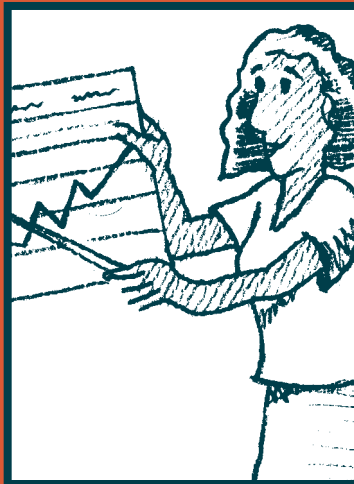


2004

QUALITY, EFFECTIVENESS, EFFICIENCY & INFLUENCE



ANNUAL REPORT • FISCAL YEAR 2004

(April 1, 2003 – March 31, 2004)

MARYLAND
ASSOCIATION OF
NONPROFIT
ORGANIZATIONS

MISSION STATEMENT

The mission of the Maryland Association of Nonprofit Organizations (Maryland Nonprofits) is:

to strengthen and support nonprofits' ability to serve the public, while promoting the highest standards of ethics and accountability in nonprofit governance and management. Maryland Nonprofits strives to increase recognition of, trust in and support for the nonprofit sector and to expand the influence of the nonprofit sector on issues that impact the people and communities it serves.

We revised our mission to reflect the growth and improvements we expect from Maryland Nonprofits over the next five years.

Maryland Nonprofits also established four objectives around the theme “Quality, Effectiveness, Efficiency and Influence.”

These objectives form our pledge to help the nonprofit sector in Maryland to:

- Provide the highest quality of services to the community, effectively and efficiently;
- Demonstrate the highest standards of ethics and accountability in their governance, management, and operations;
- Advance and protect the public interest of the people and communities nonprofits serve; and
- Enjoy recognition, trust and support from the broader community.

Our membership includes nearly 1,500 nonprofit organizations from across the state, representing all sectors of the nonprofit community including human service, health, educational, cultural, environmental, religious, and other charitable organizations and foundations.

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A MESSAGE FROM THE BOARD PRESIDENT AND EXECUTIVE DIRECTOR

“Achieving Excellence”

Maryland Nonprofits’ Strategic Plan, 1998-2003

This year’s annual report reflects Maryland Nonprofits’ final steps toward reaching the goals in our 1998-2003 Strategic Plan and the first steps toward reaching the goals in the new plan.

In 1998, when we set out our mission and plans for the coming five years, our goals were humble. Maryland Nonprofits was still in its early stages of development; we had established a presence in Baltimore, and we knew how we wanted to grow. Our aim in 1998 was to become:

1. An inclusive, state-wide and sector-wide association;
2. A leader on issues affecting the future of the nonprofit sector;
3. An expert resource for information and assistance on all aspects of nonprofit management for boards and staff;
4. A standard setter, promoting effective and accountable governance and management;
5. A partner and collaborator with the government, business and philanthropic sectors; and
6. A valued community institution.

Over the past five years, we have designed our programs and services based on the 34 strategic steps this plan recommends. As a result, we have accomplished nearly every step we proposed in that 1998-2003 strategic plan.

Some of our biggest achievements over the past five years have been opening a second office in Silver Spring and expanding our Baltimore office; launching and developing the Standards for Excellence; establishing a presence in Annapolis during legislative sessions; augmenting our training and technical assistance programs to cover virtually every area in which a nonprofit organization could need help; and expanding the use of technology to improve access to programs and services.

“Quality, Effectiveness, Efficiency, Influence”

Maryland Nonprofits’ Strategic Plan, 2004-2009

By the end of 2002 we had reached the end of the time frame for our previous Strategic Plan and had almost finished accomplishing the goals the plan set forth. Maryland Nonprofits had grown from one office, 14 staff and 776 member organizations to two offices, 30 staff and 1450 member organizations. It was now time to decide what new steps we needed to take to improve the quality of Maryland Nonprofits’ services and the well-being of nonprofits in Maryland in general.

We hired Jeannie Engel, a consultant who specializes in strategic planning, to assist us. Ms. Engel conducted over 100 interviews with Maryland Nonprofits’ members, former members, and funders, compiling the results as a report to a strategic planning committee. The committee, comprised of Maryland Nonprofits’ staff, board members, and former board members, met several times between May and November 2003. As a result of the report, the committee first crafted a new mission statement to embody the way we hoped to support nonprofit organizations over the next five years. The committee then identified five new goals to fulfill this mission statement during the next phase of our development:

- Goal 1. Nonprofits in Maryland will enjoy recognition, trust and support from the broader community.
- Goal 2. Nonprofits in Maryland, working both individually and collectively, will successfully advance and protect the public interest of the people and communities nonprofits serve.
- Goal 3. Nonprofits in Maryland will be able to provide, effectively and efficiently, the highest quality of services to the community.
- Goal 4. Nonprofits in Maryland will adhere to the highest standards of ethics and accountability in their governance, management and operations.
- Goal 5. The Maryland Association of Nonprofit Organizations will be an effective, responsive and sustainable community institution.

Teams were formed within the strategic planning committee; each one charged with formulating specific strategies to reach these five goals. The final result is a carefully worded guidebook with specific, achievable steps for Maryland Nonprofits to take in order to become the resource we believe it can be.

We look forward to your help and participation as we work toward achieving these goals.



Stephen H. Morgan, *Board President*



Peter V. Berns, *Executive Director*

HISTORY

THE MARYLAND ASSOCIATION OF NONPROFIT ORGANIZATIONS (MARYLAND NONPROFITS) BEGAN IN 1991 WITH 129 MEMBERS AND TWO PAID STAFF. TODAY WE ARE COMPRISED OF MORE THAN 1,500 MEMBER NONPROFITS AND OVER 300 ASSOCIATE MEMBERS, SERVED BY 30 STAFF IN OFFICES IN BALTIMORE AND SILVER SPRING. WE CONTINUE TO GROW BOTH PROGRAMMATICALLY AND IN MEMBERSHIP SIZE.

