

Nonprofit Finance Fund
2010 State of the Nonprofit Sector Survey
New Haven Results
March 2010

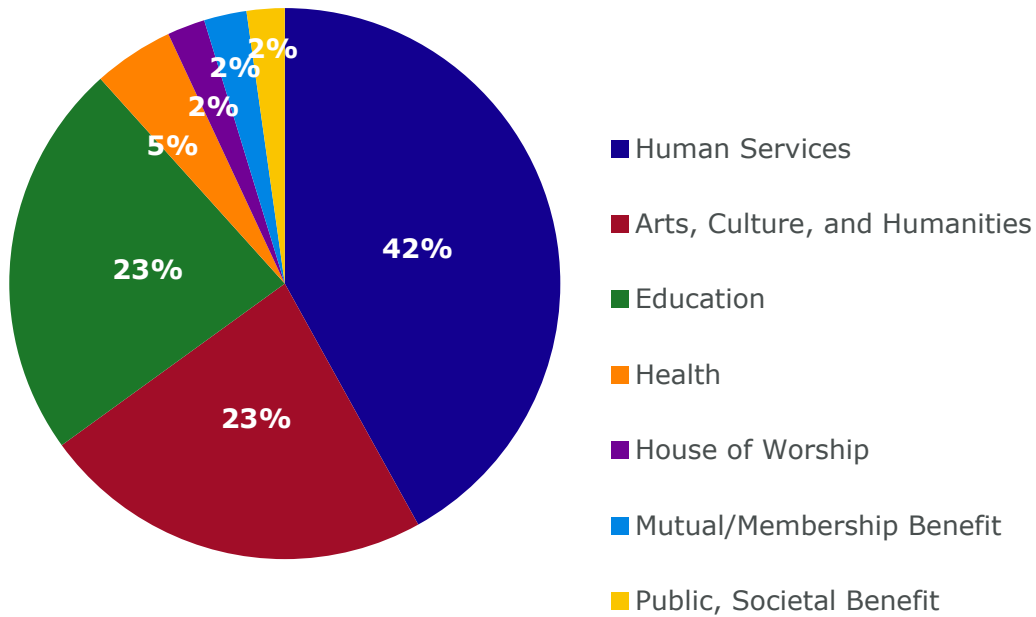


Question 1: In what state is your organization headquartered?
Total - 43 - 100%

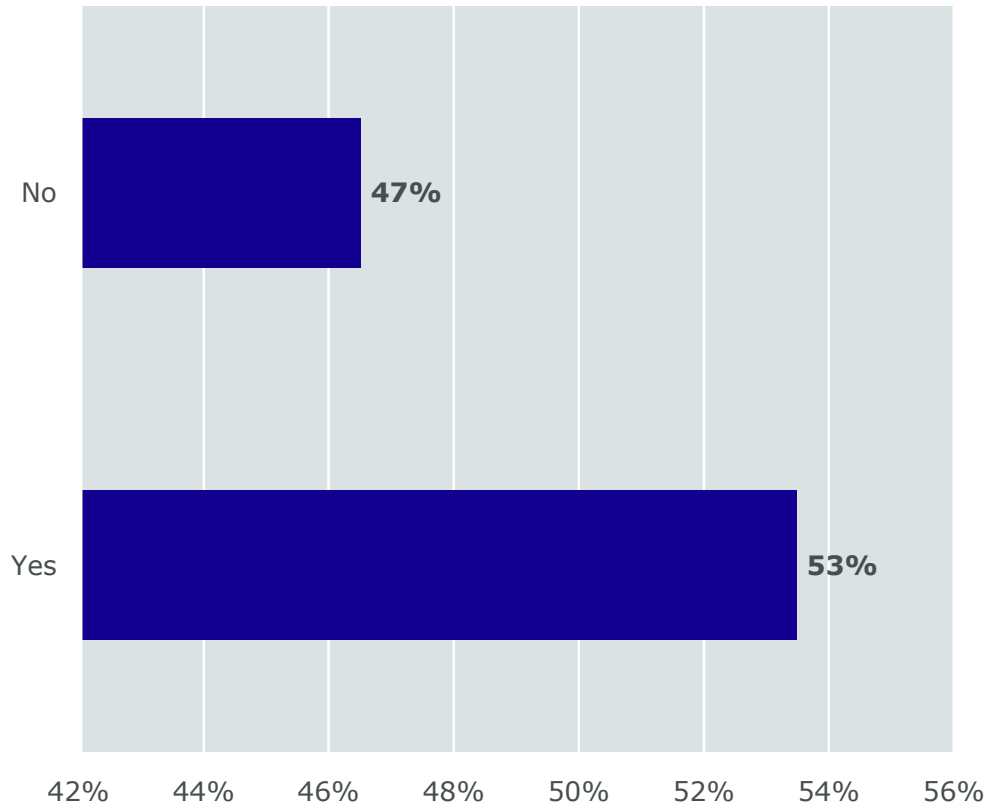
Question 2: In what zip code is your organization headquartered?
 06405, 06510, 06511, 06512, 06513, 06514, 06515, 06517, 06518, 06519, 06524, 06437, 06443, 06471, 06410, 06473, 06492, 06460, 06477, 06516, 06525, 06401, 06418, 06478, 06483, 06484

Question 3: What type of organization are you?

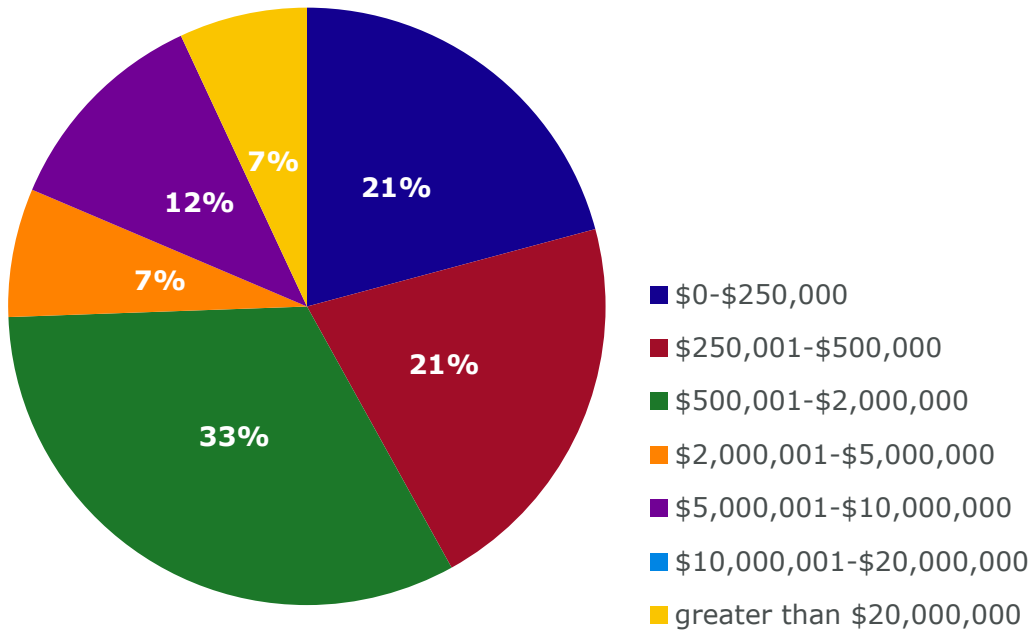
Sector Breakdown



Are you a "lifeline" organization?

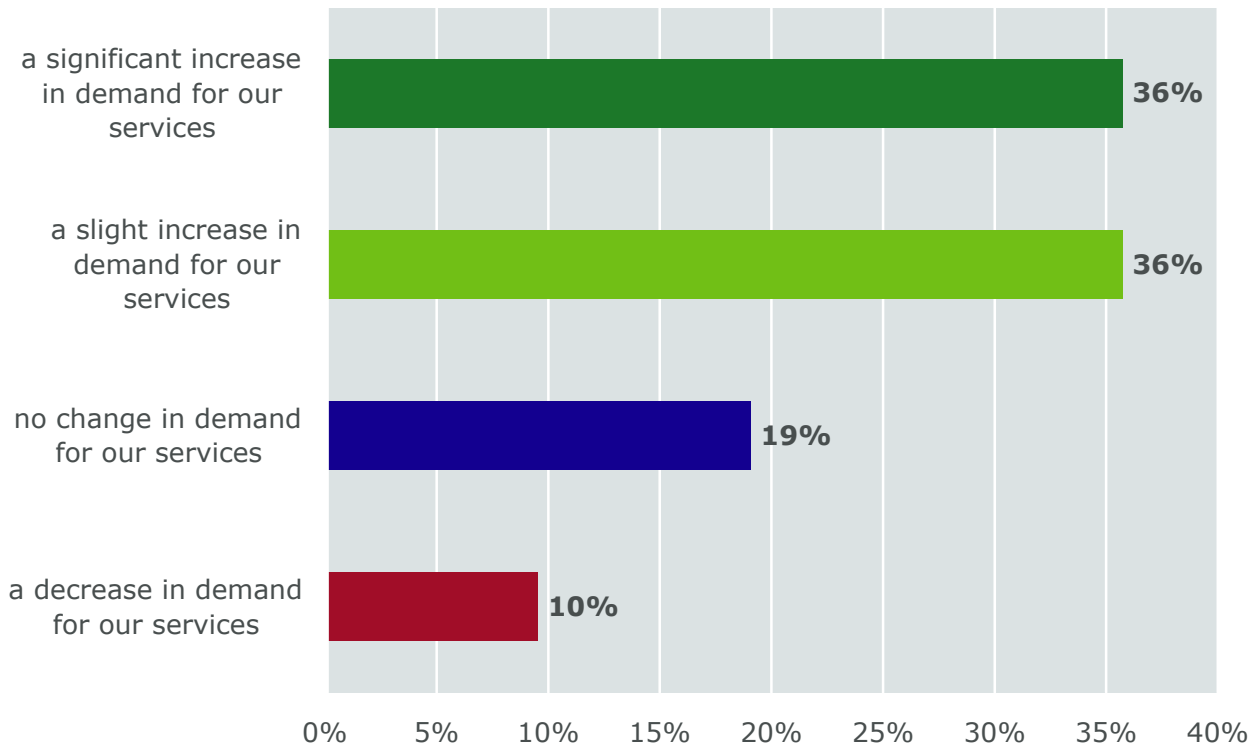


Most respondents from small- to mid-sized nonprofits

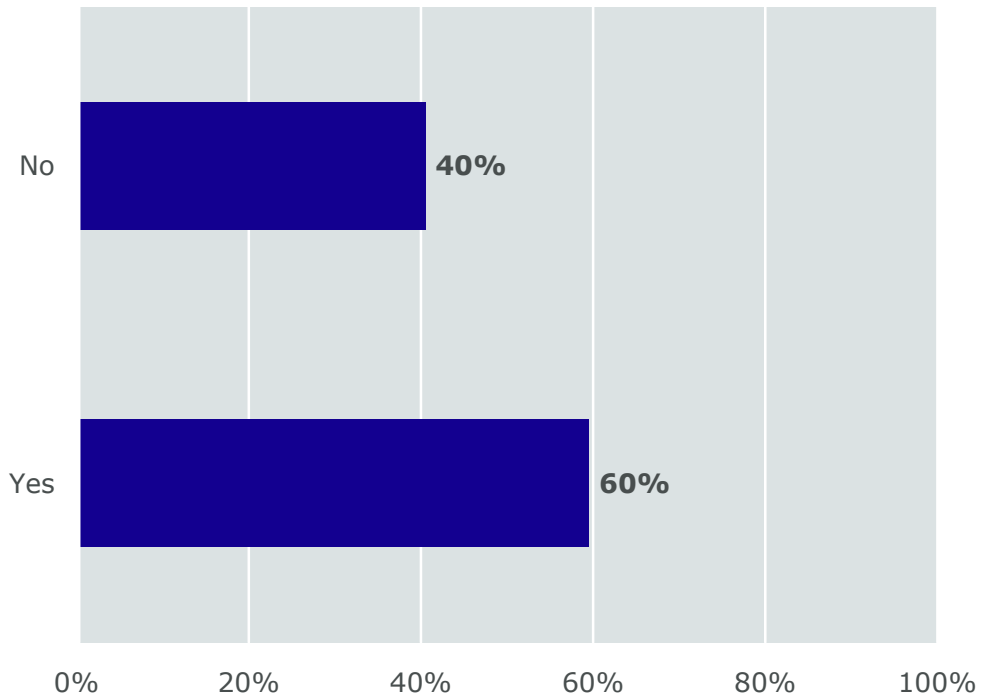


Question 6: In 2009, we experienced:

