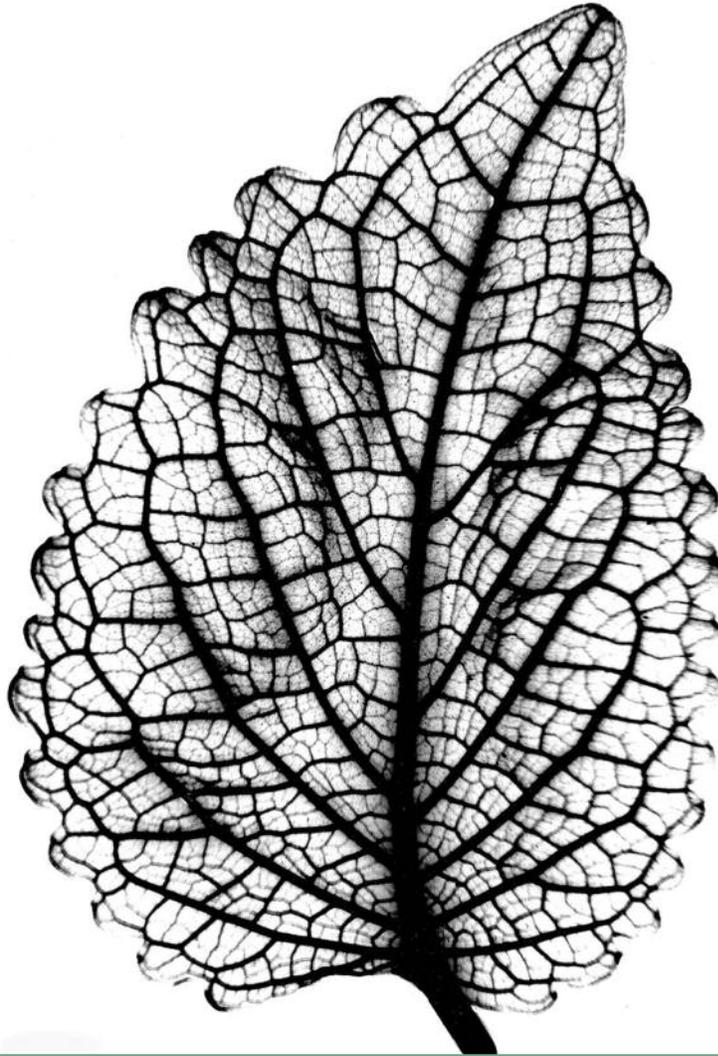
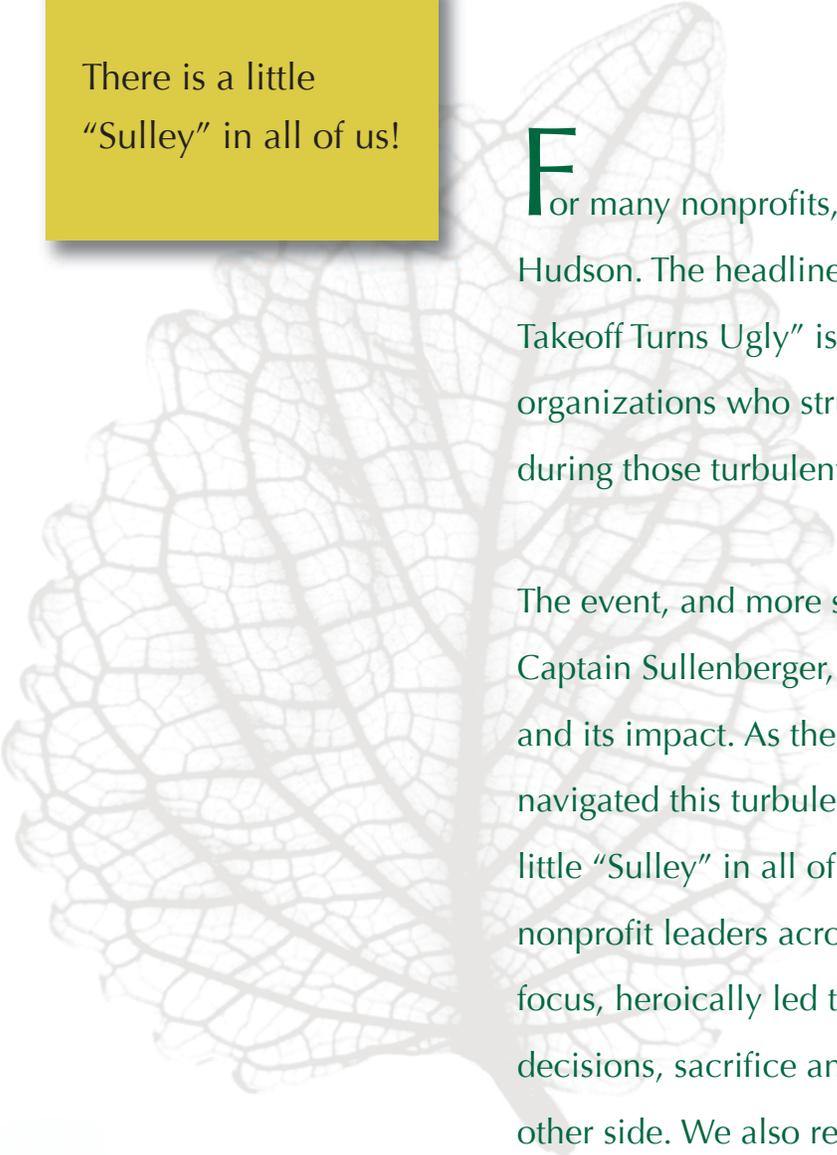