MARYLAND NONPROFITS IS RECOGNIZED ACROSS THE NONPROFIT SECTOR AND AMONG POLICYMAKERS, THE MEDIA, OPINION LEADERS, AND THE GENERAL PUBLIC, AS THE LEADING REPRESENTATIVE OF AND THE AUTHORITATIVE SOURCE FOR INFORMATION ABOUT THE STATE'S NONPROFIT SECTOR. IN A 2003 REPORT, *BUILDING THE CAPACITY OF THE CAPACITY BUILDERS*, BY THE CONSERVATION COMPANY, MARYLAND NONPROFITS WAS ONE OF FOUR ORGANIZATIONS IN THE COUNTRY CITED FOR EXEMPLARY NONPROFIT MANAGEMENT SUPPORT.

STRATEGIC PLANNING COMMITTEE

Stephen T. Baron, *LCSW-C*
Baltimore Mental Health Systems, Inc.
Board Treasurer, Maryland Nonprofits

Jacqueline Bentz Dugroo,
Maryland Nonprofits

Peter V. Berns,
Maryland Nonprofits

Karen Bond, *Baltimore Educational*
Scholarship Trust, Inc.

Rebecca Burrett,
Maryland Nonprofits

Theresa A. Cameron, *Arts and*
Humanities Council of Montgomery
County, Inc.

Amy Coates Madsen,
Maryland Nonprofits

Jan A. Desper, *Friends of Patterson Park*
Board Secretary, Maryland Nonprofits

Jeannie Engel,
Consultant, Engel & Associates

James Gerald,
Maryland Nonprofits

Nancy Hall,
Maryland Nonprofits

Wilhelm H. Joseph,
Legal Aid Bureau, Inc.

Martina A. Martin, *United Way of*
Central Maryland

Stephen H. Morgan, *The ARC of*
Baltimore, Board President, Maryland
Nonprofits

Noah Parker,
Maryland Nonprofits

Robert J. Rhudy,
Maryland Legal Services Corp.

Tricia Rubacky,
Maryland Nonprofits

Lester Salamon, *JHU/IPS*
Center for Civil Society Studies

Sandra Skolnik,
Maryland Committee for Children, Inc.

Marge Thomas, *Goodwill Industries of the*
Chesapeake, Board Vice-President,
Maryland Nonprofits

Margaret E. Williams,
Friends of the Family, Inc.
Chair of Strategic Planning Committee

FY 2004 BOARD OF DIRECTORS (As of 3/31/2004)

(For a current list of Board members go to www.marylandnonprofits.org)

PRESIDENT

Stephen H. Morgan
The ARC of Baltimore

VICE-PRESIDENT

Theresa A. Cameron
*Arts and Humanities Council of
Montgomery County*

SECRETARY

Jan A. Desper
Friends of Patterson Park

TREASURER

Stephen T. Baron
Baltimore Mental Health Systems

Cynthia Bolden
Shabach! Ministries

Sheryl Brissett-Chapman
*National Center for Children and
Families*

Rob Etgen
Eastern Shore Land Conservancy

Sharon E. Friedman
*Mental Health Association of
Montgomery County*

Toby Gordon
Johns Hopkins Health Systems

Santo A. Grande
Delmarva Community Services

Wilhelm H. Joseph
Legal Aid Bureau

Jack Kinstlinger
KCI Technologies

Sung Kwon
Adventist Community Services

Sharon Landis
Star Community

David Markoe
YMCA of Frederick County

Martina A. Martin
United Way of Central Maryland

Lee A. Sheller
Piper Rudnick LLP

Robert L. Waldman
Venable LLP

Kathryn Wolford
Lutheran World Relief

Marti G. Worshtil
Prince George's Child Resource Center

FY 2004 STAFF (As of 3/31/2004)

(For a current list of staff members go to www.marylandnonprofits.org)

Ellen Alderman, *Office Assistant*

Peter Berns, *Executive Director*

Henry Bogdan, *Director of Public
Policy & Public Affairs*

Rebecca Burrett, *Executive Assistant*

Patricia Carter, *Program Associate*

Dawn Deakins, *Program Associate,
Standards for Excellence/Development
Associate*

Alison Dodge, *Program Associate,
Regional Development*

Jacqueline Bentz Dugroo, *Director of
Regional Development & Online
Services* *

Kenna Forsyth, *Librarian*

James Gerald, *Training Program
Associate*

Monica Grinage, *Training Program
Associate*

Nancy Hall, *Director, Finance,
Marketing & Member Services*

Steve Hill, *Director, Maryland Budget
and Tax Policy Institute*

Robin Hindsman, *Director,
Consulting and Contract Training
Services* *

Jessica Jones, *Program Associate* *

Deb Jung, *General Counsel*

Michael Lee, *Program Associate,
Standards for Excellence*

Patrick Lester, *Senior Policy Analyst,
Maryland Budget and Tax Policy
Institute* *

Amy Coates Madsen, *Director,
Standards for Excellence*

Padraic Morton, *Associate General
Counsel*

Noah Parker, *Program Associate,
Standards for Excellence* *

Tim Rahto, *Information Systems
Manager*

Tricia Rubacky, *Senior Development
Advisor* *

Ann L. Smith, *Finance & Human
Resources Manager*

Doris Stelle, *Program Assistant,
Standards for Excellence* *

Jill Stephenson, *Training Program
Associate*

Vernetta Walker, *Director, Advocacy
Leaders Program*

Mara Winters, *Program Director,
Business Volunteers Unlimited*

Lavina Woodward, *Office Assistant*

* Former staff

“I WANTED TO TAKE THE TIME TO LET YOU KNOW HOW MUCH I APPRECIATE YOUR ORGANIZATION AND THE WEALTH OF INFORMATION YOU PASS ON TO INDIVIDUAL NONPROFITS. NO MATTER WHO ANSWERS THE PHONE MY QUESTIONS ARE ANSWERED PROMPTLY OR I AM TRANSFERRED TO THE PERSON WHO CAN HELP ME. IN THIS ELECTRONIC AGE IT IS WONDERFULLY REFRESHING TO HAVE REAL PEOPLE GIVE TRUE CUSTOMER SERVICE. CONGRATULATIONS ON A JOB WELL DONE.”

