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WCSAP
Washington Coalition of
Sexual Assault Programs

Letter from the Editor


Jennifer Y. Levy-Peck, Program Management Specialist
WCSAP



Over the years, community sexual assault programs have accomplished a great deal with limited resources. Good leadership on the financial front has helped with the formation of stable, successful organizations to support survivors and communities. Given the difficult financial times we face today, managers of these organizations and programs may wish for a little extra inspiration and information. This issue of the Manager's Viewpoint provides inspiration in the form of ideas from colleagues in the field, and a wealth of information about how to lead, manage, and cope with financial challenges.

When I came across the article 20 Cost Cutting Ideas for Nonprofits, I was impressed with how it addressed leadership concepts such as understanding the big picture and keeping people informed, as well as practical strategies such as slowing the outflow of payables. We were fortunate to obtain permission to reprint this article from Sandy Jacobsen.

As always in the Manager's Viewpoint, we looked to our own Washington State sexual assault program leaders for their wisdom and guidance. This publication includes voices from the field throughout the state—Olympia, Wenatchee, Aberdeen, Colville, Vancouver, and Forks.

We acknowledge and honor the vision of those who are leading their programs through these tough times. 

With respect,

Jennifer

Jennifer Y. Levy-Peck
Program Management Specialist

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WCSAP is a membership agency comprised of individuals and organizations dedicated to ending sexual assault in their communities. WCSAP's mission is to unite agencies engaged in the elimination of sexual violence through education, advocacy, victim services, and social change.

The Manger's Viewpoint is a publication designed to support WCSAP's efforts to provide technical assistance regarding nonprofit management and organizational development to WCSAP member programs, other allied organizations, and statewide sexual assault coalitions across the nation.

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Manager's **VIEWPOINT**

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Financial Leadership

Jennifer Y. Levy-Peck, Program Management Specialist
WCSAP



“When the going gets tough,
the tough get going.”

—Joseph P. Kennedy



We do have to ask ourselves
what is vital and what is desirable
but not essential.

The threat of a major cut in state funding of sexual assault programs put every executive director and program manager in the field on alert this year. While we were fortunate this year, economic times remain tough and money is not flowing into nonprofit coffers as it has in the past. The downturns in fundraising caused by the recession, as well as the need to conserve resources because of the uncertain fate of major funding streams, have made leaders of sexual assault programs reconsider how to handle their organizations' finances.

As with any challenge, leadership is needed to navigate through tough times. What is financial leadership? It's not the same as financial management, the set of skills that managers develop to provide accuracy, accountability, and professionalism in their stewardship of nonprofits' financial resources. Good financial management skills are the foundation of financial leadership, but financial leadership goes beyond management. In conjunction with the Board of Directors of their agencies, excellent financial leaders enable our programs to weather economic storms while continuing to provide high-quality services to survivors and the community.

In the advocacy field, we are fond of reminding people that each crisis contains an opportunity. Strong leaders approach the economic downturn as an opportunity to take a look at the financial needs, resources, and practices of their organizations. They recognize the importance of ensuring that financial goals and objectives are closely related to the mission of the agency, and they help others to distinguish between "needs" and "wants." Having been involved in the anti-violence movement since the late 1970s, I remember when programs in this country started up with nothing but the good intentions of a few activists. None of us wants to return to those days of sparse resources and limited programs, but we do have to ask ourselves what is vital and what is desirable but not essential.

As leaders define priorities, they have to consider something that is very difficult for those of us with advocacy backgrounds: saying no. If resources dwindle, our programs may not be able to offer all the same services, remain open all the same hours, or participate in all the same community projects. Of course we want to do what we can to continue to provide high-quality services. We have to focus on the essentials and not stretch ourselves and staff members so thin that burnout is inevitable.

When looking at the climate
of the state or federal budgets, think not
how can we make cuts, but how
do we change how we provide services?
The economy and grant funding are
looking grimmer and grimmer each year.
Financial leadership as a manager or
director can be challenging, however
this is a chance for programs to look at
what we are doing and for whom.
How can we have a comprehensive
approach to victim service work
when working with other agencies
and utilizing our resources?

