

Open Forum

**DEALING WITH CURRENT CHALLENGES
FACING NON-PROFIT ORGANIZATIONS**

PATH Region 3 Conference
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Bob Lee

THE FINANCIAL DILEMMA (I)

- First Challenge: Unbiased, Unemotional Self-Assessment.
 - Assess through the eyes of clients and donors.
- Is our Programming relevant to the needs of our community?
 - Is **earned income** flat, increasing, or decreasing – *will they pay?*
- Is our Program/Organization valued by donors in our community?
 - Reality Check: we survive on the discretionary spending of donors.

THE FINANCIAL DILEMMA (II)

- Do our costs match our earned and contributed income?
 - Payroll: The scariest issue – a small business dilemma.
 - Herd Costs: Size, age, structure (own vs. free lease), EMOTION.
 - Horse Productivity Matrix
 - Insurance: Liability, Health, Worker's Comp.

MARKET COMPETITION (I)

- Who are your competitors?
 - For Programming, they are:
 - Other TR Centers?
 - Other forms of “traditional” therapy.
 - Self-Competition: Your own costs.
 - Your “Niche” Advantage!

MARKET COMPETITION (II)

- Who are your competitors?
 - For Contributed Income they are:
 - Every other non-profit organization in the world!
 - Every other business in the world. Why????
 - The challenge of earning discretionary spending.
 - Your “Niche” Advantage!

THE GRANT WORLD

- Characteristics of Grants:
 - More restrictive: Need to have vs. want to have.
 - Less grant dollars.
 - More grant competitors.
 - Politics.
 - Other????

THE BOARD OF DIRECTORS

- Board Evolution:
 - Grass Roots – working board.
 - Hired Staff – governing board.
- The board member as a volunteer.
- What are board member primary responsibilities?
 - Fundraising.
 - Fiduciary Oversight.
 - Selecting Chief Executive.
 - Strategic Planning.

FACING THE CHALLENGES

- The Financial Dilemma:
 - Build program based on budget projections:
 - Shrinking program creates cash (to a certain extent.)
 - Controlling spending – payroll, herd.
 - Free Lease vs. Horse Ownership.

COLLABORATION

- To work together to achieve a goal.
- To share knowledge, skills, ideas, and resources in order to achieve a common objective.
- To cooperate with other group(s) for the benefit of those we collectively serve.
- To leverage common relationships between organizations.
- **What is *your* definition???**

TYPES OF RESOURCES (AND THEIR IMPACT)

- Clients (Revenue)
- Volunteers (Revenue and Expense)
- Skills (Revenue and Expense)
- Horses (Expense)
- Facilities (Expense)
- Relationships – Clout (Revenue and Expense)
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- **What are *your* resources ???**

TYPES OF COMMON GOALS (I)

➤ Revenue Growth

- Joint Fundraising: the Concours collaboration
- Program Revenues: the Special Olympics collaboration
- **What are your ideas for revenue collaboration???**

➤ Expense Reduction

- Reducing Facility Costs: the MindStream Collaboration
- Reducing Herd Costs: the Lawton Stables Collaboration
- **What are your ideas for expense collaboration???**

TYPES OF COMMON GOALS (II)

➤ Program Enhancement

➤ Increasing your client base: Special Needs Organizations

➤ Wish Upon A Horse

➤ Special Olympics

➤ Programs For Exceptional People (PEP)

➤ Beaufort County Camp Treasure Chest

➤ ***What are your ideas for program enhancement???***

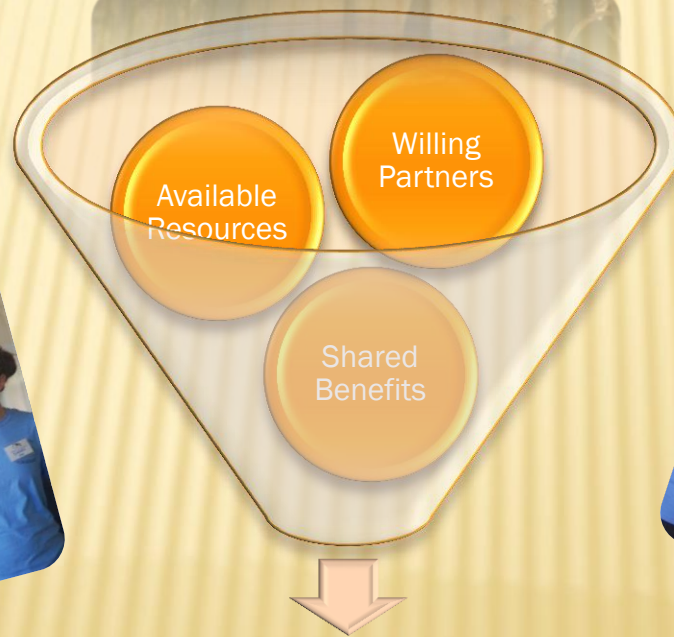
TYPES OF COMMON GOALS (III)

➤ Branding Opportunities

- Working with For-Profit businesses who INVEST in your organization.
 - MindStream
 - BMW
 - Hilton Head Island Motoring Festival & Concours d'Elegance

➤ ***What are your ideas for branding opportunities???***

THE FORMULA



Improved Bottom Line