*Jackie Sims, Assistant Director
Sidran Traumatic Stress Foundation*

“THANK YOU SO MUCH. MARYLAND NONPROFITS IS TRULY A FABULOUS RESOURCE TO OUR MARYLAND COMMUNITY.”

Audrey Suhr

HIGHLIGHTS OF FY 2004

Maryland Nonprofits provides programs and services that benefit its member organizations as well as the nonprofit sector as a whole. This report includes information on our FY 2004 activities and descriptions of ways Maryland Nonprofits enhanced the delivery of all of the services in our priority programs. A few highlights of our accomplishments include:

- Certifying 14 new organizations and re-certifying four organizations with the Standards for Excellence Seal, distributing over 5,000 copies of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector*, updating nearly all the *Standards* educational resource packets and distributing 694 educational packets statewide;
- Providing 191 training programs for over 3,200 nonprofit staff and board members, including a larger number of advanced-level workshop-format courses for senior staff;
- Responding to over 2,700 requests for technical assistance, a 24 percent increase over the previous year;
- Attracting over 500 nonprofit staff, board members and volunteers to our annual conference in December which was held for the first time outside of the Baltimore metropolitan area;
- Publishing *The Charity Giving Guide*, a special supplement distributed to *The Baltimore Sun's* 688,000 readers;
- Releasing numerous analytic papers about pending state budget and tax issues, which were downloaded from our website thousands of times;
- Increasing our membership by seven percent;
- Investing significant resources to enhance online services; and
- Completing a new strategic plan for 2004-2009.

Maryland Nonprofits achieved a balanced budget of approximately \$3.3 million in income and expenses in FY 2004. Revenues in FY 2004 were approximately \$400,000 (14%) higher than in FY 2003. Fiscal Year 2004 revenue included approximately \$1.6 million in grants and contributions from foundations, corporations and individuals and \$1.7 million generated through membership dues, training fees, earned income and contracts.

STAFF EXPANSION

Three staff positions were added in FY 2004, which allowed us to expand services to our members. The Director of Consulting and Contract Training Services, is now coordinating our Consultant DataBank, Management Innovation Program, and Executive Transition Initiative, through the new Consulting Practice. Our new Associate General Counsel, not only handles our members' legal questions, but also directs the Advocacy Leaders Program. And we have rounded out our Technical Support and Information Services team by hiring a new Program Associate to help answer member questions.

THE STANDARDS FOR EXCELLENCE PROGRAM

The Standards for Excellence program builds capacity in nonprofits through strengthening the ethics and accountability practices in individual nonprofit organizations. Certification of nonprofit organizations with the Seal of Excellence bolsters public confidence in and support for the nonprofit sector as a whole. Based on the fundamental values of honesty, integrity, fairness, respect, trust, responsibility, and accountability, the *Standards* describe how nonprofit organizations should act to be ethical and accountable while providing resources for nonprofits to achieve these goals.

Fourteen new organizations were awarded the Standards Seal of Excellence:

- Advocates for the Survivors of Torture and Trauma
- Association of Baltimore Area Grantmakers
- Chesapeake Habitat for Humanity
- Community Foundation of the Eastern Shore
- Dayspring Programs, Inc.
- The Delaplaine Visual Arts Education Center
- Goodwill Industries of the Chesapeake
- Maryland Association of Resources for Families and Youth
- Maryland Committee for Children
- Maryland Library Association
- National Kidney Foundation of Maryland
- Preservation Maryland
- San Mar Children's Home
- Village Learning Place

We realize that reviewing and certifying an organization once does not ensure that an organization will always comply with the *Standards*. We therefore require that *Standards*-certified organizations apply for review three years after the initial certification, in order to maintain the right to use the Seal of Excellence. Four organizations were re-certified during FY 2004:

- The Coordinating Center
- Eastern Shore Land Conservancy
- Friends of the Family
- United Way of Central Maryland

Maryland Nonprofits continued to find new ways to provide educational support to organizations embarking on the certification process, and to those interested in learning more about the *Standards*.

In FY 2004, we distributed 694 educational packets to organizations and individuals requesting technical

assistance on topics covered by these materials. In addition, we distributed more than 5,000 copies of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* to local and national audiences, which brings total distribution to more than 38,000 copies.

Throughout the year, we continued to offer the *Standards* Clinic Series for organizations requesting structured assistance implementing the *Standards*. We also developed and offered a training program for consultants so they may help the nonprofits they serve use the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* as an assessment tool and to build capacity.

Since we first began replicating the *Standards for Excellence* program in 2001, Maryland Nonprofits and our replication partners in Georgia, Louisiana, North Carolina, Ohio and Pennsylvania have made great strides toward strengthening individual organizations, and thus the nonprofit sector as a whole, by helping them adhere to ethical practices and become more accountable. Recognizing that philanthropic resources may not be available to continue to operate the program using the original model, we began to develop a new business model that will enable us to reach a broader cross-section of the nonprofit sector. Central to this work was the development of *Standards for Excellence* national products, including a national version of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* and educational materials. In addition, we worked to develop and establish the *Standards for Excellence* Institute as an umbrella under which all future replication and expansion activities will take place. The Institute will be formalized in FY 2005.

"I JUST OPENED MY (MONTHLY MEMBER MAILING) PACKET...AND LO AND BE HOLD, I READ EVERY WORD OF THE NEWSLETTER – FOUND IT INTERESTING AND INFORMATIVE, WELL WRITTEN, FUN AND RELEVANT. MANY KUDOS AND THANKS FOR A GREAT INFORMATIONAL PIECE."

*Debbie Hager, Executive Director
Easton Business Management
Authority*

"THANKS SO MUCH FOR THE WEALTH OF INFORMATION AND POSITIVE ENCOURAGEMENT!"