—Debbie Medieros, Program Manager
Cowlitz Indian Tribe's *Pathways to Healing* Program





Even those programs that haven't lost a single dime in revenue are affected by the economic downturn. The survivors we serve are often among the most financially vulnerable in our communities. In the excellent document *Coping in Hard Times: Fact Sheet for Community Organizations and Leaders*, the National Child Traumatic Stress Network describes the anxiety and fear that people may feel when faced with an economic crisis. They cite the negative effects of "hard times" on people's sense of safety, ability to be calm, self-efficacy and community-efficacy, connectedness, and sense of hope. These are, after all, the very qualities we support in the survivors we serve, and the qualities that advocates and administrators in our field must have to work effectively.



Strong financial leaders work closely with their agencies' Boards of Directors to ensure adequate financial resources and reserves, and to set financial priorities. They are willing to advocate for necessary changes to meet evolving needs within their communities. They establish direct and transparent communication with staff members to ensure an effective team approach to any changes that must be made. Strong leaders constantly work to create financial practices that are fair and sustainable. They generate and encourage creative ideas from throughout the agency to cut costs and increase revenue.

What happens when a community has been hit by economic hard times? Stores close, buildings stand abandoned, municipal services—trash, police and fire, libraries—suffer cutbacks, and dwindling social supports must be spread among more citizens.


People living in the community are laid off, are out of work for months, and may run out of unemployment insurance.

When they look for work, they find that companies have stopped hiring.

—National Child Traumatic Stress Network
Coping in Hard Times

Tough times affect survivors, communities, programs, our staff, and—invariably—ourselves. In a **2011 study** of more than 3000 executive directors by Daring to Lead, “sixty-five percent (65%) of executives reported significant levels of recession-related anxiety.” This anxiety was higher among executives whose organizations had lower levels of financial reserves. Nineteen percent of executives who were highly anxious about the recession described themselves as “very burned out,” compared to 9% of executives overall.

Self-care and support from others are not luxuries in tough times—they are critical tools for leaders to manage their own anxiety and therefore be able to provide calm leadership to others.

There is always something positive that can emerge from even the most difficult of situations. Across Washington State, sexual assault programs are looking inward to reevaluate their priorities, cleaving more closely to their mission, encouraging creativity, connecting to their communities, and working closely as teams to support survivors and move toward ending sexual violence. 



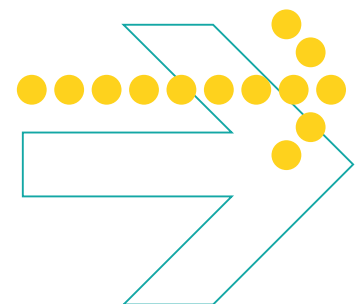
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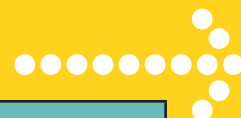
Cost Cutting Ideas for Nonprofits

An Article by Sandy Jacobsen and Alexis Cress

Cutting costs in a creative manner can help us to preserve essential services. Many thanks to Sandy Jacobsen for giving us permission to reprint this article, which she co-wrote with Alexis Cress. It is chock-full of great ideas and resources. While the e-newsletter is no longer available, additional information on these topics is available from Ms. Jacobsen at <http://sljacobsen.com/resources.html>. This article is from “Tools You Can Use” E-newsletter. Copyright Fieldstone Alliance (formerly Wilder Publishing Center). All rights reserved.

Note: This article was originally published in 2009, so some of the links have been changed and they are updated in this version. There is a reference to Legal Corps, a Minnesota organization, in Idea #7. For legal assistance to nonprofits in Washington, check Washington Attorneys Assisting Community Organizations, www.waaco.org.





