

**Open Forum**

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

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PATH Region 3 Conference  
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# THE FINANCIAL DILEMMA (I)

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- 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)

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- 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)

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- 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

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

# THE BOARD OF DIRECTORS

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- 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

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- 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

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- 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???***

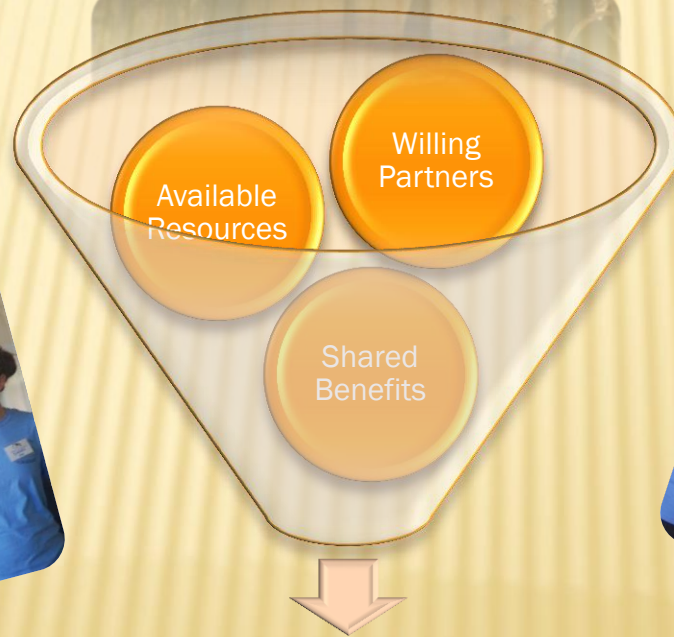
# TYPES OF COMMON GOALS (III)

## ➤ 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