*Marni Jones, Executive Director
Takoma Children's School*

**“...FOCUSED ON SERVING,
SUPPORTING, AND ADVOCATING
FOR ITS MEMBERS. NO QUESTION
WAS TOO BASIC AND NO CONCERN
WAS TOO SMALL FOR [MARYLAND
NONPROFITS’] RESPONSIVE
STAFF, AND NO IMPORTANT
LEGISLATION WAS OVERLOOKED.”**

*Joyce Kroeller,
Director of Development
The Copper Ridge Institute/EMA*

**“I HAVE ALWAYS VALUED
MARYLAND NONPROFITS SINCE
THE BEGINNING...THE GREAT
VALUE HAS BEEN THE
PERSONS...WHO ARE NOT ONLY
WILLING BUT WANT TO HELP.”**

*Dick Ullrich, Executive Director
P. Francis Murphy Justice and
Peace Initiative*

We thank the following individuals for serving on the Ethics Standards Committee in FY 2004:

Janet Rene Adams
Theresa A. Cameron, *Arts and Humanities Council of Montgomery County*
Mary Ann Holohean, *Consultant*
Michael S. Malewicki, *Lutheran World Relief*
Martina A. Martin, *United Way of Central Maryland*
Francisco Ramirez, *Rural Schools and Community Trust*
Linda R. Ramsey, *Friends of the Family*
Lee A. Sheller, *Piper Rudnick & Wolfe LLP*

We thank the following individuals for serving on the FY 2004 Standards Public Education Committee:

Barbara McCord, *The Coordinating Center, Co-Chair*
Nadine Weinstein, *Co-Chair*
Pat Blanchard
Lisa Brakebill, *Alzheimer’s Disease and Related Disorders Association*
Margaret Carty, *Maryland Library Association*
Gayle V. Economos, *GVE Media/Public Relations, LLC*
Adrienne Humes, *Maryland Association of Resources for Families and Youth (MARFY)*
Laura Judge, *Chesapeake Habitat for Humanity*
Catherine Moreland, *Delaplaine Visual Arts Education Center*
Doris Sander, *GVE Media/Public Relations, LLC*

We thank the following individuals for serving as Standards Certification Peer Reviewers in FY 2004:

Ayo Atterberry, *LTG Associates*
Brittany Anuszkiewicz, *Annie E. Casey Foundation*
Susan Atwood, *Bay Shore Services*
Bruce L. Baker, *Common Interest Policy Associates*

Stephen T. Baron, *Baltimore Mental Health Systems*
Julia Bates, *St. Mary’s County Local Management Board*
Teri D. Bennett
Mindy Binderman, *Binderman & Ciekot*
Pat Blanchard
Barbara Bonhage, *National Kidney Foundation of Maryland*
Roslyn M. Hannibal Booker, *Maryland Center for Veteran Education and Training*
Ann Boyce, *T. Rowe Price Program for Charitable Giving, Inc.*
Christine Brubaker, *Advocates for Children and Youth*
Barbara Bryan
K.C. Burton, *Annie E. Casey Foundation*
M. Gregory Cantori, *Marion I. and Henry J. Knott Foundation*
Jackie Carrera, *Parks and People Foundation for Baltimore Recreation and Parks*
Margaret Carty, *Patriotic Experience, Inc.*
Shauna A.S. Chabot, *Equus Fundraising Consultants*
Martin A. Conover, *Conover-Kirkwood, LLC*
Maureen Gavaghan Craig, *Consultant*
Judy Crossland, *Maryland Committee for Children*
Suzanne L. Dagurt, *CFRE, Consultant*
Jennifer Daley, *Community Housing Resources and Hagerstown Home Store*
David Davies
Mary H. DeKuyper, *Consultant*
Jan A. Desper, *Friends of Patterson Park*
Jackie Eder-Van Hook, *Transition Management Consulting*
Rob Etgen, *Eastern Shore Land Conservancy*
Barbara Evans, *BlackBaud*
Nancy Fenton
Maggi Gaines, *Spark Partnership for Service*
John Geist, *Consultant*
Hope Gleicher, *The Trellis Fund*
Eleanor Goldstein, *Maryland Legal Services Corporation*
Keith Hart, *Governors Office on Service and Volunteerism*
Denice Rothman Hinden, *Consultant*

Joyce Hoebing, *Lutheran Immigration and Refugee Services*
Karen Hopkins, *University of Maryland School of Social Work*
Adrienne Humes, *Maryland Association of Resources for Family and Youth*
Nancy J. Hutson, *St Mary's County Community Development Corporation*
Yvette Hynson, *Maryland Association of Community Services for Persons with Developmental Disabilities*
Karen Janssen, *Family League of Baltimore City*
Ellen Pam Katz, *Society for Progressive Supranuclear Palsy*
Harvey Kettering, *retired from Goodwill Industries*
Leslie Kleban, *LLK Consulting*
Patricia Krebs, *Special Olympics Maryland*
Robyn Kuttler, *Robyn Kuttler and Associates*
Helen London, *18 Below Foundation, Meyerhoff Teen Initiative*
Linda Lambert, *Consultant*
Barbara McCord, *The Coordinating Center*
Kate McGuire, *Maryland Food Bank*
Lisa McKillop, *Hospice Caring*
Karen Meadow, *Fundraising Consultant*
David Michaud, *Community Foundation of the Eastern Shore*
Eric Miller III, *Village Learning Place*
Lois Miller, *Big Brothers Big Sisters of Maryland*
Mary Montgomery, *Head Start Washington County*
Catherine Moreland, *The Delaplaine Visual Arts Education Center*
Cass Naugle, *Alzheimer's Disease and Related Disorders Association*
Kim R. Nechay, *Salisbury State University Foundation, Inc.*
Sylvia Nudler, *Council on Quality and Leadership in Support for People with Disabilities*
Sima R. Osdoby, *Consultant*
Nancie Park, *Prince George's Volunteer Center*
Stephen Peregoy, *American Lung Association of Maryland, Inc.*