Idea	Considerations	Your First Step
General Advice		
1. Start by understanding the big picture.	<p>If you're facing a financial crisis, first determine the nature and size of the problem. Is this a cash flow or balance sheet issue? Is it temporary or long term? Are you facing a 10% or 40% budget shortfall?</p>	<p>Assemble a crisis management team. This team should be made up of board, staff, your banker, your auditor, and perhaps a representative of the people you serve. Use them to: strategize your reaction to the crisis, run cash flow projections, and create best-case, medium-case, and worst-case scenarios.</p> <p>From the book <i>Nonprofit Stewardship</i> by Peter Brinckerhoff (Chapter 9: Stewardship in Good Times and Bad).</p>
2. Focus on both long-term and short-term actions.	<p>The most common response from managers is to deal with only tactical, or short-term actions. This is a mistake. You need to first look at strategic or long-term actions.</p> <p>Here are questions to ask yourself that can keep you focused and help you lead:</p> <ul style="list-style-type: none"> • Am I getting adequate food, rest, exercise, and time with my family? • Am I asking the hard questions? • Do I have all the information I can get? • Am I sharing information widely? • If other staff have to take a financial cut, am I taking a bigger one? • Am I leading optimistically? • Am I putting mission first? • Am I listening to everyone? 	<ul style="list-style-type: none"> • Use a "stop, step back, and check the long view" process to help avoid knee-jerk responses that use up energy but don't really advance your cause. Ask yourself the questions listed to the left. • Review your "contingency budget." If you don't have a contingency budget, consider creating one. See the Institute for Conservation Leadership's <i>Advice for Managers in Hard Times</i> (see item 7) which includes a <i>sample contingency budget</i>.
3. Keep people informed.	<ul style="list-style-type: none"> • Staff will be apprehensive. To manage morale, here are tips for <i>Leading in a Climate of Fear</i> from Community Wealth Ventures. • In times of stress, creating "shared meaning" (where the picture in my head is the same as the picture in your head) is especially important. Here's a helpful process for getting to shared meaning: <i>Communicating Clearly: It's Not What You Say, It's How Others Hear You</i>. 	<p>Develop a communications plan so that board, staff, funders, and others are kept informed.</p> <p>For ideas, review these <i>tips for communicating with stakeholders in a time of crisis</i> from the Nonprofit Risk Management Center.</p>

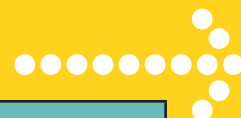


Idea	Considerations	Your First Step
General Advice		
4. Practice good financial hygiene.	<p>Wise leaders safeguard organizational assets. Make sure your financial controls are in order and be aware of signs of embezzlement or other fraud.</p> <p>See Blue Avocado's article: Nonprofit Embezzlement-More Common And More Preventable Than You Think.</p>	<p>Review your internal controls. These controls are critical and can help you avoid scandals.</p> <p>For guidelines, see:</p> <ul style="list-style-type: none"> • Have You Hugged Your Bookkeeper Lately? • Transparency and accountability resources from the Minnesota Council of Nonprofits.
Purchasing		
5. Seek discounts.	<ul style="list-style-type: none"> • Negotiate with current providers for better prices or terms—especially on the products you use the most. • Get group discounts by combining orders with other organizations. Even simple coordination with companies in the same building can bring better terms or prices. • For free and low cost equipment and furniture, see the Hearts and Minds web site. (Also see ideas 13 and 15.) 	<ul style="list-style-type: none"> • Join a nonprofit association for special membership discounts. If you haven't reviewed your member benefits recently, give them a second look. You may be passing up discounts you already qualify for. • Always ask if there is a nonprofit discount with any purchase. See: Money Saving Tips from the Minnesota Council of Nonprofits for ways to save on banking services, insurance, and more.
6. Seek in-kind contributions and bartering arrangements.	<ul style="list-style-type: none"> • Ask constituents to contribute in-kind, related services. For example, have students provide childcare during adult language classes. • Barter with other nonprofits to conserve cash. For example, trade transportation services for free access to classes for your constituents. 	<ul style="list-style-type: none"> • Brainstorm with your staff about what in-kind resources or bartering it can offer. • Post the list on your web site or on a site such as Craigslist (they have a section just for bartering).
Cash Flow Management		
7. Slow the outflow of payables.	Negotiate payment schedules with your suppliers. Offer smaller but regular payments, or offer to be a consistent, loyal customer.	<p>Call your major suppliers to talk about payment schedules. Don't dodge them if you're having trouble paying the bill. Be proactive and up front.</p> <p>For an example of slowing the outflow of payables see this article from the <i>Nonprofit Quarterly</i>: In Cash There Is Opportunity.</p>



