined, based on past and current sales and marketing, that in today's economy, Nonprofits are expressing great interest in saving money and helping the environment with the options we offer. We feel that this puts us in a particularly good position to serve organizations like yours.

If ReTech would have the opportunity become a vendor for your Nonprofit, we would offer members there own discounted prices, along with added value services accompanied by your own product and service page on our web site.

If you would like more information on our company and would like to set up a time to meet, please do not hesitate to call us at 860-228-3417.

We look forward to hearing from you soon!

Combo Package Dell Optiplex GX620 Small Form Factor \$350.00
3.0GHz/2GB/80/DVD/XPP/
USB Keyboard & Mouse + 19" Flat Panel LCD



JUST \$350!

Combo Package Dell Optiplex GX745 Small Form Factor \$450.00
2 Core Duo/1.86GHz/2GB/80GB/DVD/XP Pro/
USB Keyboard & Mouse + 19" Flat Panel LCD



JUST \$450!

ReTech USA, LLC | 498 Route 87 | Columbia, CT 06237 | 860-228-3417 | info@retechusa.com

www.retechusa.com