Jacki Pettis, *Baltimore Mental Health System, Inc.*
Joanna Pierson, *ARC of Frederick County*
Hope Primas, *Consultant*
Catherine A. Raggio, *Independence Now*
Lisa Rau, *Confluence Corporation*
Sandra Renner, *Alford Group*
Evelyn Kim Rhim, *The Training Source*
Mary F. Robinson, *Capacity Partners*
Rebecca Rothey, *American Red Cross*
Lisa Rusyniak, *Goodwill Industries of the Chesapeake*
Tracey Rutnik, *Association of Baltimore Area Grantmakers*
Linda Safran, *Development Collaborative*
Abe Schuchman, *Housing Unlimited*
Marta Seres, *Lutheran World Relief*
Judy Simonson, *The Simonson Group*
Linda Smeyne, *Johns Hopkins Bloomberg School of Public Health*
David Smith, *Girl Scouts of Central Maryland*
Judy Stauffer, *Community Assistance Network*
Audrey Suhr, *National Aquarium in Baltimore*
Linda S. Sullivan, *Arts Management*
BJ Summers, *Community Foundation of the Eastern Shore*
Linda Thacher, *Star Community*
Michael Theielke, *Chester Bridge Foundation*
Linda Thoman, *Prince George's Child Resource Center*
Jennifer Thrift, *Lupus Mid-Atlantic*
Pattie A. Tingle, *Holly Community*
Mary Ellen Vanni, *Fuel Fund of Maryland*
Marcia Lockamy Verploegen, *1000 Friends of Maryland*
Helene H. Waranch, *Literacy Works*
Kathleen Warren, *Maryland Food Bank*
Robert W. Waters, *Consultant*
Nadine Weinstein, *Progressive Horizons*
Leslie T. White, *Croydon Consulting*
Betsy Yeomans, *Baltimore Clayworks*
Wilma Zimmerman, *Pickersgill Retirement Community*
Amanda Crook Zinn, *Women Entrepreneurs of Baltimore*

“JUST WANTED TO TELL YOU HOW PLEASED WE ARE WITH THE RESULTS OF POSTING TWO JOBS ON THE WEBSITE...THANKS TO THE MARYLAND ASSOCIATION OF NONPROFITS WE WERE ABLE TO FILL OUR POSITIONS QUICKLY AND WITHOUT SPENDING MONEY.”

Susan Weigel, Assistant Director Adoption Exchange Association

“THE ORGANIZATIONS YOU REPRESENT HAVE BEEN SUCH HIGH QUALITY AND SUCH A JOY TO WORK WITH.”

*Stacey Irwin
Towson University*

“I APPRECIATE ALL THE KINDNESS AND SUPPORT WHICH I CONTINUE TO RECEIVE FROM EVERYONE AT MARYLAND NONPROFITS. YOU HAVE ALL GONE OUT OF YOUR WAY TO ANSWER MY QUESTIONS, GIVE ME INSIGHT AND KEEP ME MOTIVATED.”

*Jeannette Mendonca, President,
Advisory Board
OUR HOUSE Residential Job
Training Center for Youth*

“THANK YOU FOR BEING THERE FOR US.”

*Yoshi Kato, Executive Director
The Center for the Science of Life*

TRAINING, TECHNICAL ASSISTANCE, AND INFORMATION SERVICES

TRAININGS

Maryland Nonprofits offered 191 training programs, with more than 3,200 attendees participating. We offered a larger number of advanced-level courses to meet the needs of senior staff and seasoned nonprofit professionals. These courses offered a more intense workshop format, and were often based on new theories and practices in the nonprofit sector. We also continued to provide basic level courses to those new to the nonprofit sector or changing positions within the sector.

The workshop, *How to Get Your Board Involved in Fundraising*, was a highlight of the training calendar. Offered in March 2004, the workshop was led by Carol Weisman, an internationally known speaker, trainer, and consultant who specializes in volunteerism, fundraising and governance. Workshop participants, including executive directors, development directors, and board members, learned the different ways board members can become involved in fundraising and how to motivate them to do so.

ROUNDTABLES

During FY 2004, Maryland Nonprofits hosted 28 Roundtables. These free programs offered nonprofit leaders the opportunity to network around various topics relevant to the sector. Some of the roundtable topics this year covered Medicaid, leadership transitions, and election year advocacy. Especially popular were our Roundtables on employee benefits and our *Meet the Press* Roundtables, which brought together nonprofit staff and newspaper representatives, who shared ideas on how nonprofits can use the media to further their missions.

Online registration for Maryland Nonprofits trainings and other events, first available in FY 2003, proved increasingly popular this year. More than 680 of the 3,200 training participants registered for their programs online. Our website became one of several places where members could learn about the training opportunities available to them. Seven blast e-mail messages detailed upcoming training opportunities, and Monthly Member Mailings and flyers mailed out several times per month kept our members in various regions of the state up-to-date on upcoming trainings in their area.

ELEVENTH ANNUAL CONFERENCE

Maryland Nonprofits' full-day Annual Conference was held on December 4, 2003 at the University of Maryland University College's Inn and Conference Center in Adelphi in Prince Georges County. Held for the first time outside of the Baltimore metropolitan area, the conference brought together over 500 nonprofit leaders from across the state to network, learn from workshops and seminars, gather information from the vendor marketplace and share ideas. Participants were inspired by two keynote speakers: Peter C. Brinkerhoff, an internationally renowned author, trainer and nonprofit consultant, and Juan Williams, Senior Correspondent for National Public Radio and Political Analyst for Fox News Channel.

Maryland Nonprofits would like to thank the following Trainers, Facilitators, and Presenters:

Denise Adams, *Peacock Condron Anderson and Company*
Thomas Adams, *Adams & Associates*
Jeanne Allert, *Ellipsis Partner*
Mindy Amor, *Mindy Amor Training and Consulting Services*
Jeramine Anders, *Consistent Computer Bargains*

Karen Beavor, *Georgia Center for Nonprofits*
Sheldon Berman, *Rosen Sapperstein & Friedlander Chartered*
Heather Berthoud, *Berthoud/Greene Consultants LLC*
Mindy Binderman, *Binderman & Ciekot*
Suzi Borg, *Frederick County Hotline*
Suzanna A. Braun, *Halt Thrasher & Buzas LLC*
Mary L. Broad, *Performance Excellence*
Stephen C. Carey, *Halt Thrasher & Buzas LLC*
Sonja Carlborg
Gayle Carney, *University of Baltimore Center for Community Technology Services*
Mark Cheshire, *The Daily Record*
Barbara Ciconte, *Donor Strategies*
Ann Ciekot, *Binderman & Ciekot*
Beverly A. Coulson
Suzanne L. Dagurt
Tim Daly, *Access Group, Inc.*
Carol Duvall, *The Coordinating Center*
Gayle V. Economos, *GVE Media/Public Relations*
Ruth Elmore, *MedStar Health*
Valerie Franwick, *Computer Associates*
Eric Gally, *Gally Public Affairs*
Laura Gambrell, *The Coordinating Center*
Cissel Gott, *Gott Group*
Valerie Graff
Robert D. Greene, *Berthoud/Greene Associates*
Desiree Griffin-Moore, *Prince George's Community Foundation*
Susan Grossman, *Business Volunteers Unlimited*
Diana Hallman, *Leading Edge Marketing & Planning*
Claudia Holtzman, *Independent Sector*
Richard P. Kamenitzer, *Succession*
Karen-Ann Lichtenstein, *The Coordinating Center*
Charmayne Little, *Southeast Youth Academy*
Ian Lipner, *Stanton Communications, Inc.*
Linda Lysakowski, *Capital Venture*
Rob Macdonald, *Smith Content*
Jessica Mark, *Volunteer Maryland*
Carol McMahon, *United Way of Central Maryland*
Karen Meadow