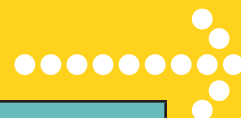


Idea	Considerations	Your First Step
Cash Flow Management		
8. Speed the inflow of accounts receivable.	<ul style="list-style-type: none"> • Keep an eye on your receivables. Contact the slow payers. Be persistent and consistent. • Redesign receivables, requiring a down-payment or prepayment of some portion, especially when you are incurring out-of-pocket expenses. • Invoice promptly. • Offer incentives to pay early (e.g. Net 10 receives a 1% discount) • Write or print on bills “payable upon receipt” or “Net 10 Days.” • Charge interest for late payments (e.g. 1% interest charge after 30 days). • Take advantage of Automated Clearing House (ACH) electronic technology. Ask clients to be set up with ACH to speed receipt of cash. 	<p>Contact the following about these opportunities:</p> <ul style="list-style-type: none"> • Your bookkeeper or office manager about invoice procedures. • Your accountant about “incentives” and payment terms. • Your banker about ACH technology to understand if it will help you receive funds more quickly.
9. Be proactive.	Don’t wait for circumstances that force you to act. Tackle your expenses and improve your cash management at the first sign of a problem.	<p>Review your budget and strategic plan with your board members and staff. This should be an inclusive process.</p> <p>See Two Guiding Principles for Effective Budgeting for more information.</p>
Facilities and Infrastructure		
10. Reduce the cost of your office space.	<ul style="list-style-type: none"> • Can your lease be renegotiated? Don’t just assume that what’s done is done. Your landlord may rather give you a better deal than try to rent out an empty space in today’s real estate environment. • Can you rent out unused or underutilized space such as your conference room? • Can you move to a cheaper space? Can staff work from home? 	<p>Read How to Renegotiate a Lease. Ask your attorney to review the lease. If you can’t afford an attorney, LegalCorps may help. Or, meet with professional property managers to consider re-negotiation options for current or different space. Often their services will be paid for by the landlord.</p>



Idea	Considerations	Your First Step
Facilities and Infrastructure		
11. Cohabitate.	Share office space with another organization. There are many benefits of co-locating with other nonprofits.	To see if this is a viable option for your organization, read Human Service Agencies Merge Back-Office Functions . Also, see the Nonprofit Centers Network for information on a Multi-Tenant Nonprofit Center .
12. Reduce building costs.	<ul style="list-style-type: none"> • Share the costs of maintenance activities with others in the same building. • Have a "Project Saturday" where staff volunteers do minor maintenance, office moves, or clean-up. 	Check out Energy Star's article Businesses Can Save Energy this Winter for energy saving tips.
13. Reduce technology costs.	There are many resources available to help nonprofits reduce Information Technology (IT) costs. Some include free software, hardware, and training.	<ul style="list-style-type: none"> • See Techsoup.org (the technology place for nonprofits) for IT resources. • Read the blog, Can Open Source Software Save Organizations Money? • Also, see the McKinsey Quarterly article, Managing IT Spending.
14. Reduce marketing costs.	<ul style="list-style-type: none"> • Eliminate, condense, or consolidate newsletters and program brochures. Shift most to electronic delivery. • Market only when related to fundraising or when really core to mission. 	<ul style="list-style-type: none"> • For great ideas on how to improve your marketing, go to the Nonprofit Marketing Guide. • Also see 10 Ways for Nonprofits To Cut Costs for helpful suggestions on marketing, fundraising, and other cost saving areas.
15. Reduce capital spending.	Reduce your capital spending by looking for used equipment or donated items, or negotiate lower prices with your suppliers.	See the McKinsey Quarterly article, Freeing Up Cash From Operations .