In 2009 we experienced:

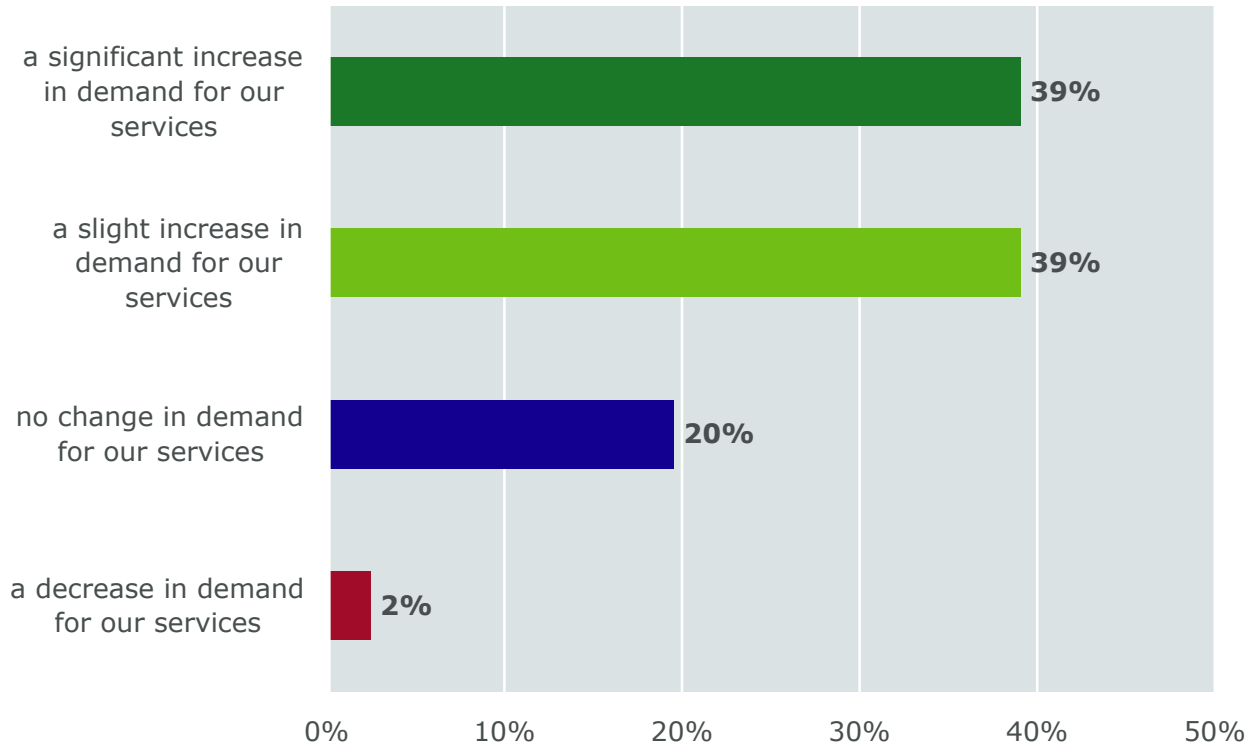


In 2009, were you fully able to meet demands for service?

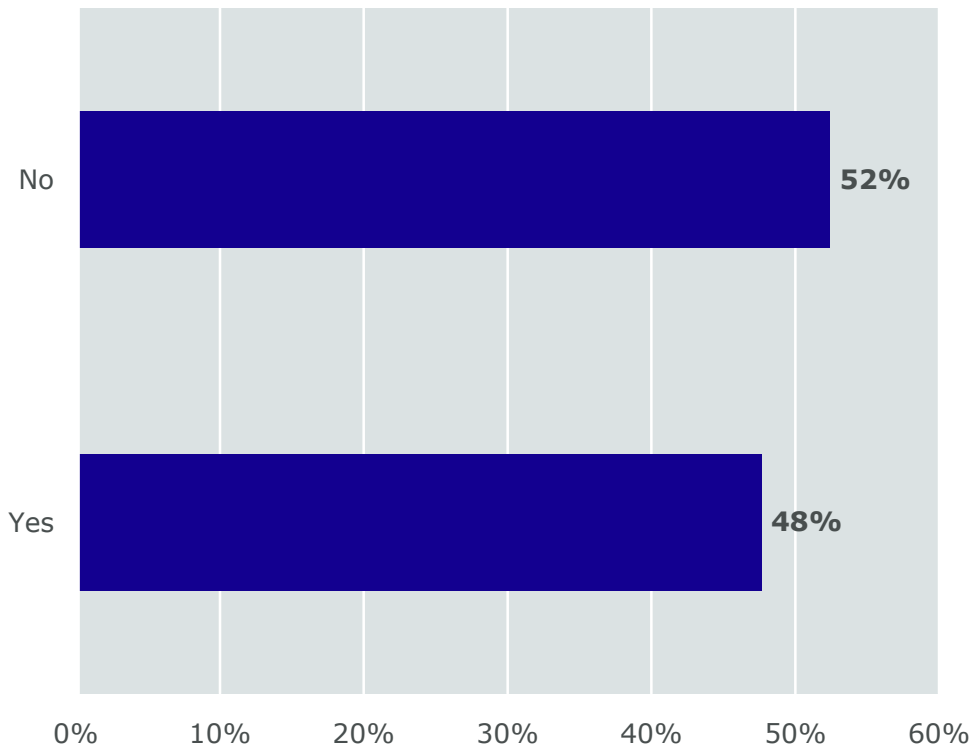


Question 8: In 2010, we anticipate:

Anticipated for 2010:

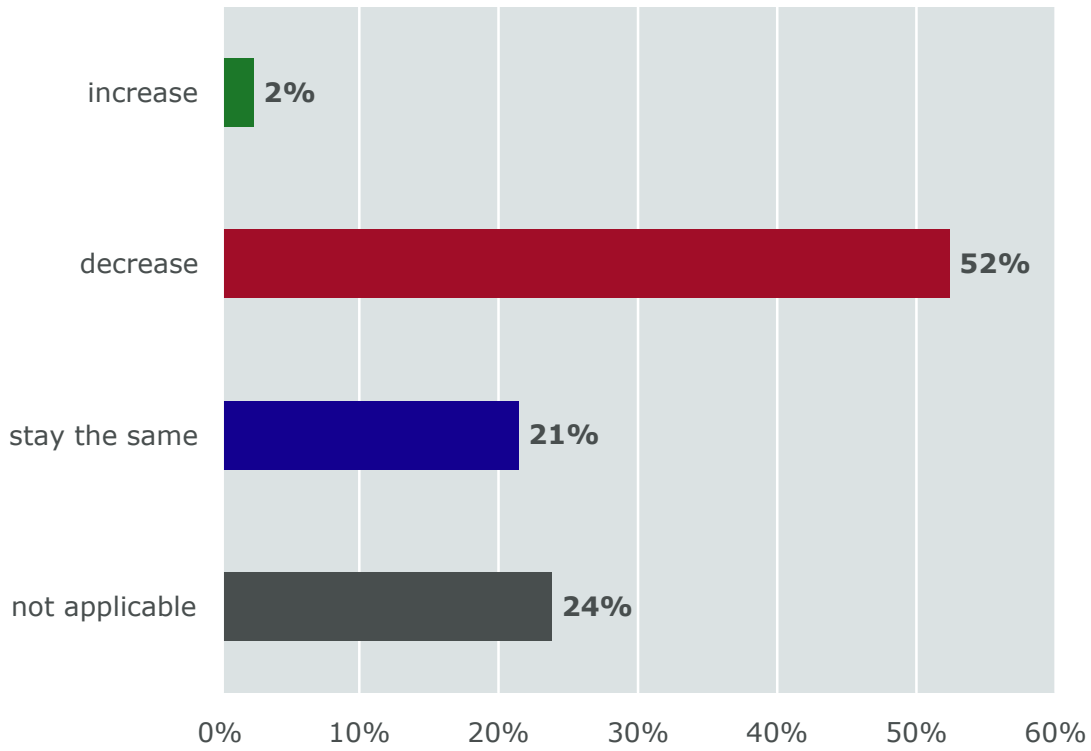


Able to meet demand for service in 2010?

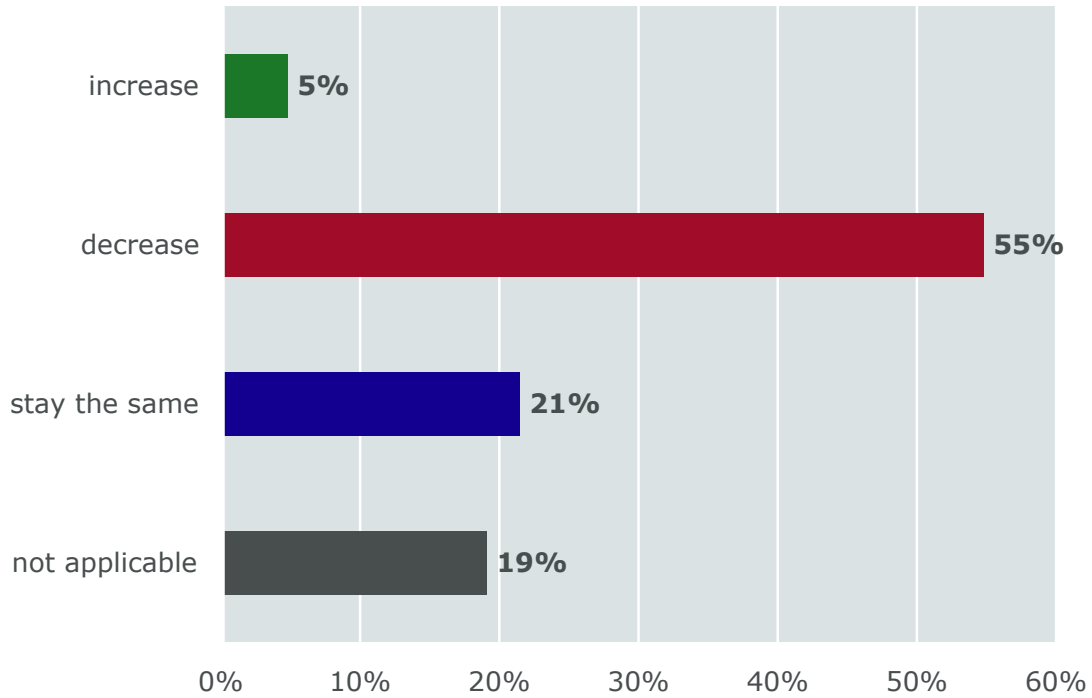


Question 10: Government revenue will:

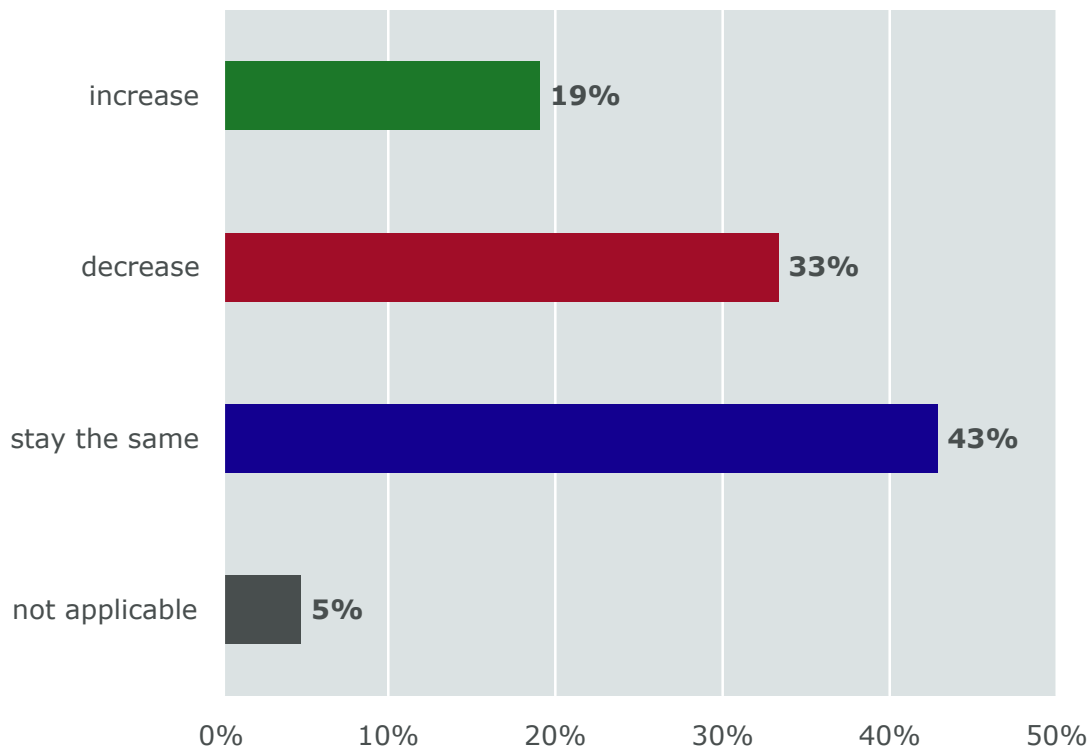
Government revenue will:



Foundation, United Way and federation revenue will:

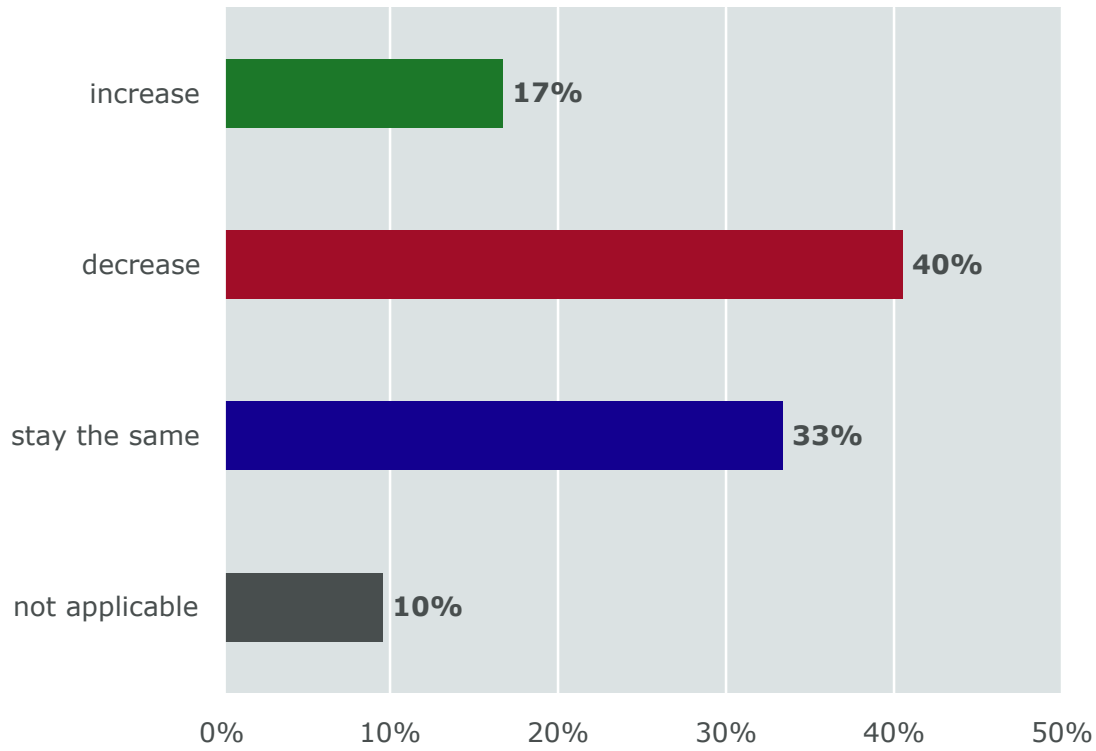


Individual & Board member revenue will:



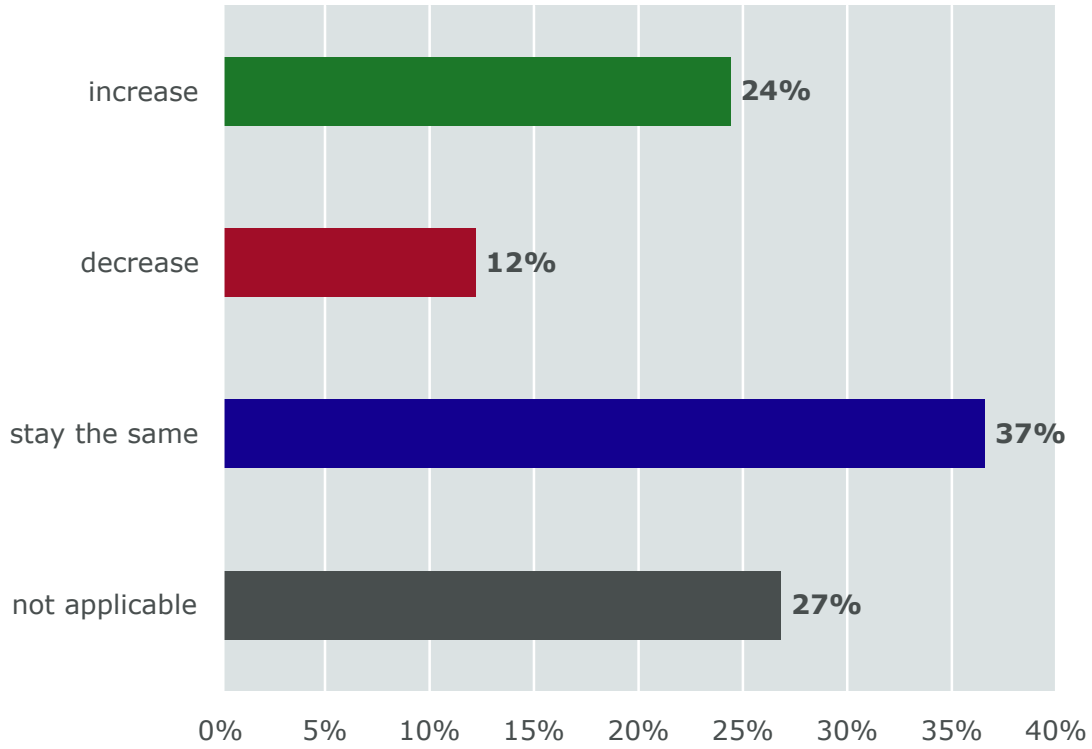
Question 13: Corporate giving & sponsorship revenue will:

Corporate giving and sponsorship will:



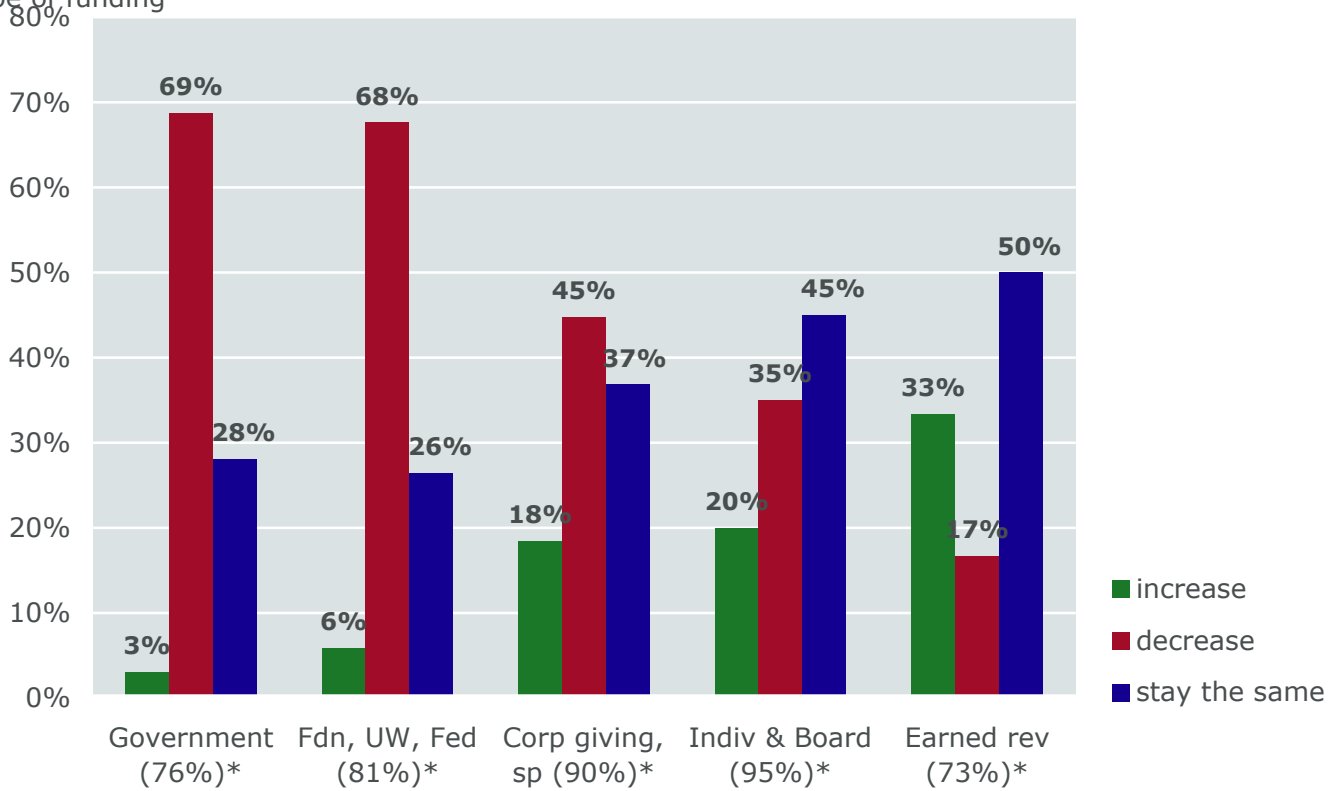
Question 14: Revenue from tickets, fees, or other earned revenue will:

Earned revenue will:



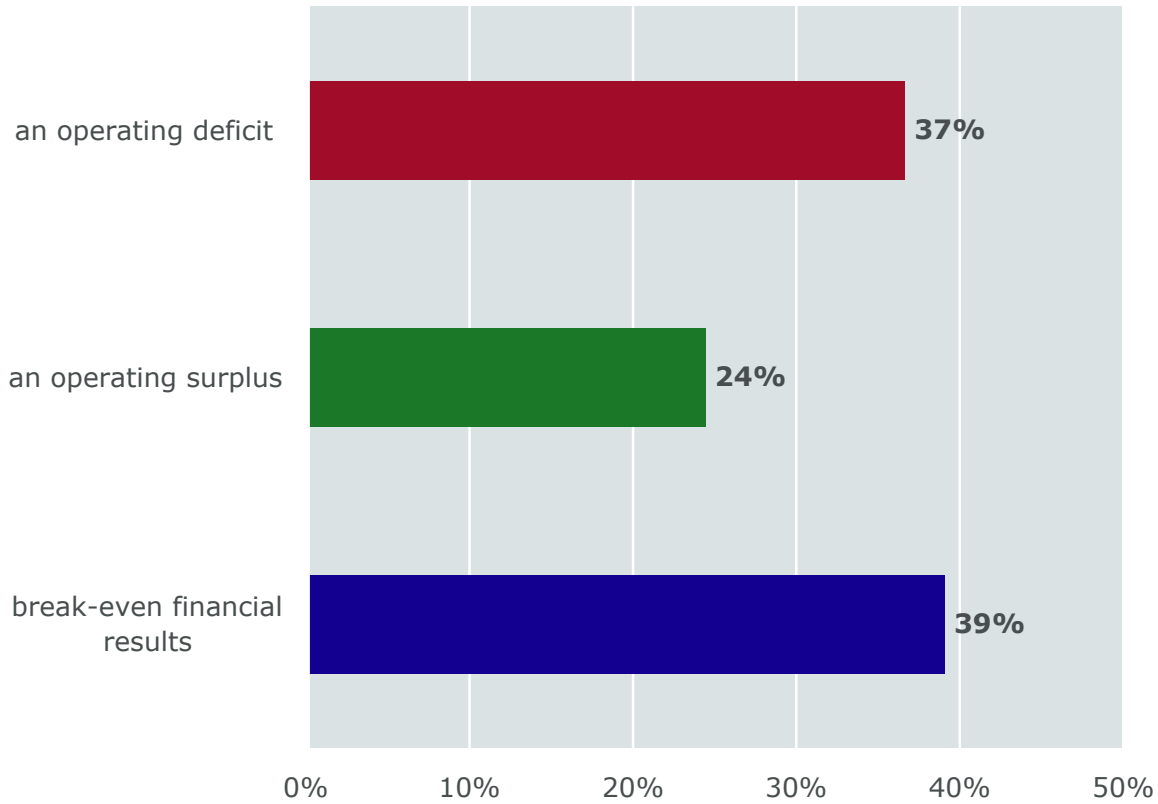
2010 Revenue Expectations

*The percentages refer to the proportion of the total respondents who receive each type of funding