P. Michael Meyerstein, *Aleph Group*
Ira Miller, *Ira Mark Miller & Co.*
Paul R. Miller, *Freefall Design*
Andrea E. Morris, *Community Crisis Services, Inc.*
Charles J. Morton, Jr., Esq. *Venable LLC*
Patty O'Malley, *Rubino and McGeehin Chartered*
Tim O'Neill, *Leading Edge Marketing and Planning, Inc.*
Deborah A. Photiadis, *Council on Management & Productivity*
Neil Porta, *Context Consulting*
Sandra Renner, *Alford Group*
Sally Rudney, *Montgomery County Community Foundation*
Tracey Rutnik, *Association of Baltimore Area Grantmakers*
Mark Sachs, *Mark Sachs & Associates*
Linda Smith
Thomas Sneeringer, *Keller Bruner & Company*
Richard Solloway, *Solloway & Associates*
Isazetta A. Spikes, *Community Law Center*
J. Michael Stephens, *Clifton Gunderson LLC*
Kathy Swayze, *Impact Communications, Inc.*
Donald J. Tebbe, *Rewarding Results Group*
Ruth E. Thaler-Carter
Abby J. Von Schlegell, *BrackleyBriscoe, Inc.*
Leslie T. White, *Croydon Consulting*

TECHNICAL ASSISTANCE AND INFORMATION SERVICES

Maryland Nonprofits' staff responded daily to numerous requests for technical assistance and information from both members and non-members. All program staff answered technical assistance inquiries, which came to us via telephone, e-mail, and through contacts we made in the field. In fiscal year 2004, we logged over 2,700 technical assistance inquiries on topics such as how to set up a capital campaign budget, write an acknowledgement letter for a gift of

"THANK YOU ON BEHALF OF MAEF BOARD OF DIRECTORS FOR TAKING YOUR TIME TO SPEAK TO US ON SATURDAY ABOUT FUNDRAISING BASICS. YOUR PRESENTATION TRULY DID GET OUR FOCUS BACK ON TRACK AND GAVE US A CLEARER PICTURE OF OUR MISSION AS A BOARD. AGAIN, THANK YOU FOR TAKING TIME FROM YOUR BUSY SATURDAY MORNING SCHEDULE TO BE WITH US."

*Jean Kuill, Board Secretary,
Maryland Agricultural Education
Foundation*

"I WANT TO EXTEND THANKS FOR YOUR WONDERFUL HELP WITH OUR SALARY SURVEY! SUCH EXCELLENT SERVICE IS JUST ONE MORE REASON THAT WE PROMOTE MEMBERSHIP IN MARYLAND NONPROFITS AS INVALUABLE."

*Lin Romano, Deputy Director,
Govans Ecumenical Development
Corporation*

stocks, develop a photo release form, and devise board job descriptions.

Over the last few years, Maryland Nonprofits has expanded the size of our library collections in both the Baltimore and Silver Spring offices. During FY 2004, we added 164 new items to our library collection, including *Wealth Engine*, an online prospect research database of major donors. Adding this service to our increasingly popular electronic tools, *FC Search* from the Foundation Center and *GrantsDirect.com*, contributed to a 50 percent increase in the number of members using our databases for their fundraising research needs. We also created a list of 67 titles as a circulating collection of basic nonprofit books and deposit collections on the Eastern Shore and in Western Maryland.

To provide technical assistance more efficiently during the last fiscal year, we hired a Program Associate for technical assistance services. This associate assisted the librarian and other staff members as they answered the numerous questions we received from members every day.

LEGAL SERVICES

There has been great demand for legal assistance from member organizations unable to afford counsel. In response, Maryland Nonprofits made several on-staff attorneys available to assist our members. While many small and medium-sized nonprofits seek the services of volunteer counsel, too often they are unsuccessful, particularly when they need advice from someone who is knowledgeable about nonprofit corporate and tax issues. Fulfilling this need, Maryland Nonprofits responded to legal questions daily, on such topics as employment practices, contract disputes, nonprofit start-up, nonprofit governance, nonprofit tax

exemptions, and the laws and regulations applicable to advocacy, lobbying, and political activity. When necessary, we recruited and referred other *pro bono* counsel.

CONSULTING AND CONTRACT TRAINING

When technical assistance requested called for more in-depth services than we could provide by phone, e-mail, or a library visit, members requested services from our Consulting Practice. These services include customized contract training, our in-house consulting services, and referrals to our Consultant DataBank. The Consultation Services and Contract Training Programs we offered included:

- Nonprofit Management and Operations;
- Fundraising and Development;
- Executive Transition Management;
- Organizational Development;
- Legal Services;
- Board and Nonprofit Governance;
- Financial Management and Business Analysis;
- Executive Leadership;
- Management Innovations; and
- Human Resources.

With the hiring in FY 2004 of our first Director of Consulting and Contract Training Services, we formalized the provision of our consulting services in-house. One of our most frequently requested services is assistance with executive transitions. Organizations frequently require this type of consultation service when a founder is retiring or a long-time executive is moving on to another position in the sector. We expect the need for this type of service to increase, as an entire generation of nonprofit leaders will near retirement

over the next five to ten years. Thus, Maryland Nonprofits developed the Executive Transition Initiative to support nonprofits going through such a transition. In FY 2004, Maryland Nonprofits provided needs assessment, coaching, and/or comprehensive search services to 18 organizations, and we placed six interim executives. To make nonprofits and potential executives aware of our services, in October 2003 we published *The Executive Transition Initiative: Strengthening Maryland's Nonprofits During Leadership Change*.