Idea	Considerations	Your First Step
Staffing		
16. Reduce salary expense.	<p>Cutting staff is often one of the first things organizations do to quickly reduce their expenses. Following are a few options you may not have considered. However, we recommend reading the resources listed to the right first.</p> <ul style="list-style-type: none"> • Ask staff for suggestions. Some may move up retirement plans, prefer to work part-time or on a contract basis, or take an extended unpaid leave. • Temporarily cut wages and defer payment of the balance to a later date. 	<p>If your nonprofit is faced with making job cuts, it is critical to get good counsel, plan the process, and articulate a clear message to all concerned. These steps will not make a layoff easy, but they can minimize damage and maximize the likelihood of a solid recovery.</p> <p>Read: When Layoffs Are Necessary, Nonprofits Need to Be Planful, by William Coy of La Piana Associates.</p> <p>Reducing Your Nonprofit's Risk During Employee Layoffs from the Minnesota Council of Nonprofits.</p> <p>Sustaining Nonprofits During Economic Downturns from the Nonprofit Risk Management Center.</p>
17. Redesign/change job structures.	<ul style="list-style-type: none"> • Encourage employees to office at home and use their own equipment. • Convert to split work shifts, sharing jobs so that each person has at least a part-time position. • Shift from employee to contractor status. • Redesign roles and responsibilities. 	<p>See the McKinsey Quarterly article, Upgrading Talent.</p>
18. Reduce or restructure benefits.	<p>Reduce or restructure benefits, such as vacation and sick leave, medical co-pays, or medical insurance premiums.</p>	<p>If your nonprofit is small, look into joining a health insurance alliance. Many states have offer plans to small businesses. Search online by "health insurance alliance."</p> <p>Also for small groups, get an overview of options and see how your plan stacks up to others.</p> <p>Finally, protect your organization. See: Don't Be a Victim of Unlicensed Insurers</p>
19. Reduce or eliminate board expenses.	<ul style="list-style-type: none"> • Ask board not to submit expense reimbursement requests. • Limit or eliminate travel, shifting to conference call meetings. 	<p>See Facing the Financial Crisis: Ten Smart Things Your Board Can Do Now from BoardSource.</p>



Idea	Considerations	Your First Step
Program Services		
<p>20. Analyze the alignment of your programs and services with your mission and financial goals.</p>	<ul style="list-style-type: none"> • Invite senior staff to independently analyze each program, using the cost/mission matrix. • Identify which programs need to be restructured, closed down, or expanded. • Change eligibility of programs, such as to only low income people, or to those able to pay for services. • Sometimes expanding the program is the best option. How a program is delivered and to whom can dramatically change the program's cost structure. 	<p>See the MacMillan Matrix, found at the Institute for Conservation Leadership website, to determine how well your programs "fit" with your organization.</p> <p>Identify a team that has the knowledge needed to analyze the programs and the costs.</p> <p>See these helpful resources: Allocating Indirect Costs to Programs found at the Alliance for Nonprofit Management web site.</p> <p>Rolfe Larson's book Venture Forth! (Pricing Worksheet, pages 98-99).</p> <p>Make sure you aren't hindering your customer service. See Maintaining the Customer Experience.</p>





Voices From the Field

We focus on “how can we do things differently while still supporting our excellent staff and volunteers?”

Saying thank you to staff as often as possible helps a lot.

An Interview with Mary Pontarolo, Executive Director, and Rosalie Saecker, Fiscal Director, at SafePlace Olympia

Could you describe a change you have made in your program (related to any of the areas listed in 20 Cost Cutting Ideas for Nonprofits) in order to conserve financial resources or increase funding? We'd love to know what considerations led you to make that particular change, what was involved, and how it is working out.

We eliminated a position by attrition and absorbed about 20 hours of crisis line answering into our community service program. (In other words current staff absorbed the tasks of answering the crisis line during our weekdays without the agency adding hours.) All of our program team was involved in the discussion providing input to the decision. Schedules were adjusted with staff providing suggestions on how the crisis line answering could be covered. The result is that Community Service staff are taking the crisis lines four and a half days [during the business work week]. It seems to be working fine and everyone is completely cross-trained and this cross-training will continue. We also dropped a second Spanish-speaking support group that we were providing in Shelton.


Could you share something that helps you to cope with the financial challenges you face?

We focus on money coming in and work hard with our development team and our entire staff to “make it so”!

How have you handled issues of morale and communication, both within the agency and externally, related to any of these changes?

We try to stay very positive and we continue to communicate that we are doing all that we can to save the jobs of those staff currently employed at SafePlace. We continue our quarterly all-staff meetings and make sure that all staff members stay in the loop of information flow. We did everything we could to support our essential 24-hour service staff during the recent snow days which put additional pressure on our 24-hour services. We did not skip a heartbeat with all services continuing! They did a marvelous job of keeping things going, even to the point of making sure that staff who lived close to the hospital were on call for SARP (Sexual Assault Response & Prevention). (We even had staff snowshoe to work!)

Is there anything else that may help other managers with financial leadership? They must lead the agency in being successful no matter what.

We focus on the possibilities and our creativity. We focus on “how can we do things differently while still supporting our excellent staff and volunteers?” Saying thank you to staff as often as possible helps a lot. 