GEORGIA CENTER FOR NONPROFITS • 2009 ANNUAL REPORT

FOCUSED LEADERSHIP



GEORGIA CENTER
for NONPROFITS



There is a little
“Sulley” in all of us!

For many nonprofits, 2009 felt a little like the Miracle on the Hudson. The headline describing flight 1549 “A Routine Takeoff Turns Ugly” is a highly appropriate one for many organizations who struggled to survive and then stay afloat during those turbulent months.

The event, and more specifically the calm leadership of Captain Sullenberger, provided a snapshot of heroic leadership and its impact. As the Georgia Center for Nonprofits (GCN) navigated this turbulent year, we were reminded that there is a little “Sulley” in all of us. We were fortunate to bear witness to nonprofit leaders across Georgia who have, with determined focus, heroically led their organizations through tough decisions, sacrifice and high stress to arrive standing on the other side. We also recognized that the sector, without its business, government, and volunteer partners would be a sinking vessel.

GCN faced its own challenges while responding to our nonprofit partners’ needs and concerns. Our story over the past year is one of focused leadership under pressure and we are proud to highlight the exciting work we accomplished during the arduous months of 2009 by taking a page from Captain Sullenberger’s recollection.

Landing a Plane in the Hudson:

A Checklist for Leaders Everywhere

1. Accept the situation

As the economy worsened, panic ensued for many board and staff as nonprofits began to experience sharply declining revenue and dramatic service demands. GCN was called upon to help nonprofits understand and navigate. We took the following course of action:

- ✓ Produced and Disseminated special communications helping nonprofits understand the impact of the economy on donors, volunteers, clients and peers.
- ✓ Produced a quarterly index report, based on a survey of over 900 nonprofit senior leaders, quantitatively illustrating present and forecasted

economic impact, service demand changes and employment issues.

- ✓ Delivered four major events for nonprofits and philanthropic leaders to communicate research and trend data impacting nonprofits in Georgia.



2. Assess possible solutions

Changing the direction of an organization is much like changing the direction of an aircraft carrier – it takes time. Unfortunately, rapid choices were imperative and many groups did not have the luxury of time. Here is how we quickly responded:

- ✓ Created a series of workshops, led by GCN consultants, to help participating organizations create customized scenario plans and financial forecasts. These were delivered in four locations throughout the state to a total of 204 participants.
- ✓ Created a special area of our website called *Tools for Tough Times* that provided instruction, resources and guidance about building scenarios and executing change.

- ✓ Organized *Raising Change*, a mini-conference highlighting methods to adapt fundraising efforts or adopt new methods for short term revenue production.

- ✓ Delivered over 500 Scholarships to our 200+ workshops offered via Nonprofit University, focusing on essential topics including financial, planning, development and marketing.



3. Own a plan of action

In the wake of economic turmoil, nonprofit organizations had to make tough decisions including: staff layoffs; programmatic delays; cash flow issues; and resource constraints. GCN had to adjust its own organizational plans to be fully focused and responsive to the needs of our nonprofit partners, while forging a path to sustainability in an environment that was unfriendly to revenue generation. Here is what we did:

- ✔ Convened staff and board in a one day retreat to create a course of action that allowed us to remain strong and to respond fully to our nonprofit partners, while exploring essential scenario plans for GCN.
- ✔ Comprehensively reviewed all expenses against priority plans and made appropriate adjustments.

These included suspending selected research activities to focus time and dollar resources to meet our customer's most pressing needs.

- ✔ Communicated with our donors by presenting our research on the economy's impact on nonprofits and their needs.