In addition to our in-house consulting practice, Maryland Nonprofits provided customized training, and last year we distributed a promotional brochure to our members to inform them of the customized training opportunities available to them. The brochure listed training topics available, such as boards, employer/employee relations, financial management, fundraising, organizational development, and public policy. Maryland Nonprofits' staff contracted trainings at the time and location of the client's choosing.

Another option for our members was referral to outside consultants through our website's searchable Consultant DataBank. Members were able to search for a consultant by subject area, geographic location, or key word. The individuals and businesses referred are Associate Members with expertise in a range of nonprofit management and governance topics. Consultants from the databank provided many of our member organizations with assistance in the areas of fundraising, strategic planning, human resources, and financial management. All Maryland Nonprofits' program staff qualified to consult were also included in this database.

TECHNOLOGY ENHANCEMENTS

To produce a new look and feel for the primary Maryland Nonprofits' websites, while improving the functionality, we redesigned our website in FY 2004. (The new website was actually launched on June 23, 2004, but the bulk of the redesign work was completed during FY 2004.) Objectives for the project included:

- Moving from an organization-centric site into a more visitor-centric site;
- Implementing a content management system, which would allow for content to be updated more frequently;
- Improving the functionality and ease of use for e-communities;
- Improving the search function; and
- Providing a method to contact elected officials via the website.

We were pleased with the results of the redesign and look forward to reporting visitor reactions. The newly designed website can be found at www.marylandnonprofits.org.

COOPERATIVE BUYING PROGRAMS

Nearly half of our membership participated in at least one of our buying programs which provide payroll services, employee benefits such as medical and dental insurance, office equipment, and other services that nonprofits use every day. Our Directors and Officers Liability Insurance program, for example, was in its tenth year and provided coverage to nearly 400 members.

Maryland Nonprofits' workers' compensation insurance program with IWIF continued to be the star of our buying programs. Annualized premium dollars increased from \$3.6 million at the end of FY 2003 to

\$5.3 million at the end of FY 2004 — almost a 50 percent increase. The number of participating organizations grew in the same time frame from 274 to 326. Most importantly for the sector was the savings generated by this program: over \$500,000 in the last fiscal year — dollars that were freed for program activities instead of administrative overhead.

PUBLIC POLICY AND ADVOCACY

A major emphasis of our public policy work was to represent the nonprofit sector before government agencies and legislative bodies at the state and local levels. The Public Policy Committee continued its in-depth participation by helping to determine the Nonprofit Policy Agenda for Maryland Nonprofits. With a new administration in office in Annapolis, our advocates worked to educate lawmakers by providing information on a variety of topics relating to nonprofits and the communities they serve in Maryland. Our members were kept apprised of the latest developments with briefings of General Assembly activities distributed through e-mail and fax broadcasts and Public Policy Alerts in our Monthly Member Mailings.

ADVOCACY LEADERS PROGRAM

We were committed to sponsoring programs that help organizations to understand the public policy process and become more engaged in issues that impact the nonprofit sector and the constituencies we serve. The Advocacy Leaders Program (ALP) offered an intensive year-long process designed to increase knowledge and understanding of government policymaking while expanding nonprofit advocates' capacity, competence and confidence in

advocating for their causes. ALP also provided advocates with a supportive learning community among others working on related public policy issues.

January 2004 marked the beginning of the fourth full year of the Advocacy Leaders Program. The response to this year's program was overwhelmingly positive, with participants rating the monthly programs an average of 9.06 on a scale of 10. Improvements this year included:

- Increased electronic policy communications and alerts;
- Enhanced quality and sophistication of advocacy work by nonprofits;
- Advocacy Leaders Program newsletter; and
- Networking opportunities for former program participants and nonprofit advocates.

The Class of 2004 included:

Linnea Anderson, *American Red Cross of Central Maryland*

Michelle Burks-Rollins, *Maryland*

Center for Community Development

Kimberly Burton, *Mental Health Association of Maryland*

Mark Celeste, *Resource Connections of Prince George's County*

Erin Coleman, *Baltimore's After School Strategy*

Karen M. Forbes, *Legal Aid Bureau, Inc.*

David Haltiwanger, Ph.D., *Chase Brexton Health Services*

Delshan Tyette Hanks, *Center for Fathers, Families and Workforce Development*

Carol Ann Michalik, *Baltimore Substance Abuse Systems*

Kelley O'Dell, *Montgomery County Coalition for the Homeless*

Amy Owsley, *Eastern Shore Land Conservancy*
Alfreda Robinson, *Maryland Justice Coalition*
Beth Miller Ryan, *Maryland Chapter of the National Council on Alcoholism and Drug Dependence*
Beth Slepian, *Maryland Disabilities Forum*
Anthony Walters, *Baltimore Education Network*

MARYLAND BUDGET & TAX POLICY INSTITUTE

The state's fiscal crisis continued to dominate public policy debates in the past fiscal year. As always, the Maryland Budget and Tax Policy Institute played a major role as an objective analyst of issues related to the state fiscal crisis. The Institute produced nine Maryland Policy Reports on fiscal and social policy issues in Maryland, and numerous other briefing papers.

What is the Governor Cutting From This Year's Balanced Budget?, the Institute's Maryland Policy Report on the mid-year cuts enacted in July 2003, was released on the same day the cuts were proposed and approved—eight days before the legislature's fiscal analysts completed their analysis.

In addition to publishing reports and analyses, Institute staff conducted numerous public education sessions in FY 2004, and testified before the General Assembly several times. Testimony was offered on such topics as the state sales tax, restructuring Maryland's personal income tax, and closing corporate tax loopholes. The Institute also gave testimony on a proposal to amend Maryland's

constitution to give the legislature greater authority to establish priorities in the budget process.