About SafePlace

SafePlace is the only advocacy agency and confidential shelter for survivors of domestic violence and sexual assault in Thurston County. They are a private non-profit organization. Their sexual assault program is one of the oldest in the nation. A board of directors, a paid staff, and over 90 trained volunteers operate the agency.



Cutting Costs at Sage

The Executive Director has uplifted morale by being positive, realistic, and transparent.

An Interview with Jessica Johnson, Program Coordinator, Sage Wenatchee

Jessica Johnson is Program Coordinator at Sage (Safety, Advocacy, Growth, Empowerment), the newly renamed domestic and sexual violence program serving Chelan and Douglas counties. She describes some of the cost-cutting measures the agency has taken. Their Executive Director, in consultation with the management team, decided that every position would take a three-hour-per-week furlough until they knew what the budget situation would be. This was a proactive move to stave off any possible layoffs. The agency made sure to let the community know why this was happening, putting up a sign that said "Due to budget cuts, we are now open 37 hours per week."

Jessica was interviewed when the legislature was still considering major funding cutbacks, and at that time, she said "Morale is down, people are worried." She did feel that management prepared staff well. They were told, "This is what we are hearing, these are the possibilities." The three-hour cuts were perceived as fairer than the elimination of a position. Even part-time staff had proportionate cuts to their time.

Jessica believes it is important to acknowledge that reduced staff hours have a negative impact on services, particularly those for teens whose schedules limit their availability for advocacy appointments. She is concerned that this may affect the agency's reputation and referrals. At times, clients have to wait to see an advocate, and may not be offered legal advocacy accompaniment. Sage is juggling outreach and direct service needs. A Sage therapist expressed concern when a client couldn't be seen immediately because "our agency is one of her few lifelines."

About Sage

Sage provides resources to individuals in need including: emergency shelter services for women and children, medical advocacy, rape crisis services, protection orders, therapeutic and individual counseling with specialized counselors, support groups, community education and outreach, and Crime Victims Compensation.




The Board recognizes the sacrifices made by staff and has agreed that all new incoming funds can go to salaries. Since the need for fundraising has increased while the hours available have dwindled, people are feeling stretched. Including staff in brainstorming helps them to feel empowered, Jessica says. While there are many creative ideas about how to raise funds, it is tough finding the time. Exempt staff work "very long hours" in an attempt to keep things running smoothly.

The agency has "cut everything we could cut." Training must now be inservice, webinar, or paid for by a scholarship. Sage is regretfully using an online source for printing rather than patronizing a local business. They are looking for a grant to replace outdated equipment, and the light-up sign outside the agency remains broken. Like Beyond Survival, Sage rarely makes color copies these days. Managers ask staff to be good stewards of the agency's resources. Staff members voluntarily pitch in by not submitting reimbursement requests for small items and by purchasing food themselves for agency events.

The Executive Director has uplifted morale, Jessica says, by being positive, realistic, and transparent. It helps that the E.D. makes sure there are no surprises, and is straightforward about the decision-making process.

A Sage advocate, Bridgette Fourney, says that everyone feels the pressure to do the same amount of work in less time. Staff are encouraged to balance their time and are given positive messages about self-care.

Sage's experience demonstrates the vital need for sexual assault funding. While management and staff are working diligently to lessen the impact of financial constraints, they remain concerned about the impact on the community, the agency, and the survivors they serve. 

Beyond Survival Copes and Changes

“Really dig in deep and look at everything you spend money on.”

An Interview with Doreen Winningham, Executive Director, Beyond Survival
Aberdeen

At Beyond Survival, the sexual abuse program in Aberdeen, Executive Director Doreen Winningham has used a variety of strategies to cope with lean times. When funding for a bilingual advocate position ended, the advocate was not replaced. In addition, the agency has had to cut two advocacy positions by ten hours per week. Doreen was able to use natural transitions (the re-funding of a position and staff turnover) to implement these changes, thus minimizing disruption to individual staff members.


To deal with these staffing cuts, Beyond Survival relies more heavily on volunteers. They are fortunate to have two volunteers working two days per week on office duties. These invaluable people answer phones, update resource lists, schedule meetings, prepare presentation packets, and gather support group materials. Volunteers also help staff the crisis line and provide support for forensic interviews. Doreen does note that the economy has affected volunteer availability because of increased costs for gas and child care, and an increased need for some people to seek paid employment.