4. Focus and do the best you can

Once a plan of action is chosen, the hard and ambiguous work of adjusting and flexing to the environment, as well as, ensuring that the full force of organizational leadership experience and attention is placed on a positive outcome, begins. GCN worked to adjust to the new environment by doing what we do best - supporting leaders, saving nonprofits money, speaking on behalf of the sector in the policy arena, and equipping organizations with the skills and strategies necessary to navigate around and through obstacles. We delivered:

- ✔ Customized existing leadership programs for CEO's, CFO's, COO's and middle managers to focus on the specific management and strategy issues relevant to the economic crisis. A total of 147 leaders participated in these year-long programs.
- ✔ A series of free webinars on strategy and management issues for handling crisis and seizing the stimulus opportunities to 375 nonprofit leaders. We also produced free year-long workshops for small, rural nonprofits outside the 22 county Atlanta region and 24 additional free seminars in the metro region – 1,500 organizations participated in these workshops.
- ✔ Two career conferences for displaced nonprofit employees and nearly 40 networking and content focused events for 1,000 individuals.
- ✔ Information transparency by publishing inter-

views with donors, nonprofit economic data, and research results from Georgia and the region. Over 15,000 nonprofit professionals received this information. Over 162,000 people accessed all of GCN's informational resources in 2009.

- ✔ Federal and State advocacy and training, including: regular policy updates; efforts to pass legislation to study the economy's impact on nonprofits; webinars examining stimulus legislation; and up-to-date information about tax changes (including the new 990 tax form and 403b regulations).
- ✔ Up-to-date and relevant information about the state of the nonprofit sector. We wrote and published 24 articles in Georgia newspapers; gave 22 media interviews; conducted over 50 presentations; co-produced the Georgia Giving Guide with the Atlanta Business Chronicle.

5. See the work 100% of the way through

After landing the plane in the Hudson, Captain Sullenberger stated that “his work had just begun.” Next, he had to ensure that the passengers actually made it off the plane and onto a rescue vessel. During a hugely tumultuous time, GCN worked to ensure that organizations had the resources and skills necessary to make a bigger impact on their cause and community – even if we had to work harder to do so. Sadly, not all of our state’s nonprofits survived, but the ones that did are stronger than ever before.

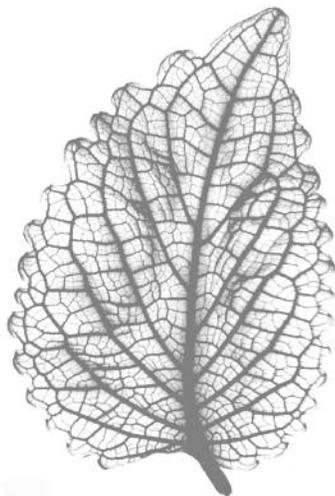
GCN influenced the landscape by offering an array of innovative, accessible, affordable, high-quality programs and services that nonprofits need to develop leaders, build strong boards, maintain financial health, innovate new strategies, build capacity and ultimately deliver impact. In 2009, the Georgia Center for Nonprofits empowered over 9,000 nonprofit professionals representing 3,000 organizations to manage, lead, govern and operate effectively.

6. Take time to reflect, learn and grow

GCN has served Georgia’s nonprofit community for twenty years. Over this period, we have built a strong foundation consisting of a stellar brand supported by the credibility of our thought leadership, the value of our products, the innovative spirit of our people, and the powerful leverage created by our partner network. We have a bold vision for what our community can achieve through collective action and for the role our

organization can assume in propelling that vision forward.

As one of the largest and most innovative organizations of its kind in the country, and the only one of its kind in Georgia, GCN’s reputation is unrivaled. We appreciate our donor-investors, our nonprofit partners, our board, and the legions of volunteers who are all instrumental in our work and without whom we could not make an impact.



GCN focused on supporting nonprofits – We delivered!

Moving Forward:

Our focus in 2010 will be to get back to the work of defining and embedding the foundations of high performance across the spectrum of nonprofit practice; leveraging the power of our network; promoting and leading innovation in organizations and in sector-wide initiatives; and ensuring that GCN is stronger and more capable than ever before.

For those of you who have supported our work, we thank you. For those who wish to join us on our journey, we invite you to add your vision, talent, and desire to make an impact to GCN's goals of empowering nonprofit leaders and building organizational performance.

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Financials – 2009

EXPENSES



* Including training, consulting, information, membership, advocacy and job services

REVENUE AND SUPPORT



* Including membership dues, workshop income, employment services income, consulting and commission income, product sales and investment returns



Donors – 2009

- | | | |
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| Aetna | Betty and Davis Fitzgerald Foundation | PricewaterhouseCoopers |
| AirTran Airways | The John and Mary Franklin Foundation | QuikTrip |
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