

Welcome
Nonprofit Fundamentals
March 28, 2023

Co-sponsored by: Hartford Public Library &
Hartford Foundation for Public Giving
Presenter: Roosevelt Smith

Introductions

WHO's In the Room

Using the **chat** room shout yourself out:

Say Hello, and announce yourself Name, Organization (if affiliated with one) Position (Founder, Executive Director, Board Member, Volunteer, other)

WHAT'S on Your Head & Heart

Chat in your response to: What time is it on the clock of your organization? What feels most important to learn in the moment?

About Me

Roosevelt Smith

Roosevelt Smith has nearly three decades of rich and extensive experience in the nonprofit sector.

Consulting work has included large, small and volunteer-run nonprofit organizations in a wide array of mission areas such as youth development, housing, human services, human rights/social justice, environmental justice, food justice and arts.

Recovering ED – prior to starting consulting practice Roosevelt served for 15 years combined as a founding Executive Director for two nonprofits in Boston, MA.

Purpose, Intentions & Agenda

Purpose: Learn how to build, manage, and sustain a nonprofit organization.

Intentions:

- Engage
- Excite
- Educate
- Empower

Agenda for Today

- Opening & Welcome
- What is a Nonprofit Organization?
- Six Fundamental Questions **(1 – 3)**
- Wrap up

Holding Change

Unprecedented times, Volatility, Uncertainty and Change

Meditation

In this moment Breathe.....

Where there is breath there is life, and where there is life there is possibility....



What is a nonprofit organization?

A nonprofit organization or foundation (NPO), also known as a non-business entity, not-for-profit organization, or nonprofit institution, is ***dedicated to furthering a particular social cause or advocating for a shared point of view.***

In summation, **it is a business/corporation** that has been given ***tax-exempt status*** by the Internal Revenue Service (IRS) to ***further*** a religious, scientific, charitable, educational, literary, public safety or cruelty-prevention ***mission or area of work***. An organization needs to request 501(c) prior to operating with a tax exemption. ~ **Foundation List**

"An organization is a ***means to overcome the limitations of one person's contribution.***" ~Peter Drucker

"All organizations are organic and perishable. They are **created by people**, and they need to be constantly re-created if they are to survive". **Ken Robinson Out of Our Minds**

Ref. Handout Myth's About Nonprofits

Myths About Nonprofits

- [Myths About Nonprofits Council of Nonprofits](#)
- Myth: Nonprofits can't earn a profit. ...
- Myth: A well-run nonprofit should have low "overhead" costs. ...
- Myth: Nonprofits don't have paid staff; they only use volunteers...
- Myth: Nonprofits can't lobby. ...
- Myth: Nonprofits get most of their funding from foundations...
- Myth: Charitable giving incentives only benefit wealthy individuals and elite institutions
- Myth: Most nonprofits are large and have many resources

Six Fundamental Questions



(Day 1)

Why do we exist?

How do we behave?

What do we do?



(Day 2)

How will we succeed?

Who must do what?

What is most important?

Why do you exist? Purpose/Mission

To thrive, a nonprofit organization must develop—and adhere to—a clear statement of its core purpose.

Kim Jonker & William F. Meehan III

Ground Zero – Mission

POLL (select one)

- Don't Have A Mission Statement
- Have, but not satisfied with it
- Have, and are satisfied with it

Why do you exist? Purpose/Mission

INTRO TO MISSION STATEMENTS

by 

MISSION STATEMENT DEFINITION

A one-sentence statement describing the reason your organization or program exists. (what you do + who/what you do this for)

PRIMARY AUDIENCES & FUNCTIONS OF A MISSION STATEMENT



EXTERNAL
Inform Others of
What You Do

Your mission statement is a great way to summarize what your org is about, providing context for follow up information on programs and services.



STAFF & VOLUNTEERS
Focus & Motivate
Your Team

People want to believe in the work they do. Your mission statement should be easy for staff & volunteers to understand, remember, and own.