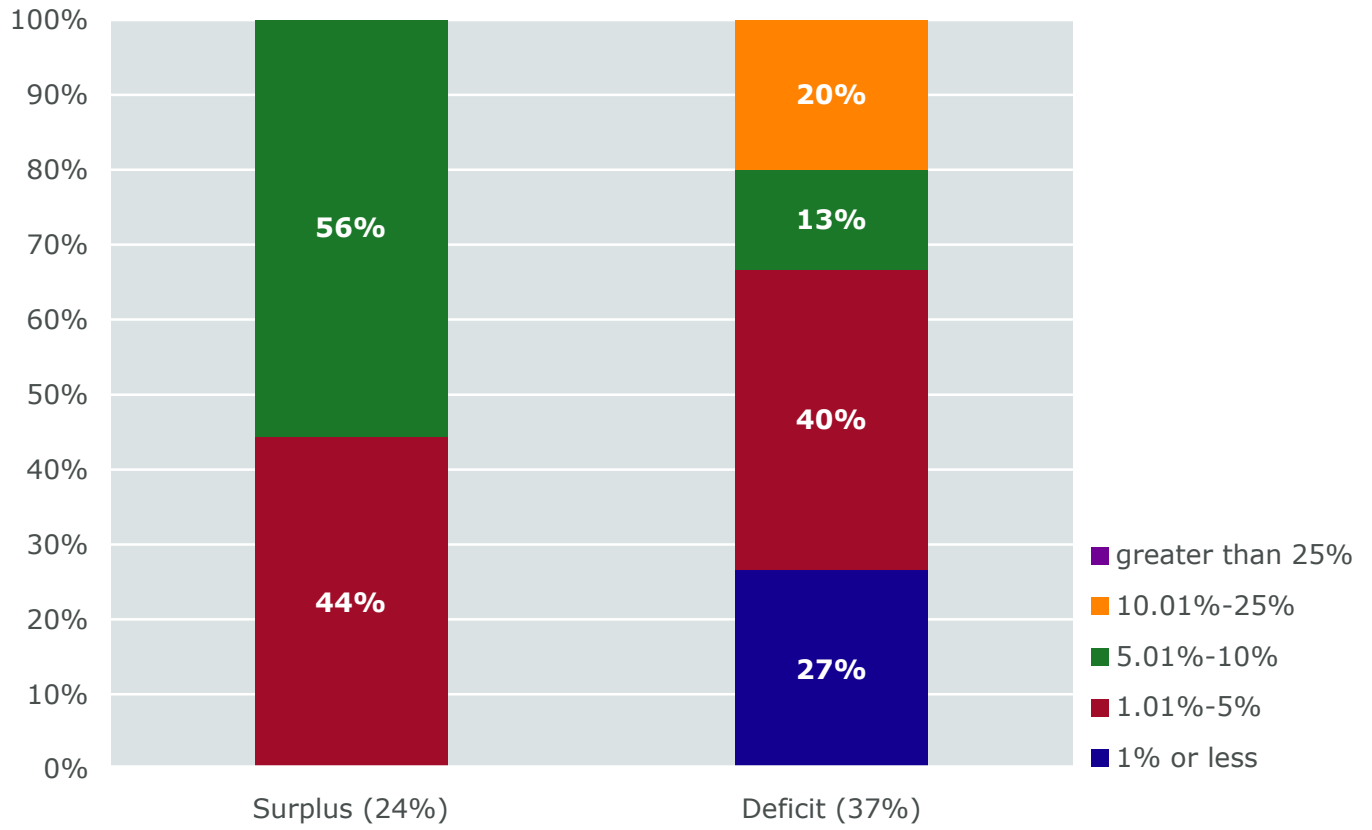


Question 15: We finished our fiscal year ending in 2009 with:

Finished FY 2009 with:

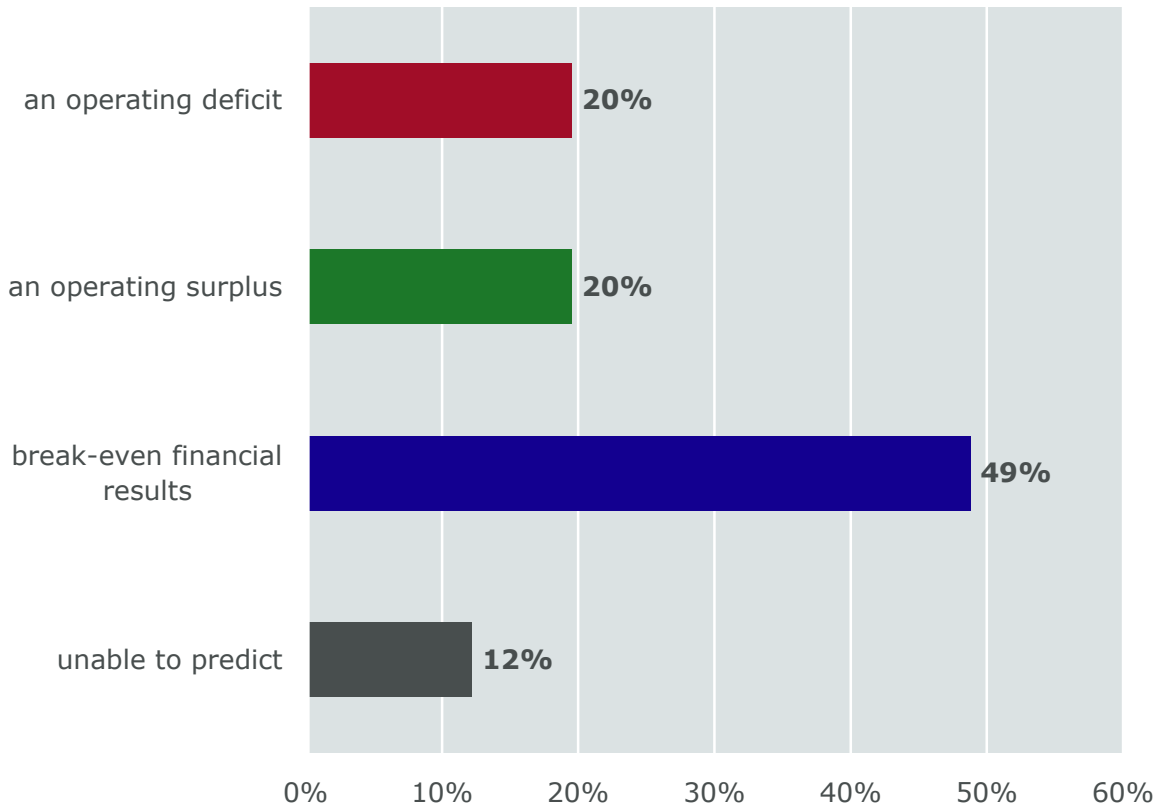


2009 Surplus/(Deficit) as % of Expenses

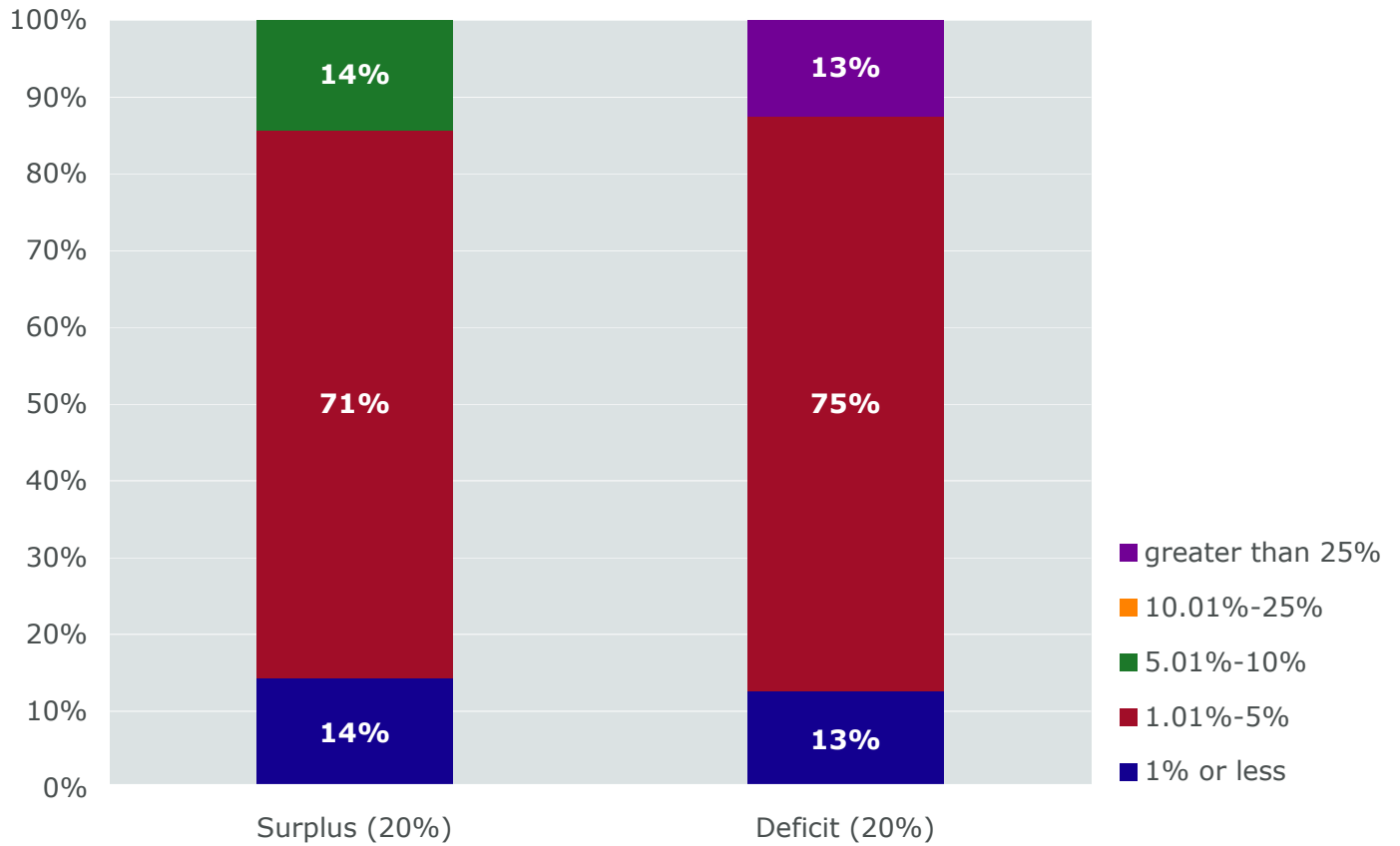


Question 17: For our fiscal year ending in 2010, we currently anticipate that we will end the year with:

Expected for 2010:

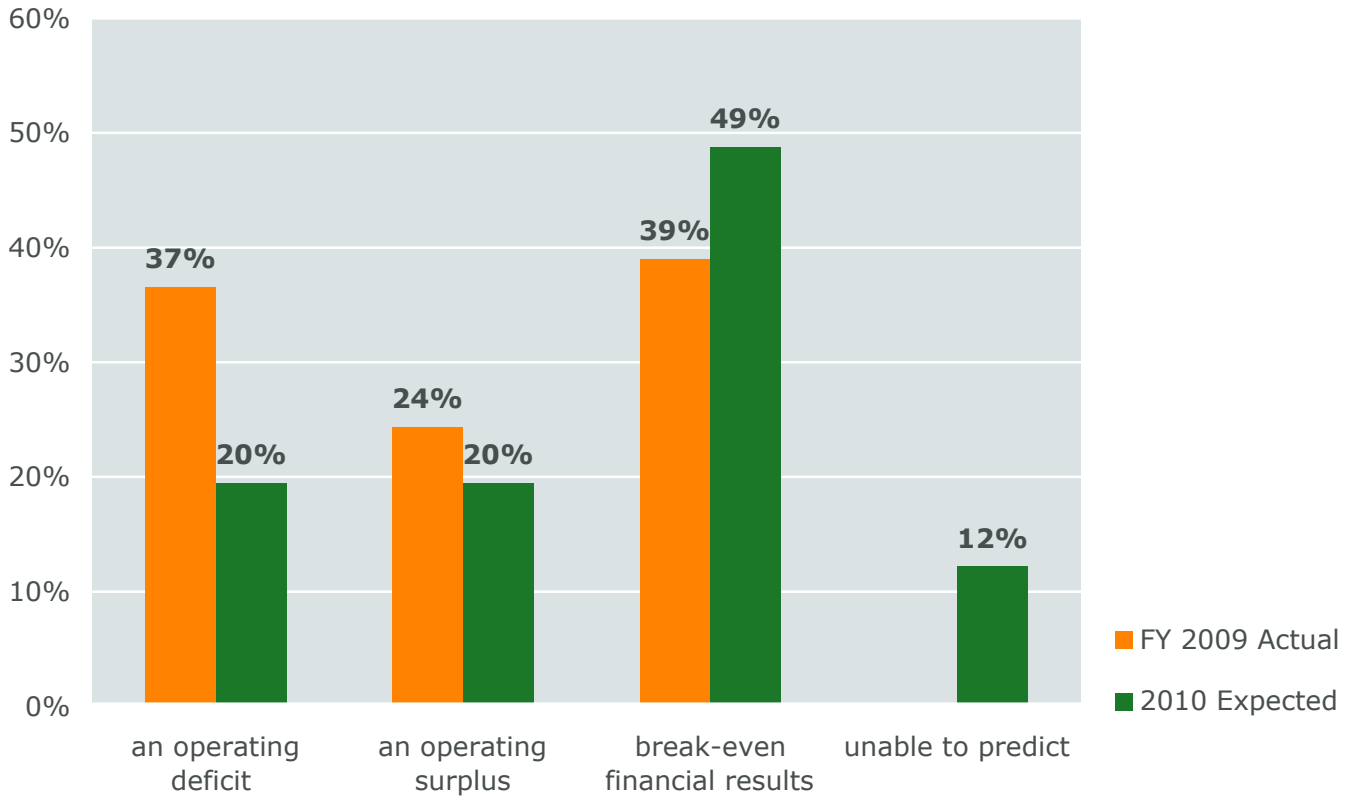


2010 Surplus/(Deficit) as % of Expenses



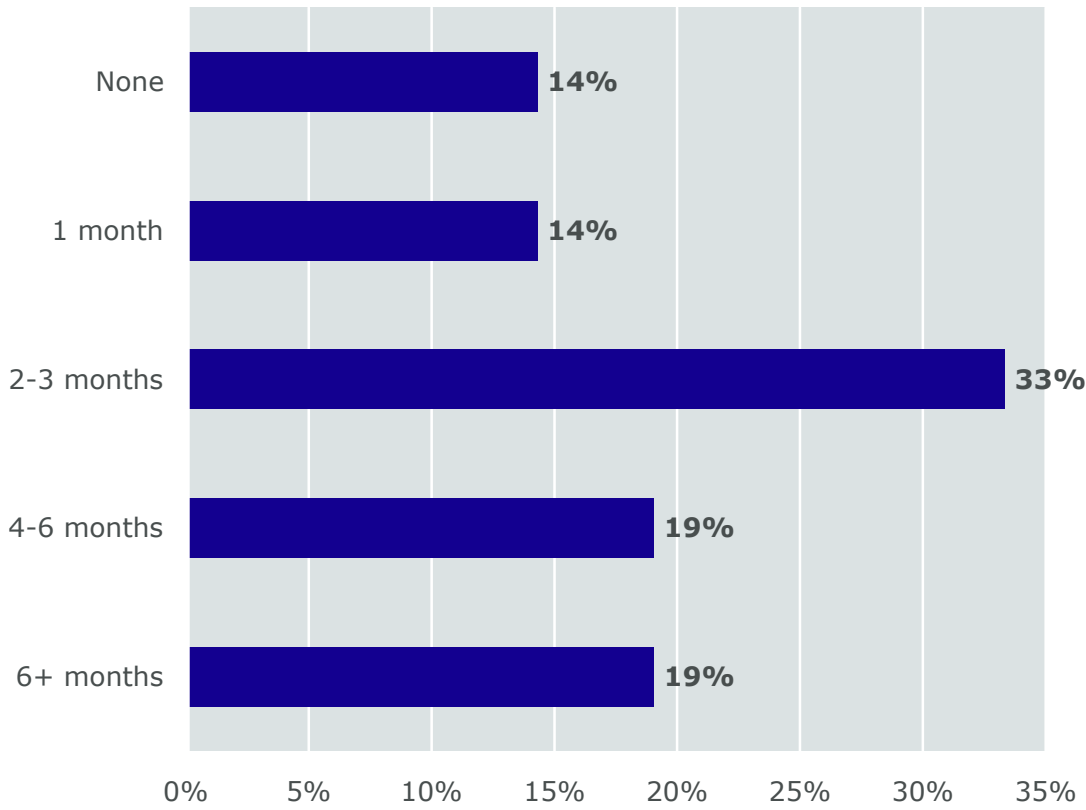
Percentages refer to proportion of total respondents who anticipate a surplus or deficit

2009 vs. 2010 Operating Results

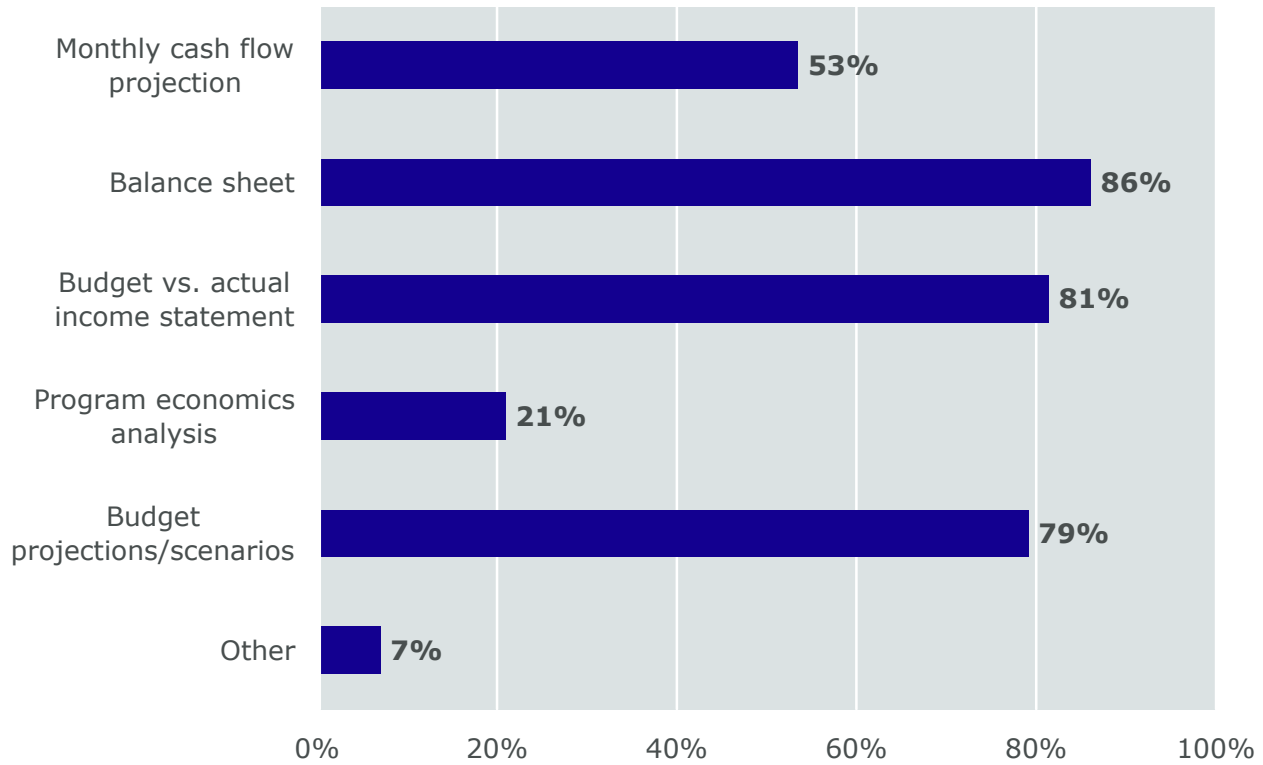


Question 19: How much cash (including reserves) does your organization have readily available?

Months of cash:

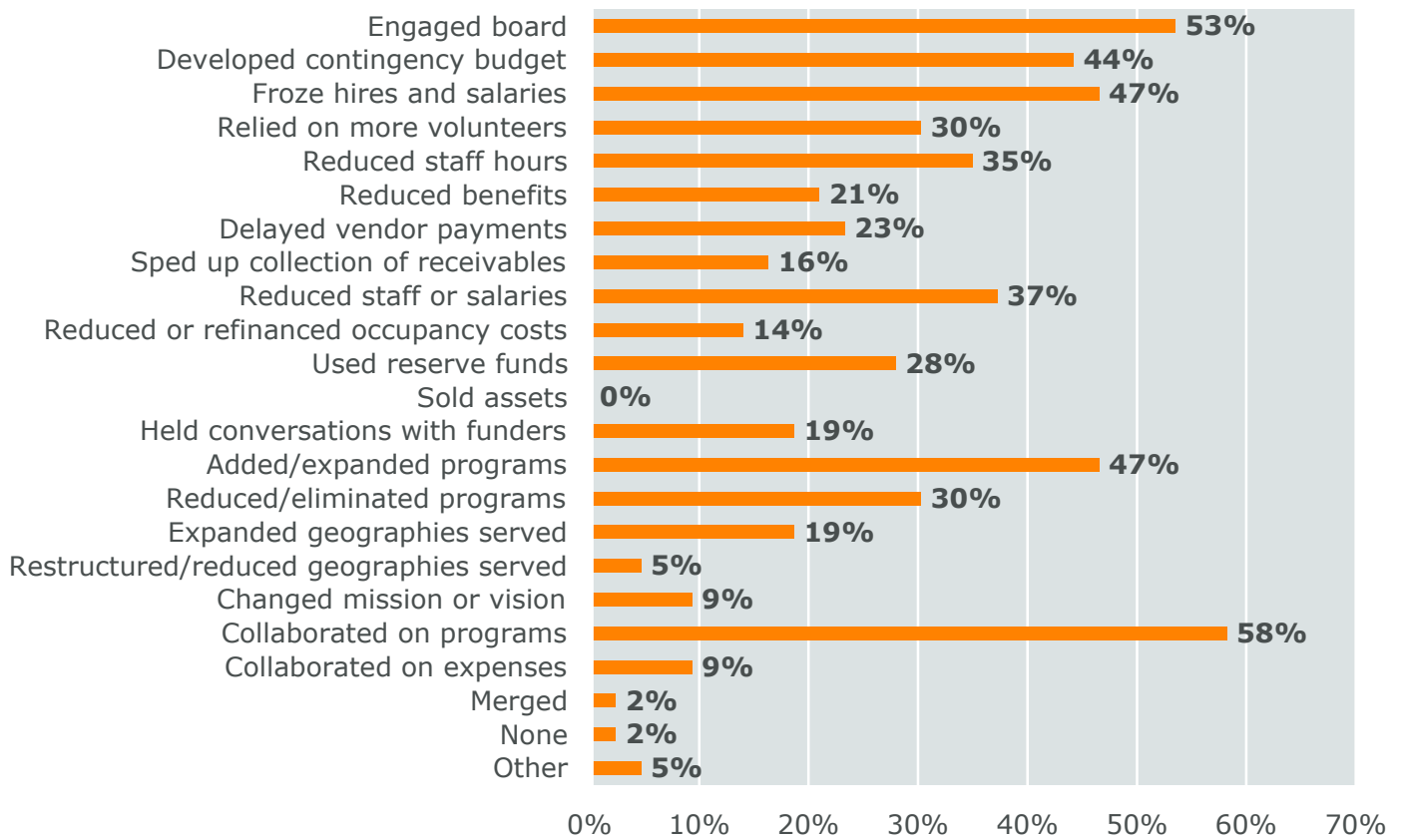


Board & management reports in last six months:



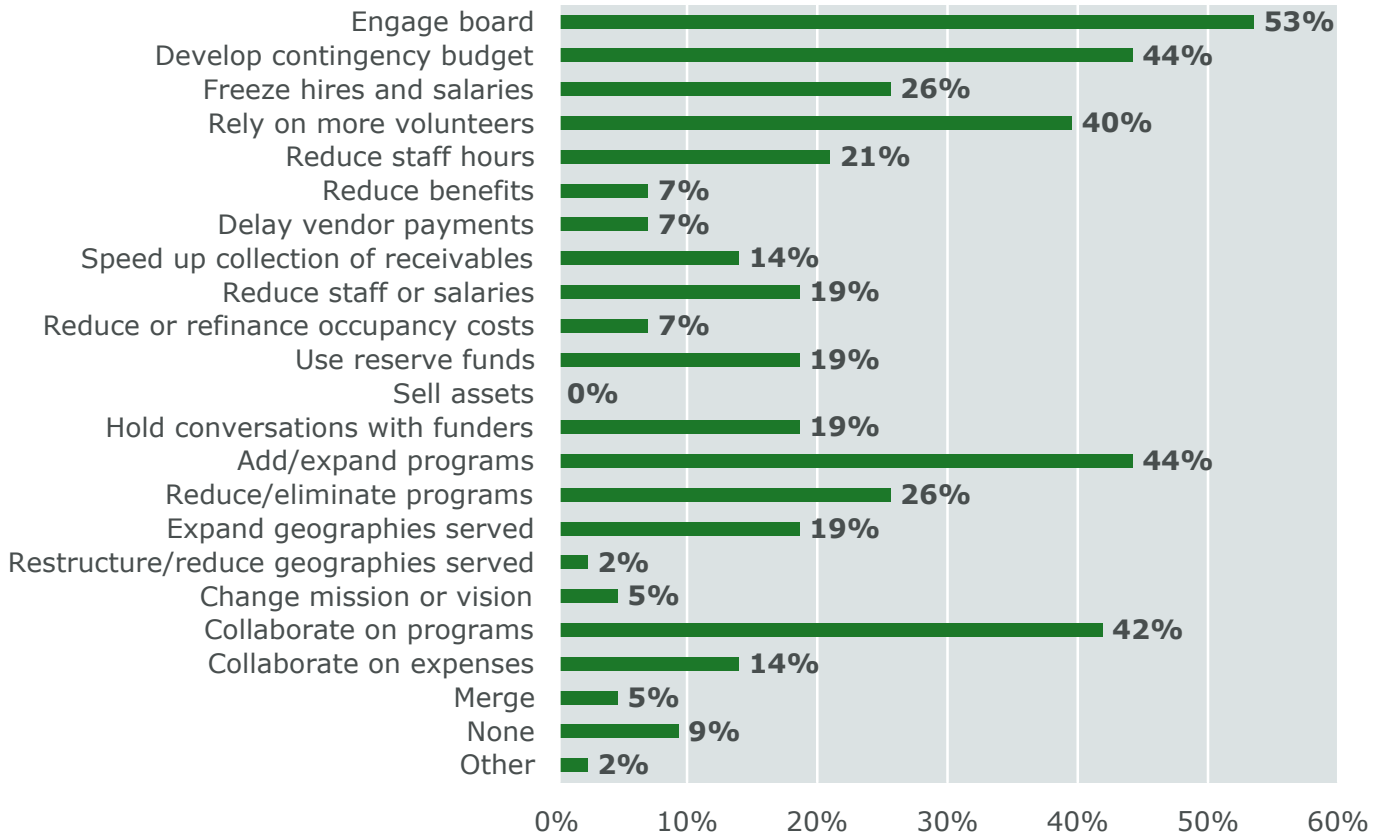
Question 23: Have you taken any of the following actions in the last 12 months? Please check all that apply:

Actions taken in the last 12 months:

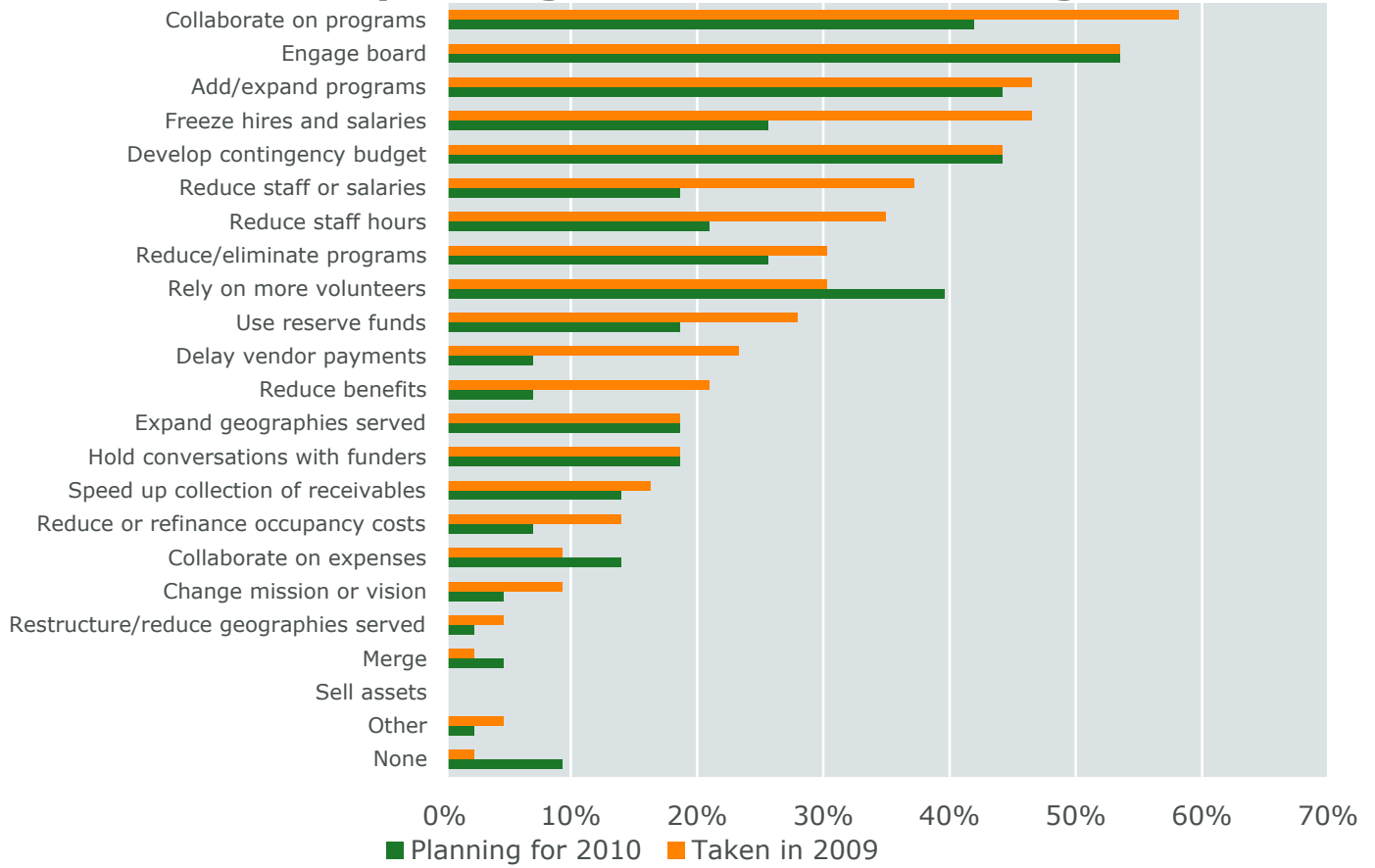


Question 24: Do you plan to take any of the following actions in the next 12 months? If so, please check all actions that you are planning. Please include all activities that will be new for your organization in the next 12 months, as well as any that you will repeat or continue from the previous 12 months:

Actions planned for next 12 months:



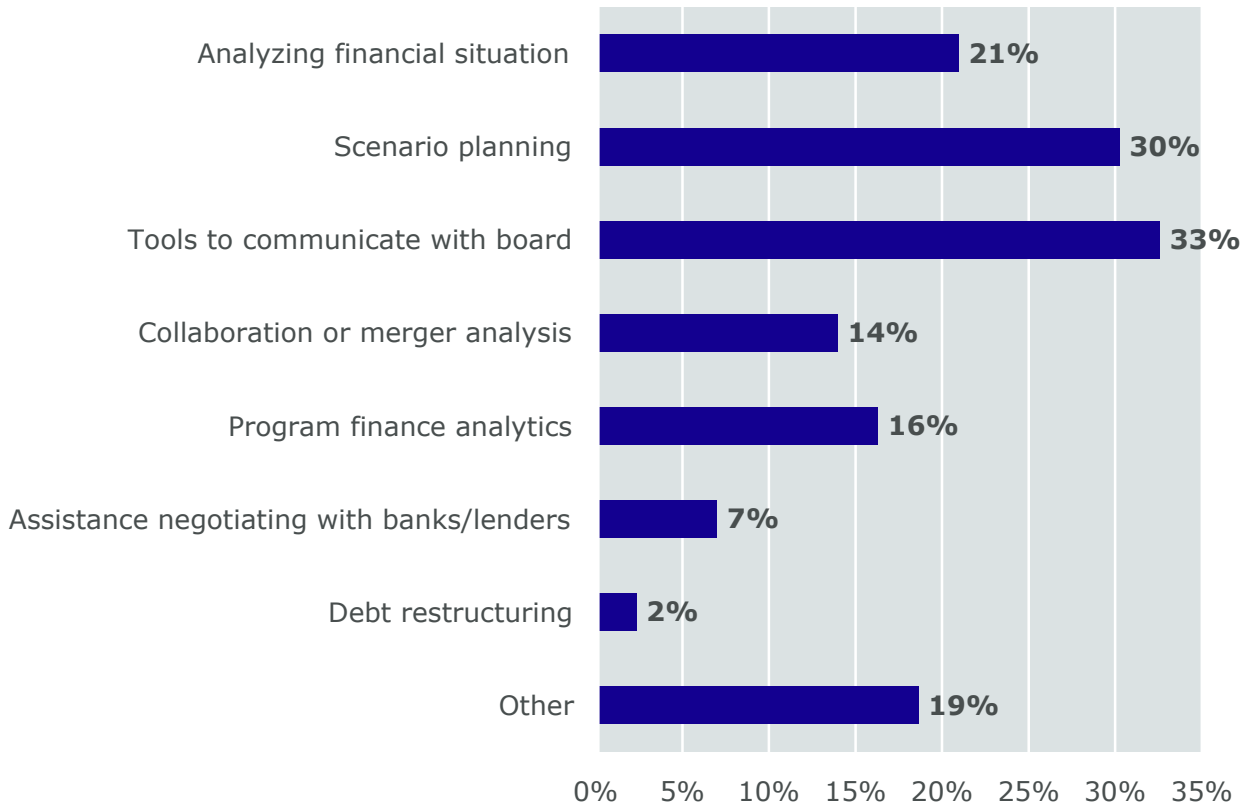
Responding to Economic Challenges



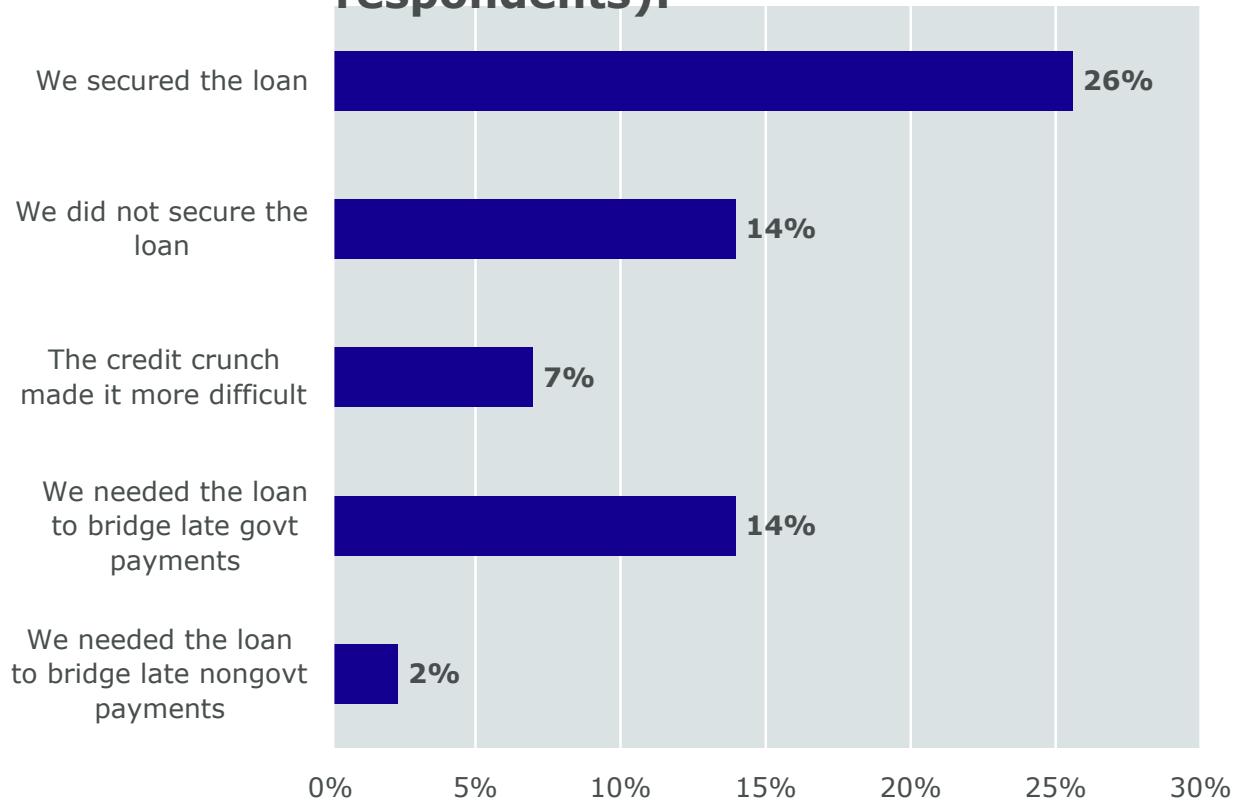
Question 25: With regard to your organization's finances or business practices, what action or change are you most proud of about how your nonprofit responded to economic challenges in 2009? Please briefly describe, as

Please check all that apply.

Helpful TA:

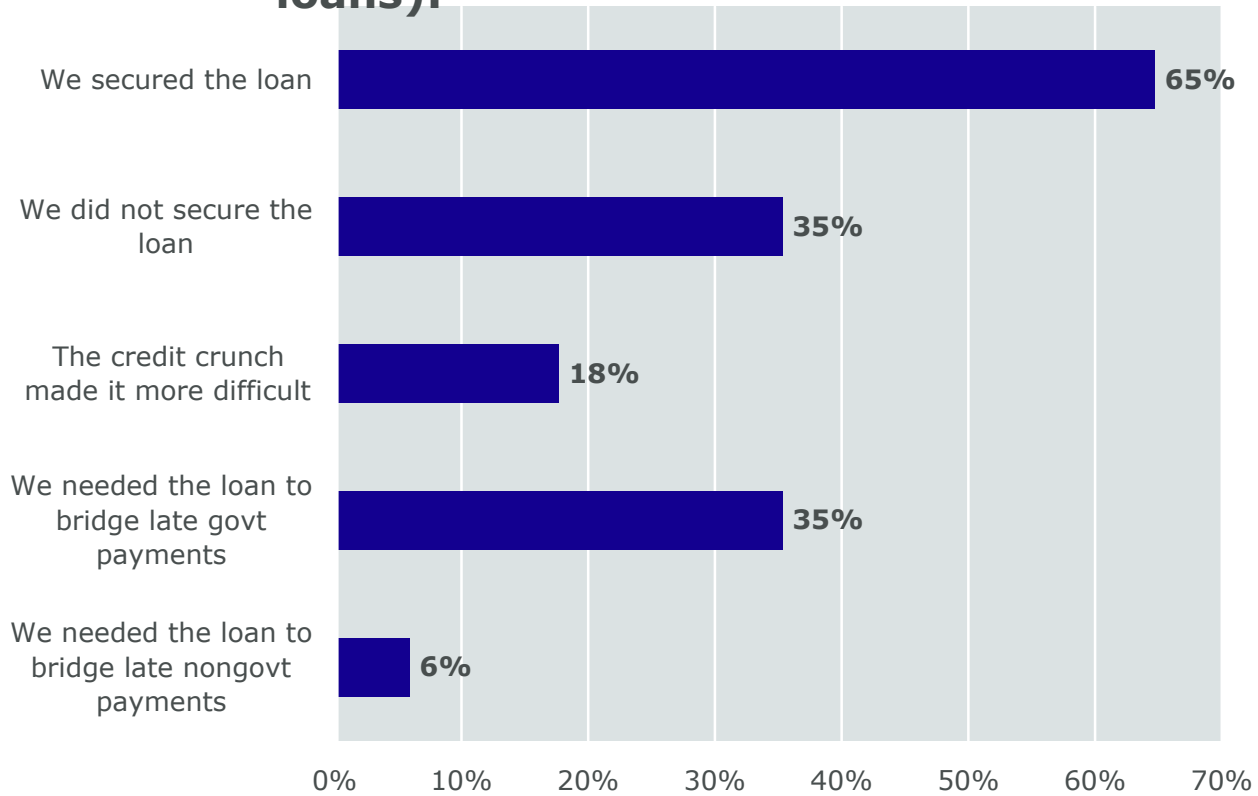


Applied for loans in last 12 months (of all respondents):

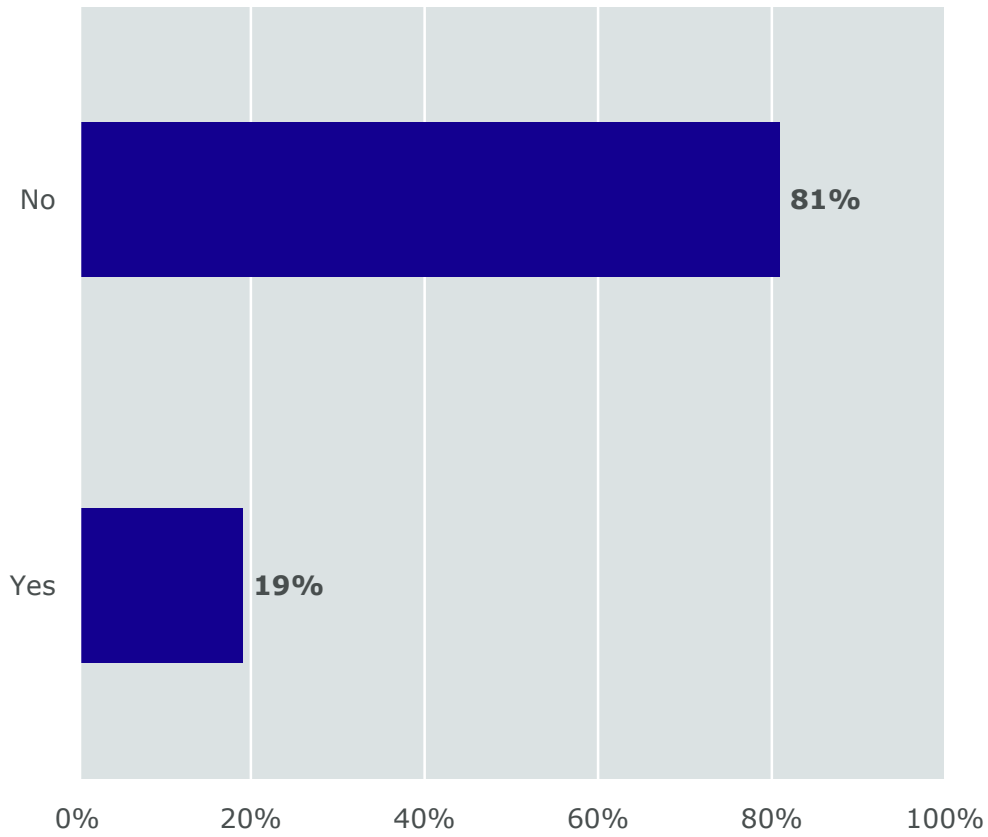


30% of survey respondents applied for a loan in the last 12 months. What did those 30% experience?

Loan experiences (of those who applied for loans):

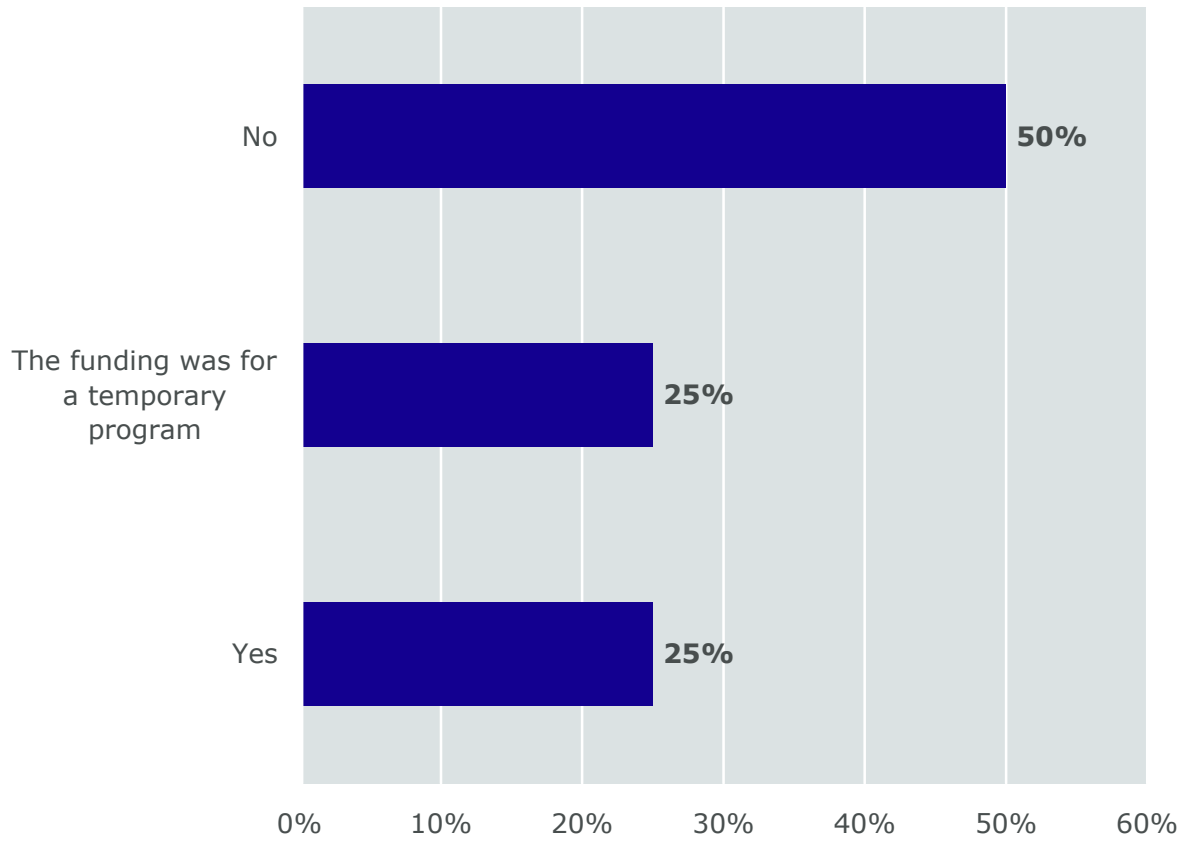


Have you received govt. stimulus funding?



