



With offices in New York City and Chicago, Fiscal Management Associates (FMA) offers a range of fiscal management, accounting, organizational, and technology consulting services customized to the specific needs of each of our clients in the nonprofit sector.

FMA

440 Park Avenue South
3rd Floor
New York, NY 10016

29 South LaSalle Street,
Suite 1130
Chicago, IL 60603

www.fmaonline.net

Outsourcing the Strategic Financial Function

In today's environment, organizations tend to fall into one of three major categories in considering external and internal stimuli:

- reactive: taking whatever the world gives,
- opportunistic: seeking out opportunities and positioning themselves to take advantage of them, or
- proactive: defining their own destiny by working to achieve it.

Whether your organization is reactive, opportunistic, proactive, or more likely some combination of all three, your financial strategic resources must be aligned with your mission and financial goals.

[Full Article: http://fmaonline.net/media/FMA_NPOs10.pdf](http://fmaonline.net/media/FMA_NPOs10.pdf)

Save money and improve efficiency with a strategic alliance

Having to do more — a lot more — with less is almost every nonprofit's biggest challenge these days. One of the best ways to meet this challenge is by doubling up, or forming a strategic alliance with another nonprofit, government entity or for-profit company. These impermanent alliances can help slash expenses and introduce new perspectives, but both groups need to consider many issues, including fundamental values, before joining forces.. A sidebar discusses "the tool of last resort" — a legal merger

[Full Article:](#)

<http://www.extendedarticle.com/Newsletters/NPO/2010/NPOsp10/NPOsp101.html>

How to keep bad apples from spoiling your board

Most nonprofit board members understand their roles and are dedicated to working in a cooperative spirit to achieve the organization's strategic goals. But one rogue member can easily hinder the effectiveness of a board — and its organization. Most disruptive board behavior probably can be classified as merely annoying or insensitive, but immediate action is warranted when a board member betrays confidentiality or pursues a personal agenda. Nonprofits are encouraged to thoroughly screen prospective members and regularly monitor meetings to spot signs of trouble before they get out of control.

[Full Article:](#)

<http://www.extendedarticle.com/Newsletters/NPO/2010/NPOsp10/NPOsp102.html>



Measuring effectiveness – Are overhead ratios becoming a thing of the past?

Overhead ratios represent the percentage of funds nonprofits spend on administration and fundraising vs. programs. But this metric has traditionally been used by charity watchdog groups as a proxy for overall effectiveness. This has led some organizations to underreport their nonprogram costs and neglect making critical infrastructure investments. In response to growing discontent with overhead ratios, watchdog groups and nonprofit leaders are beginning to consider broader measures of nonprofit effectiveness.

[Full Article:](#)

<http://www.extendedarticle.com/Newsletters/NPO/2010/NPOsp10/NPOsp103.html>

Red Flags Rule applies to nonprofits, too

After several delays, the Federal Trade Commission (FTC) plans to begin enforcement of its “Red Flags Rule” on June 1. Although they typically don’t fall under the FTC’s jurisdiction, nonprofits that extend consumer credit are likely subject to the rule, which was developed to help prevent and detect identity theft. Those that are subject will need to develop a written identity theft prevention program.

[Full Article:](#)

<http://www.extendedarticle.com/Newsletters/NPO/2010/NPOsp10/NPOsp104.html>

This publication is distributed with the understanding that the author, publisher and distributor are not rendering legal, accounting or other professional advice or opinions on specific facts or matters, and, accordingly, assume no liability whatsoever in connection with its use. ©2010



© 2010 FMA All rights reserved.