LEADERSHIP
Guide Strategic
Planning & Decisions

By definition, you cannot prioritize everything. Your mission statement should serve as your guiding star when considering priorities and new initiatives.

(Handout: Intro to mission Statements)

- Definition
What you do + who/what you do this for (why)
- Functions & Uses of a Mission/Statement
- Primary Audiences
- Guidelines

Break

5 minute – Bio/Stretch break, feel free to mute and turn camera's off for 5 minutes

How do we behave? Culture

- Culture (*Values x Behavior=Culture*, **Simon Sinek**) – norms, traditions & rituals, beliefs.
- Enduring set of principles that guide behaviors and decisions over time.
- Many organizations have lists of values on their website or in their annual report. However, few of these organizations have core values that are understood and used as active tools.
- Helps to attract the right people (board, staff, funders, and volunteers)
- Articulating the core values of an organization is about **discovery – not invention**. It's **not about writing lists** of the values you think your organization should have.
- Changing culture – chocolate chip cookie phenomenon.

What core values have you discovered for your organization? List in Chat.

What do you do? Scope of Work

- The work you do – the activities you undertake to advance your mission.
 - What programs and services do we deliver?
 - Opportunity(s) Problem(s): What opportunity(s) problem(s) are you trying to solve or change?
 - Cause – Is there an overarching cause?
- Focused – Not all things to all people
 - What value do we deliver to stakeholders?
 - What's in it for our stakeholders?

Wrap Up

- Summary of today's session
- Additional questions you have?
- Reminder Part 2 – 11:30 – 1:30 3/30/2023
- Please complete survey

Thank you!

HFBG Close Out.

Welcome
Nonprofit Fundamentals Part 2
March 30, 2023

Co-sponsored by: Hartford Public Library &
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Presenter: Roosevelt Smith

Introductions

WHO's In the Room

Using the **chat** room shout yourself out:

Say Hello, and announce yourself Name, Organization (if affiliated with one) Position (Founder, Executive Director, Board Member, Volunteer, other)

WHAT'S on Your Head & Heart

Then chat in one goal, intention or aspiration you have for your organization or initiative to achieve in the next 90 days.

Purpose, Intentions & Agenda

Purpose: Learn how to build, manage, and sustain a nonprofit organization.

Intentions:

- Engage
- Excite
- Educate
- Empower

Agenda for Today

- Opening & Welcome
- Six Fundamental Questions **(4 – 6)**
- Wrap up



Holding Change *“I will not allow the light of my life to be determined by the darkness around me.” – Sojourner Truth*

*“Whatever the problem, community is the answer” –
Berkana Institute*

Meditation

*To really understand the concept of “WE” you
must lay down the selfish ways of “I”.*

*WE can go further than I can.
WE can accomplish more than I can.
WE can strategize better than I can.
WE can bare more than I can.
WE are stronger than I am.*



Six Fundamental Questions



(Day 1)

Why do we exist?

How do we behave?

What do we do?



(Day 2)

How will we succeed?

Who must do what?

