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Vol. 5 October
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Nonprofits Count!

A monthly update on the latest nonprofit news and FMA events.

One of FMA's core values is excellence. We define excellence as the "highest quality services that are rooted in best practices and applied in a pragmatic and flexible way."

Though there is some controversy over the application of "for profit" best practices to the "nonprofit" sector, we believe in a pragmatic approach, or, *take what you like and leave the rest*. Here's one we think is worth taking...

For this issue of Nonprofits Count!, we are pleased to have one of our consultants, Rebecca Coker, MPA, explore the efficiencies available through *Six Sigma* and *Lean operations* – both of which were originally developed in the manufacturing sector, but which now are having equally useful applications for the service oriented economy.

Many nonprofits are new to some of these ideas, and FMA is available to help implement them in their business practices. For this reason, if you are interested in learning more, we encourage you to reach out and find out how these systems can help your organization.

Sincerely,

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Featured in this Edition of Nonprofits Count

Lean Six Sigma:
How Nonprofits
Can Move
Beyond "Do
More with Less"

Upcoming FMA
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FMA Institute
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Spotlight

FMA Jobs site

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Quick links:

www.fmaonline.net

www.fmainstitute.net

www.fma.jobs

Feature Article

Lean Six Sigma: How Nonprofits Can Move Beyond “Do More with Less”

By Rebecca Coker, MPA

It is an adage, all too well known, that most nonprofit managers dread: “do more with less”. Combined with advances in technology and the ever changing needs of clients, it is also a reminder that in the nonprofit world, no one can afford to stand still. In order to be efficient and effective, nonprofits need to continuously evaluate their organizational structures and make adjustments. But how can we both provide better services and increase our ability to serve more?

In our everyday work, there are bound to be opportunities for improvement. Whether internal or external, process improvements increase our capacity to serve. Ultimately, such improvements result in “working smarter” toward one end goal – the missions of our organizations.

How often do we do something because it has always been done that way? Steps may be eliminated by changing the sequence of workflow. The use of technology may automate manual processes rather than pushing paper around the office. Service times may vary but could become more consistent through the standardization of procedures.

The application of practices such as Six Sigma and Lean have proven to be successful in organizational improvement. Despite originally being designed for manufacturing processes, these practices have been extended to improve transactional processes in business, government and nonprofit organizations – and can enhance service while reducing costs if implemented correctly.

Six Sigma sounds intimidating but simply provides a systematic, data-driven approach to process improvement through the five phases known as DMAIC – Define, Measure, Analyze, Improve, and Control. The Control phase may be considered the most important, as it ensures sustainability of the results achieved. Likewise, Six Sigma is often combined with Lean practices, which focus on eliminating unnecessary steps referred to as types of “wastes”. The two combined, known as Lean Six Sigma, provide a range of tools for organizational improvement through redesigning processes and standardizing the quality of services.

Rebecca Coker is a consultant for FMA and a certified Six Sigma Black Belt. She holds an MPA from New York University's Robert F. Wagner Graduate School of Public Service and a BS in Chemical Engineering from Purdue University. For more information on how your organization may utilize methods like Lean Six Sigma, contact Rebecca Coker at RCoker@fmaonline.net.

FMA Institute Upcoming Courses

Is your organization a member yet? Get complimentary access to the nonprofit financial management courses with [FMA Institute membership](#) using your organization member code.

Nonprofit Financial Management Courses

In-person (NYC location) Courses

Oct. 20

Budgeting: A Strategic, Team-Based Approach

NYC In-person training - Registration ends Oct. 15!

Online Courses

Nov 10

Interpreting Financial Statements: What They Really Say

Nov 11

Finance for Development Directors

Nov 18

Optimizing Software

Dec. 7

Getting to Know Nonprofit Reporting Requirements

Dec. 14

The Board's Financial Leadership

FMA Institute members get a 15% discount off of the CNAP program when they use the special CNAP code provided to them.