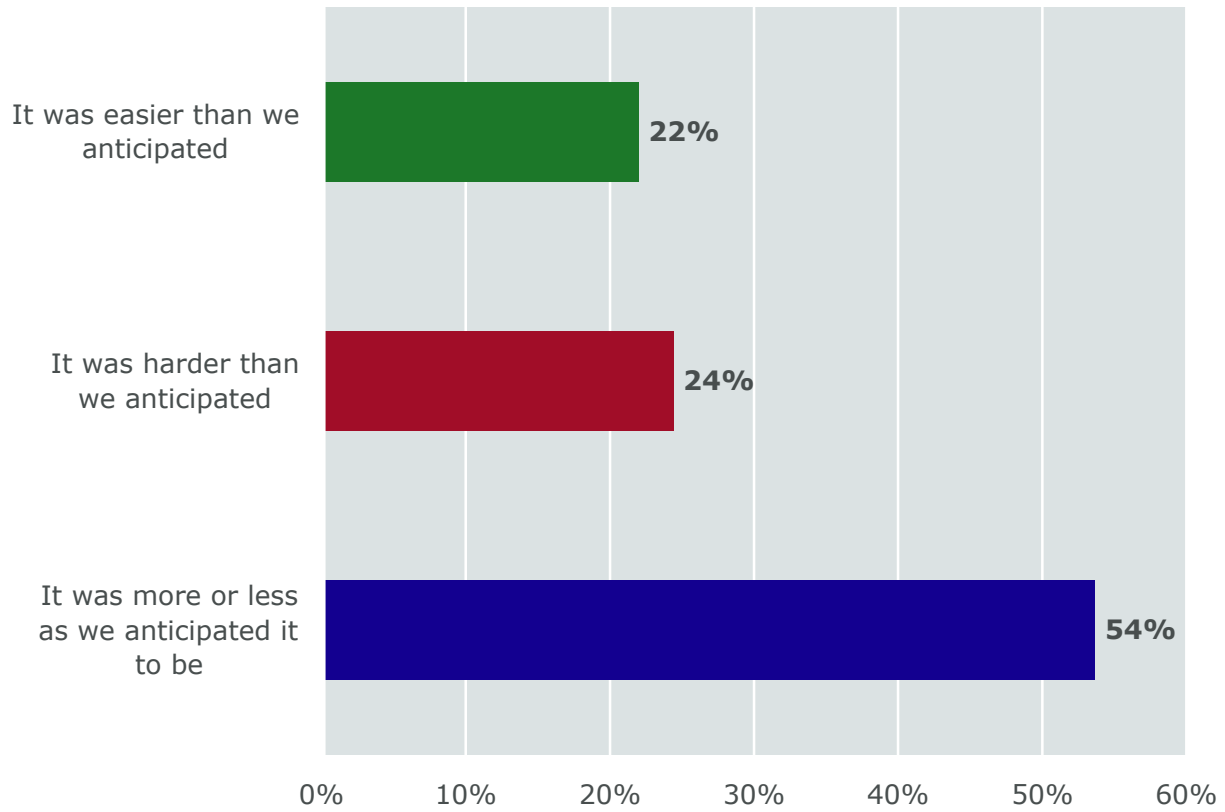
Once government stimulus funding goes away, do you anticipate that you'll be able to replace this money with funding from other sources?

Will you be able to replace stimulus money?

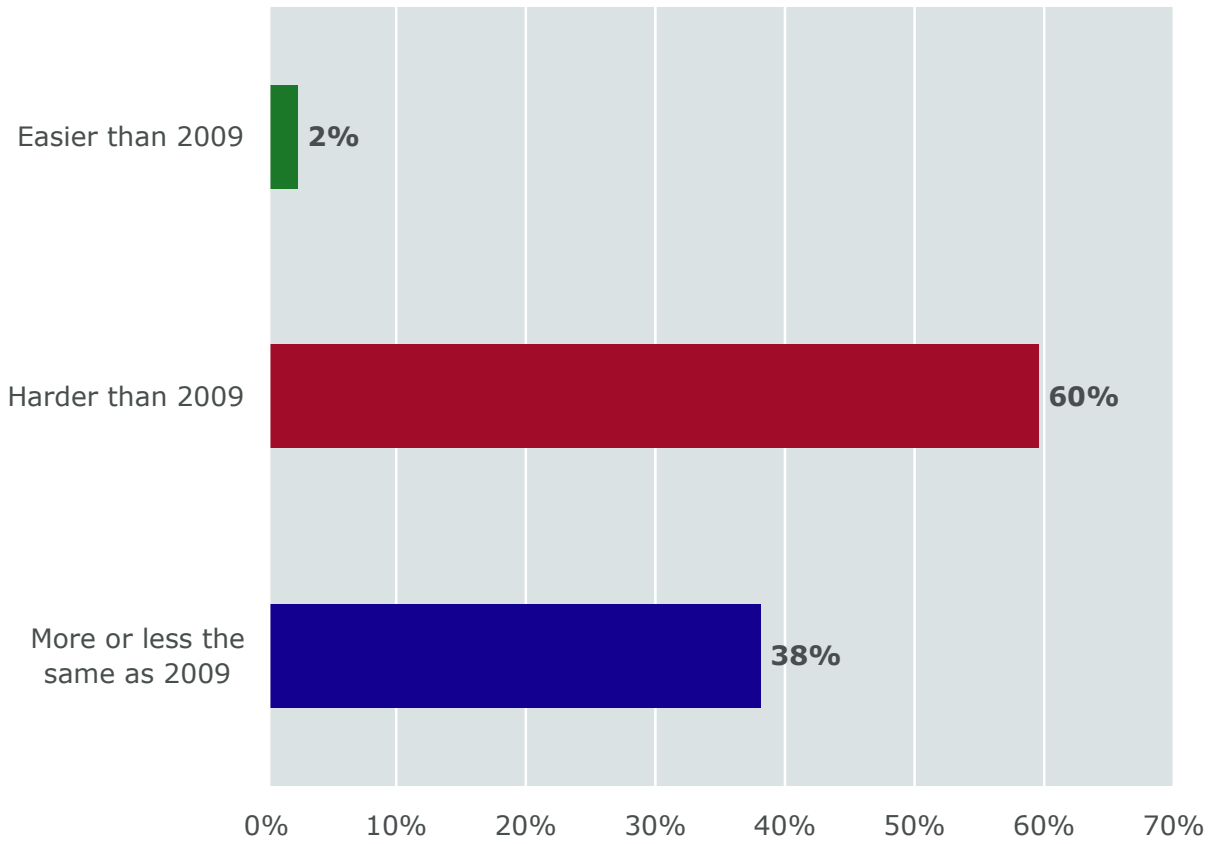


Question 30: Looking back, how would you characterize your organization's financial experience in 2009?

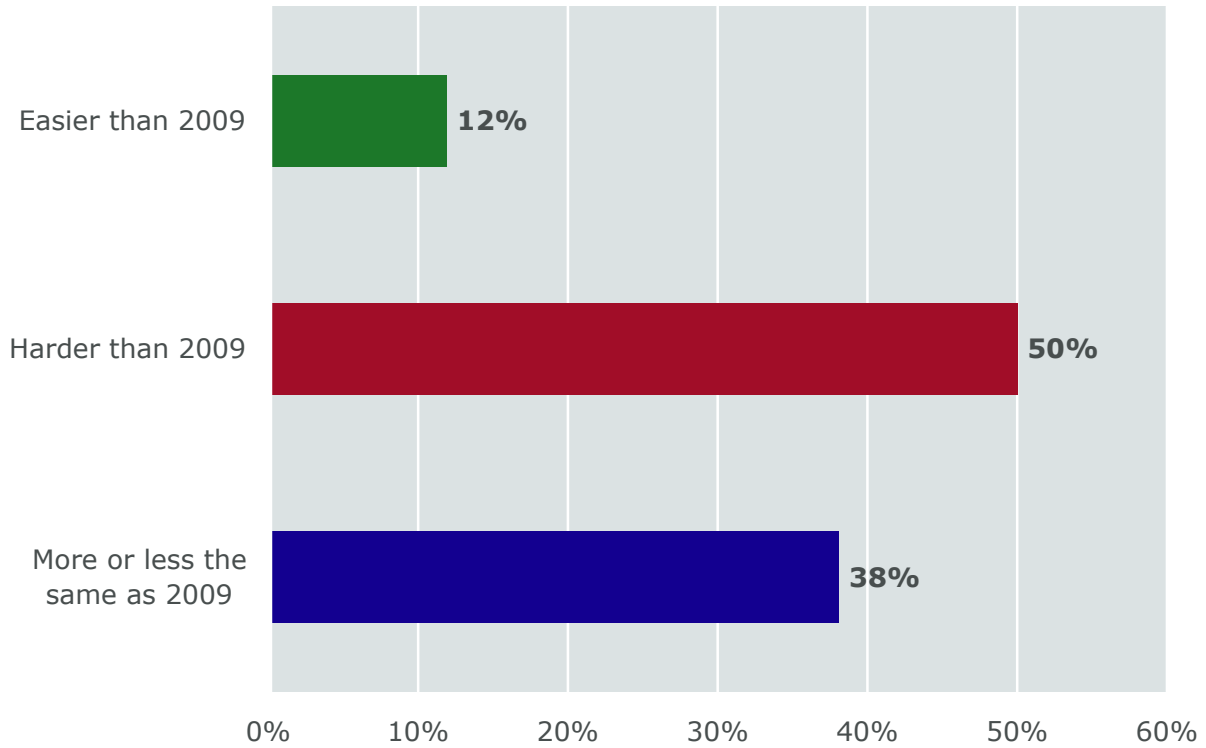
How would you characterize 2009:



Financial outlook for clients in 2010:



Financial outlook for organization in 2010:



25: With regard to finances or business practices, what action or change are you most proud of about how your nonprofit responded to economic challenges?

pulled out of stocks - 9/08: saved \$2.5 mil loss; cut management salaries and emp. hrs to save jobs

The Board took a bold, innovative step in letting the Executive Director go and temporarily assuming more of a leadership role. After eight months two seasoned employees were awarded co-directorship of the organization, saving the organization money plus maximizing existing experience and talents.

The organization froze parent fees, which usually increase 1% a year.

We grew modestly without sacrificing our mission.

We monitor our financial situation very carefully and in a timely fashion and have made necessary adjustments to the budget
Diversify funding sources to not be as reliant on government money.

Expanded individual donor development work by reorganizing staff responsibilities so director could focus on money and
We're doing better than anticipated by planning carefully and monitoring our budget extremely closely.

Due to retirement of long time executive director, the community generously donated to the agency in honor of the retiree.
Otherwise, we would have had a deficit.

Reduced expenses through minor staff adjustments after attrition. Impact on the agency and mission was negligible.
we served more people and had a greater economic impact on our community while reducing expenses.

Keeping program costs low. A more strong annual appeal letter proved beneficial.

We were able to expand our services, hire more staff, and still raise approximately 95% of the revenue we needed to break even. As a mission-based organization, we must respond to and address the needs in the community. We cannot turn our backs on clients who need help in avoiding foreclosure and we must continue our affordable housing development activities to provide homeownership opportunities to first-time homebuyers and to create meaningful change

We were successful in maintaining a balanced budget, secured a new org capacity bldg grant, utilized excellent, free coaching and worked unending hours to review every line item in the budget and save dollars through changing payroll services and health coverage benefits; avoided a 29% increase in benefits and continued to essentially provide the staff w/ the same level of health insurance coverage- just in a different structure! This was a major key success for us this year managed to achieve short-term goals with limited resources.

Increased services and increased income

We found additional sources of revenue, so we were able to continue all important programs

We made some hard decisions to cut overall salary expenses and some services.

We stayed the course through careful budget management, special meetings with funders, and pursuit of new sources.

We have no long term or short term debt.

COLLABORATION WITH YALE UNIVERSITY SCHOOL OF MANAGEMENT

We joined with 3 other agencies and moved together into free space.

We significantly re-aligned our mission & programs to reflect state of the sector thinking (Results-Based Accountability), which has improved our conversations with funders dramatically.

Expanded enrollment

We continued to meet the healthcare needs of the poor and underserved while making a remarkable \$3M turnaround with no funding increase from Medicaid; we did not compromise our mission our values. Medicaid is losing business for our
We received a new state grant (Federal earmarked funds) to create a new program to reach a population we previously Flat is the new up.

We predicted and accurately prepared for market contractions.

collaborative efforts

when donations started to slide backwards in the spring of 08 we started evaluating our budget and reducing expenses.

we were able to pay back board loans given or get them forgiven. cash projections for this year indicate we will meet our

1. Staff and volunteers installed 3,000 sq ft of donated flooring, which significantly enhanced our space.

2. We received funds for energy conservation and have already made changes which have reduced our energy costs.