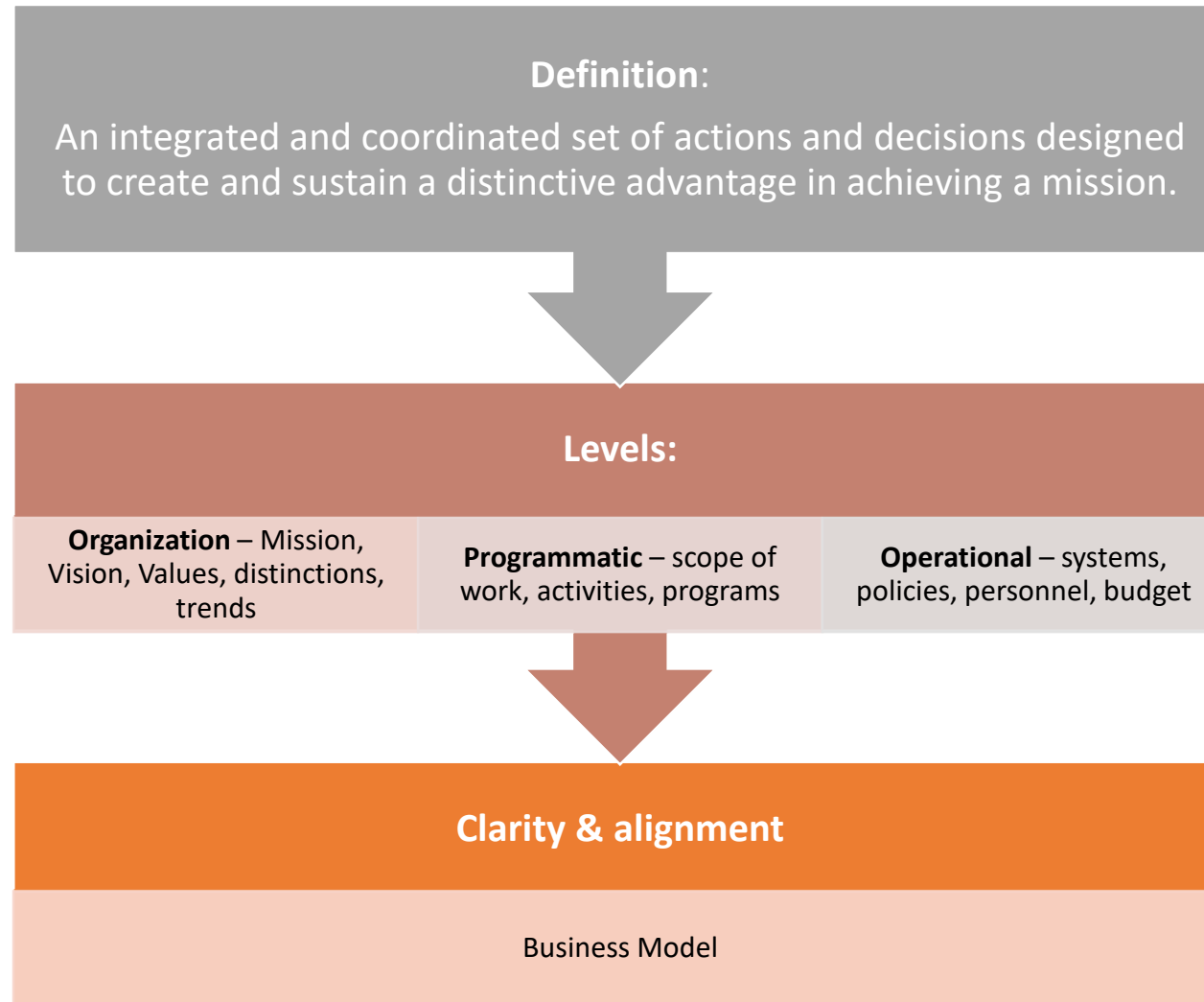
What is most important?

How will we succeed? Business Model

Business/Funding Model

- Culmination of the first three questions – purpose, culture/values, and scope of work + operations and financial model.
- Essentially your organization's **strategy** – Strategy is an integrated and coordinated set of actions and intentional decisions made to create and sustain an advantage in carrying out your mission. Your theory of success!
- The Business model forms the basis and foundation to make plans – Business Plans for start ups, or strategic plans for more mature organizations.

How will we succeed? Strategy



Handout: Nonprofit Business Model Canvas

KEY PARTNERS

Who are our Key Partners and Key Suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do our partners perform?
Who will fund us?

Example Partnerships

- Strategic alliances between non-competitors
- Joint ventures to create new "x"
- Cause Marketing Alliances
- Advocacy Alliances
- Buyer-Supplier relationships to assure reliable supplies
- Low-end donors
- High-end donors
- Philanthropists

KEY ACTIVITIES

Which Key Activities do our Social Value Propositions require?
What activities are needed to sustain operations?