To meet her staff's training needs with a limited budget, Doreen relies more heavily on online opportunities such as WCSAP webinars. She has declared a moratorium on out-of-town training for this fiscal year. The program also makes use of information and curricula that already exist rather than using staff time to develop resources. They have requested resources from other programs in the state, which have been glad to oblige.



To cut back on spending, Beyond Survival is doing more electronic transmission of documents rather than copying and mailing. Staff members conserve energy by measures such as turning off heaters. Doreen has investigated buying paper towels and toilet paper through janitorial supply companies. She has even gone so far as to purchase a locking toilet paper holder to ration use. The agency uses a donated water cooler now, rather than purchasing individual bottles of water for clients. They have reduced snacks for their support groups, and they shop at discount stores and ask for food donations. They rarely make color copies, and they print handouts at the last minute before presentations because they can estimate the need more accurately.

To conserve gas costs and staff time, services to geographically remote areas are clustered when possible. If a staff member is going to a far-away location to see a client, she is reminded to bring agency brochures to the nearby police department at the same time.

Doreen says that she bolsters staff morale by reassuring staff members and letting them know she is fighting for them. The best advice Doreen can give is to “really dig in deep and look at everything you spend money on.” She works to cut expenses in areas that don’t take away from staff or clients, when possible. 

About Beyond Survival

Beyond Survival supports the rights of people to have access to free, quality information, advocacy, crisis intervention, treatment, education and prevention services. Programs serve survivors, the general public, friends, family and all those whose lives have been affected by sexual assault.





Creative Measures

Nancy Foll, Executive Director of Family Support Center, Colville, WA, has implemented these cost-saving measures:

Printing

- ☑ re-use all copy paper if only printed on one side
- ☑ stopped purchasing some office supplies and are asking for donations of office supplies from community
- ☑ stopped printing many of the things on the color printer and now print in black & white instead even if it might look nicer in color

Facilities and Infrastructure

- ☑ turned down heat
- ☑ reduced janitorial time
(less vacuuming and emptying trash)
- ☑ less snow plowing
(must be deeper than before)

Staffing

- ☑ reduced staff time

Program Services

- ☑ not going to court to find out what is happening with a case unless we have a client going
- ☑ paying attention to time with client and "wrapping up" quicker



About Rural Resources Family Support Center
Rural Resources Family Support Center serves more than 350 new victims of crime each year in Stevens County, helping them and their families find the support they need to recover and move forward.



Smart Savings at Forks Abuse Program

**An Interview with
Ann Simpson, Executive Director,
and Rachel House, Lead Sexual Assault
Advocate, Forks Abuse Program,
Forks**

At the Forks Abuse Program in northwestern Washington, Executive Director Ann Simpson says they have made some changes in the past two years to conserve financial resources. For example, they eliminated a part-time administrative assistant position. Ann cautions that cutting back on administrative help often means extra responsibilities for the E.D.

A prudent approach to spending money has served Forks Abuse Program well. The Board's philosophy of avoiding the temptation to spend money just because you have it has resulted in a reserve that is most welcome in tough times. Rachel House, Lead Sexual Assault Advocate, says, "We are pretty thrifty." Ann and Rachel agree there is a culture of thrift within the organization.

Ann says that the depressed economy has made local fundraising a challenge. While searching for new funding sources, she is determined not to eliminate additional staff positions. Her strategy of reassigning duties when necessary helps to make the best use of staff time.



About Forks Abuse Program

The Forks Abuse Program is dedicated to the ideal no one should have to live with violence, whether it be social, sexual, mental or physical. We strive to lessen violence in our community and our world.



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Resources for Financial Leaders

10 Ways for Nonprofits to Cut Costs

Useful strategies to add to your cost-cutting repertoire

Leading Through A Recession

Specific suggestions for action during an economic downturn

Resources from Jacobsen Associates on

Several Aspects of Coping With Tough Times

Excellent information on everything from “tough times,” to capacity building, to collaboration

I Survived an IRS Audit from the Blue Avocado

A compelling story of a nonprofit director who received the letter everyone dreads, and lessons for all of us from his experiences.

Ways to Raise Money in a Recession

Ten simple but effective ways to increase the amount of money flowing in to your organization.

Note: *There is a wealth of resources in the [20 Cost Cutting Ideas for Nonprofits](#) article.*

Resources