Certified Nonprofit Accounting Professional

In-person(NYC location) Course

Nov 3, 4, 5

CNAP



www.fmainstitute.net

FMA Institute Member Spotlight

Every e-alert we spotlight one of the FMA Institute Members. If you'd like to be featured as the next spotlight, please contact us at fmainstitute@fmaonline.net

Exponents

www.exponents.org

Exponents is dedicated to improving the quality of life of individuals affected by drug addiction, incarceration and HIV/AIDS. Programs are designed to support successful life transitions through engagement in services which ignite hope and promote awareness. Activities gradually move individuals along a progressive path of life stabilization while fostering a sense of community and individual responsibility. For more than 20 years, Exponents has had unprecedented success in voluntarily engaging and retaining New York City substance users and their families in therapeutic services. Through strength based, holistic, non-coercive education and training programs, Exponents helps reduce relapse to addictive behavior, recidivism and prevents undo strain on our health care system by helping program participants to self-manage their chronic health conditions.

To learn more about exponents, please visit their site at www.exponents.org.

WWW.FMA.JOBS

The www.fma.jobs site was established to help connect FMA's clients to job seekers who are committed to excellence in nonprofit financial management and is exclusively for job openings **in the fiscal office with a starting salary of \$50,000 or more**. We invite you to visit the site and invite you to post openings (free of charge for FMA clients, FMA Institute Members, and Friends of FMA).

Click [here to read more](#) about the current open positions that include:

Chief Financial Officer

Director of Finance (2 openings)

Assistant Controller

Accountant

To post jobs, we invite you to [read more about it here](#).

Posting instructions are listed here. Please note jobs openings must be in the fiscal office with a starting salary of \$50,000 or more.

1. Go to www.fma.jobs
2. Click on the "Employers" tab on the left menu
3. Click on "Submit Job"
4. Use the login: **fmajobs** and password: **client**
5. Click on the "Submit Job" tab on the left menu
6. Enter Job Description, Qualifications, and How to Apply information, as well as Contact Information of the person to notify when the post expires, or in case we have questions.

Text space is limited. Please double check the text in the confirmation email that you receive. If you have any questions regarding posting or the site please email us at jobs@fmaonline.net

Double Bottom Line

Articles and news from FMA and the sector

Nonprofits' neglected need: Capacity-building grants

By Peter Key

Friday, September 24, 2010

[Philadelphia Business Journal](#)

Three nonprofits and the city of Philadelphia are using \$2.5 million in stimulus funds to help nonprofits in the region improve their ability to provide social services.

[Read more here.](#)

http://www.bizjournals.com/philadelphia/stories/2010/09/27/story13.html?b=1285560000%5E3991061&s=industry&i=economic_snapshot#ixzz11avIWsw

Finding Incentives for Nonprofit Collaboration

By Garvester Kelley

September 29, 2010

[The Chronicle of Philanthropy](#)

In the early months of the economic downturn, many organizations considered the idea of collaboration. Many of our colleagues were open to the idea of strategic alliances ranging from shared back-office operations to full-blown mergers.

[Read more here.](#)

<http://philanthropy.com/blogPost/Finding-Incentives-for/27236/>

Initiative promises more clout for charities

By Calvin Hennick

September 22, 2010

[The Boston Globe](#)

The Boston Foundation, the biggest public philanthropy in New England, and three other nonprofits today unveil a new fund to help local charities work together, or even merge, to better serve their communities.

[Read more here.](#)

http://www.boston.com/business/articles/2010/09/22/boston_foundation_other_groups_promise_more_clout_for_charities/

Social Innovation Fund Posts Data on Judges for Grants

By Stephanie Strom

September 17, 2010

[The New York Times](#)

The Social Innovation Fund, a federal program to encourage the expansion of promising nonprofit projects, on Friday released the names of independent reviewers involved in helping it award \$50 million in grants, taking a further step to address criticism of its transparency.

[Read more here.](#)

<http://www.nytimes.com/2010/09/18/business/18charity.html>

www.fmaonline.net - www.fmainstitute.net - www.fma.jobs

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