Categories

- Marketing
- Campaigns
- Events
- Production
- Development
- Training
- Networking
- Research
- Service Delivery

KEY RESOURCES

What Key Resources do our Social Value Propositions Require?
What other Key Resources are needed at the engagement level and the operations level?

Examples

- Physical
- Intellectual (brand patents, copyrights, data)
- Human
- Financial

SOCIAL VALUE PROPOSITION

What programs and services do we deliver?
What problems or challenges are we trying to solve?
What value do we deliver to Stakeholders?
What's in it for our Stakeholders?

RELATIONS

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

Examples

- Community
- Co-creation
- Accountability
- Self-Service
- Direct Action
- Automated

CHANNELS

How do we reach Stakeholders? How do they want to be reached regarding the delivery of our Social Value Proposition? How do we provide ongoing communications, support, and awareness?

Examples

- Brick and mortar
- Online
- Mobile
- Purchase Touchpoints

STAKEHOLDERS

Who are our Stakeholders? For whom are we creating value? Who helps us create Outcomes or our Social Value Propositions?

Category 1

- Clients
- Constituencies
- Recipients

Category 2

- Volunteers
- Participants
- Collaborative Partnerships
- Advocacy

Category 3

- Customers
- Members

Category 4

- High-End Donors
- Low-End Donors
- Philanthropists

COST STRUCTURE

What does it really cost to run our nonprofit operations? What costs are inherent in our business model? Which Key Resources and Activities are the most expensive? What does it cost to run and maintain the Operations Level?

Examples

VALUE CAPTURE

What value are Stakeholders truly willing to return or contribute? What routines and processes do they prefer? Mission-related milestones?

Financial Measures:

Non-Financial Measures:

Action Planning

Action plan tool from **Alan Kay** – Fry the Monkeys Create a Solution

Things to Think About

1. You and your team are the resources for change and growth.
2. Include any groups and/or activities where you need to communicate your plans with others.
3. Think about how you will notice progress.

1. Our goal and what it will look like when our team has accomplished it.

4. With whom do we see ourselves collaborating and communicating to help make this happen? Who's doing what?

2. How do we see this helping with the unique needs of our beneficiaries and/or how is this in service of our strategy/theory of success?

5. When? What time frame for the actions will we have set up?

3. Where will we begin? What will be the first visible steps?
A.
B.
C.

6. How will we be communicating our successes?

Break

5 minute – Bio/Stretch break, feel free to mute and turn camera's off for 5 minutes

Who must do what? Team/Talent

Team consists of...

- Solid Board
- Volunteers
- Staff

Building your team...

- What's Important?
 - ✓ Characteristics (right people on the bus)
 - ✓ Role/Expectations
 - ✓ Skills
 - ✓ Tasks to perform/Timing
- Exercise
 - List some characteristics and expectations
 - Decide on 3 – 5 immediate tasks for each

Board Development

Resources for continued learning:

- Handout: Board Source Ten Basic Responsibilities of NP Boards
- Handout: Board Source Board Member Job Description

