

**Michael Daily**

**From:** Executive Service Corps [michael@nonprofit-consultants.org]  
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*Strengthening the nonprofit community*

## Strategies for Tough Times



As I was preparing to give a workshop to the New England Museum Association as a part of their program *on Weathering the Storm: Strategies for Surviving in a Challenging Economy*, a number of insights surfaced that I want to pass along in this and our next newsletter.

I will be giving a longer version *Back from the Brink - Strategies for Nonprofit Turn Arounds* as a Maine Association of Nonprofits SkillBuilder on September 16 in Portland. [To learn more or sign up for this SkillBuilder...](#)

Michael Daily  
Executive Director

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### Help Us Spread the Word

This is the second issue of our quarterly e-newsletter in a more professional format. Please help us spread the word about this resource by forwarding this newsletter to a friend or board member.



### Our Services:

Board Development  
 Business Plans  
 Executive Coaching  
 Financial Consulting  
 Fundraising  
 Human Resources  
 Marketing Plans  
 Market Research  
 Mergers  
 Organizational  
 Development

### Accentuate the Positive

At this point in the economic cycle virtually all nonprofits (96% by some counts) have worked hard to cut their costs. Have they worked equally hard or harder to raise more revenue? Should they?

Learn More about our approach [Accentuate the Positive - Drive Revenue Growth](#)

### Free Situation Assessments

Our Free Situation Assessments have been a big hit. They are particularly useful in framing difficult issues, getting started on

Retreat Facilitation  
 Strategic Planning  
 Turnaround Plans  
 Wages and Benefits

Call us for a free  
 Assessment Visit!

### **Executive Service Corps**

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new initiatives or moving forward where you are "stuck" on a single issue. Our first two Situation Assessments are complete. We have developed an outline for a Marketing Plan for The Children's Place and Parent Resource Center in Concord. We have worked Sustainable Resource Group (SERG) in Thetford Center, VT to improve the immediate financial outlook and grow revenues over the long term.

**Time is running out - to participate you need to contact us by August 31.** To learn more please go to [Free Situation Analysis](#)

### **We Can Help with Grant Requests**

ESC does not write grant requests but we can often be of assistance in working with our clients to support your grant requests that fund consulting projects. We can provide a scope of consulting work or a proposal. We can have one of our development consultants review and critique your grant request.

To learn more go to [Today's Grant Funding Challenges for Small Nonprofits and How ESC Can Help](#)

### **What's up with Mergers?**

We continually see mergers pushed as a strategy for dealing with tough times. In reality there is a lot of talk and very little action. A study by Bridgespan of four states over 11 years found a 1.5% cumulative rate of mergers or less than .2% per year. We checked with the NH Attorney General's office and found that they worked on 10 mergers in the first part of this year. This was described as above average, but not unprecedented, and not that different from Bridgespan's research.

Bridgespan pointed out that most nonprofit mergers were as the result of either financial stress or the loss of an Executive Director. Still other surveys show as many as 5% of nonprofits are considering mergers as a strategy.

[To learn more about our approach to Nonprofit Mergers go to...](#)

### **About Us - New Consultants**

We have an extraordinarily talented group of new consultants. I will introduce some of them in this newsletter and the rest in the next newsletter. We welcome Peter Lawley, a sales executive from Epping. Anne Halverson from Dover, has a background as an entrepreneur. Ray Moritz is from Meredith and is a former high tech executive. Brian Metcalf, from Manchester, is a consultant specializing in retail trade. Jeff Smith is a former finance executive from Epping, Susan Fitzgerald Reichert, from Rochester, is a former nonprofit executive director. Bob Boley is a former government executive

from Concord. We will have a busy fall training schedule as we move our new consultants through our basic courses and do an advanced training on Strategic Planning.

### **Our Mission**

*ESC works with nonprofit organizations to improve their effectiveness by providing affordable management consulting solutions using experienced executives and professionals who donate their time and expertise.*

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