The following individuals served on our FY04 Public Policy Committee:

Barbara Bellack, *NAMI of Maryland*
Mindy Binderman, *Binderman & Ciekot*
Ann Ciekot, *Binderman & Ciekot*
Michaele Cohen, *Maryland Network Against Domestic Violence*
David Conn, *Baltimore Jewish Council*
Herbert S. Cromwell, *Community Behavioral Health Association of Maryland*
Lori Doyle, *Dulaney Station*
Rob Etgen, *Eastern Shore Land Conservancy*
William Ewing, *Maryland Food Bank*
Isabella Firth, *MANPHA – A Senior Service Alliance*
Janice Frey-Angel, *League for People with Disabilities*
Arthur Gold, *Maryland Association of Community Services for Persons with Developmental Disabilities*
David Hartswick, *YMCA of Central Maryland*
Laura Howell, *Maryland Association of Community Services for Persons with Developmental Disabilities*
Lee Hudson, *Lutheran Office on Public Policy in Maryland*
Jamie Hunt, *Mount Vernon Cultural District*
Wilhelm H. Joseph, *Legal Aid Bureau*
Adam Kane, *MANPHA – A Senior Service Alliance*
James Kaufman, *Johns Hopkins Health System*
Deana Krizan, *Mental Health Association of Maryland*
Mindy Lehman, *Maryland Independent College and University Association*
Douglas R. Mann, *Baltimore Symphony Orchestra*

Denise Matricciani, *Maryland Hospital Association*
James P. McComb, *Maryland Association for Resources for Families and Youth*
Barbara McCord, *The Coordinating Center*
Miquel McInnis, *Mid-Atlantic Association of Community Health Centers*
David McNear, *Advocates for Children and Youth*
Lynda Meade, *Associated Catholic Charities, Inc.*
Bruce Michalec, *Anne Arundel County Food and Resource Bank*
Stephen H. Morgan, *The Arc of Baltimore*
Jane O'Leary, *Catholic Charities*
Linda J. Raines, *Mental Health Association of Maryland*
Linda R. Ramsey, *Friends of the Family*
Lester Salamon, *JHU/IPS Center for Civil Society Studies*
Jan M. Schmidt, *Advocates for Children and Youth*
Glenn Schneider, *Maryland Citizens Health Initiative Education Fund*
Bret Schreiber, *Johns Hopkins University*
Bobbie Seabolt, *Maryland Chapter of the American Academy of Pediatrics*
Lorraine Sheehan, *Maryland Disability Law Center*
Kevin Slayton, *Public Justice Center*
Beryl R. Smith, *Presbytery of Baltimore*
Nancy M. Smith, *Arts Education in Maryland Schools Alliance*
Sandra R. Sparks
Anne Towne, *Association of Community Services of Howard County*
Nan Waranch, *United Way of Central Maryland*
Margaret E. Williams, *Friends of the Family*

MARYLAND ASSOCIATION OF NONPROFIT ORGANIZATIONS, INC.
Baltimore, Maryland

STATEMENTS OF FINANCIAL POSITION
AS OF MARCH 31, 2004
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2003

ASSETS			
	2004	2003	
<u>Current Assets</u>			
Cash and cash equivalents	\$ 423,523	\$ 151,129	
Short-term investments	327,999	498,810	
Accounts receivable	254,524	320,718	
Security deposit and prepaid expenses	66,624	50,518	
Total current assets	<u>1,072,670</u>	<u>1,021,175</u>	
<u>Furniture and Equipment</u>			
Furniture and equipment at cost, net of accumulated depreciation of \$430,570 in 2004 and \$348,394 in 2003	140,066	202,995	
Total Assets	<u>\$1,212,736</u>	<u>\$1,224,170</u>	
LIABILITIES AND NET ASSETS			
<u>Current Liabilities</u>			
Accounts payable and accrued expenses	\$ 226,555	\$ 96,013	
Deferred revenue	47,213	3,925	
Deferred membership dues	280,940	234,097	
Total current liabilities	<u>554,708</u>	<u>334,035</u>	
<u>Net Assets</u>			
Unrestricted:			
Board designated	40,000	40,000	
Undesignated	192,493	156,557	
Total unrestricted	<u>232,493</u>	<u>196,557</u>	
Temporarily restricted	425,535	693,578	
Total net assets	<u>658,028</u>	<u>890,135</u>	
Total Liabilities and Net Assets	<u>\$1,212,736</u>	<u>\$1,224,170</u>	

STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2004
WITH SUMMARIZED FINANCIAL INFORMATION FOR 2003

	2004			2003
	Unrestricted	Temporarily Restricted	Total	Total
<u>Revenue</u>				
Membership Dues	\$ 699,844	-	\$ 699,844	\$ 645,084
Grants and contributions	1,516,591	86,099	1,602,690	1,878,203
Member Services	721,843	-	721,843	754,737
Investment Income	5,176	-	5,176	25,669
Net assets released from restrictions:				
Satisfaction of donor imposed restrictions	354,142	(354,142)	-	-
Total Revenue	<u>3,297,596</u>	<u>(268,043)</u>	<u>3,029,553</u>	<u>3,303,693</u>
<u>Expenses</u>				
Personnel	2,029,878	-	2,029,878	1,817,664
Communications	139,743	-	139,743	131,204
Occupancy	157,500	-	157,500	150,284
Member Services	303,381	-	303,381	326,917
All Other	631,158	-	631,158	920,282
Total Expenses	<u>3,261,660</u>	<u>-</u>	<u>3,261,660</u>	<u>3,346,351</u>
Change in net assets	35,936	(268,043)	(232,107)	(42,658)
Net assets at beginning of year	<u>196,557</u>	<u>693,578</u>	<u>890,135</u>	<u>932,793</u>
NET ASSETS AT END OF YEAR	<u>\$232,493</u>	<u>\$425,535</u>	<u>\$658,028</u>	<u>\$890,135</u>

DONORS AND CONTRIBUTORS FY 2004

We wish to express our sincere gratitude to the following foundations, businesses and individuals who supported Maryland Nonprofits in FY04 (between April 1, 2003- March 31, 2004). We are pleased to count you among our partners. The many individuals and institutions that provide much appreciated financial support enhance the continual success and improvements of our many programs and services.

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We have made every effort to ensure the accuracy of this list, and ask that you notify us of any errors.