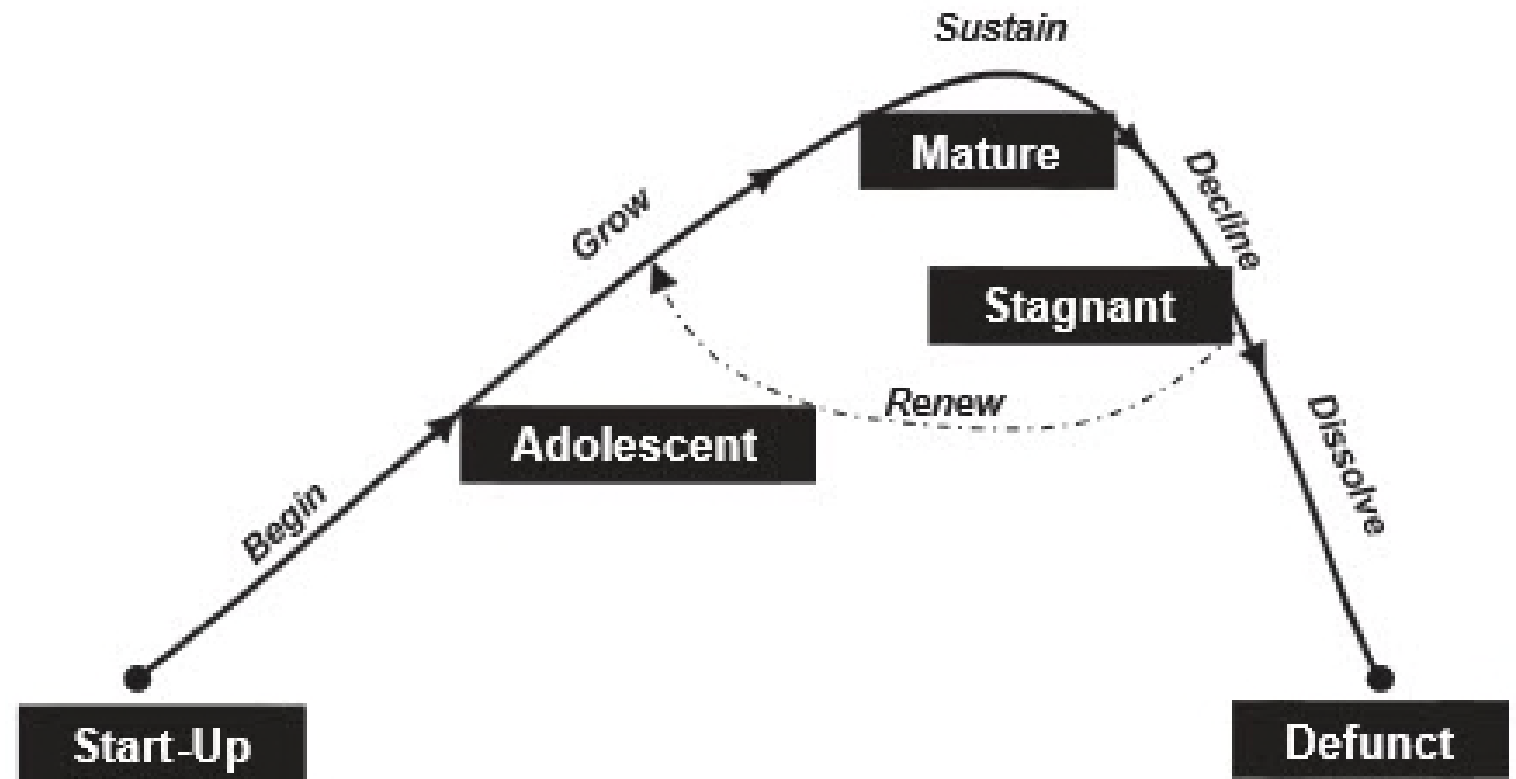
Online:

- Board Source - <http://www.boardsource.org/>
- Blue Avocado - <http://www.blueavocado.org/>
- CT Nonprofit Alliance - <http://ctnonprofitalliance.org/>
- Leadership Greater Hartford, Leaders On Board Program - <https://leadershipgh.org/>
- Pro Bono Partnership - www.probonopartnership.org

What is most important? Impact Measurement

- Funders expect to see that you are making a difference.
- Progress & Improvement: What does success look like programmatically and organizationally?
 - Handout – Outcome Measures
- Nonprofit Life Cycle - Measure success consistent with where you are.

Nonprofit Life Cycles



Ways to measure impact

Evidence/Indicators

1. A solid board of directors
2. Develop and implement plans
3. Develop and manage to a realistic budget
4. Success raising funds from (*varied sources)
5. Data that shows your work and its impact

Tools/Systems

1. By-laws, expectations, ongoing education, performance review
2. Action, Business, Strategic, Operational
3. Operating Budget, budget planning process
4. Funds Development Plan, multiple sources
5. Surveys, annual reports, case management, program reports

Wrap Up

- Summary of today's session
- Additional questions you have?
- Please complete survey

Thank you!

HFPG Close Out.