Flexibility, Benefits And Feeling Appreciated Key Top Nonprofits

2019 NPT Best Nonprofits To Work For

By Mark H robin

"One thing we’re big on here is data analytics," said Eric Dill, senior vice president, Human resources, at American Arbitration Association (AAA). "Just don’t call it “Moneyball” for nonprofits. We may have great ideas but we need to sell that to a wide group of individuals," he said. Senior executives and leadership have a global view while finance executives focus on whether it demonstrates actual cost savings. "They can analyze data all they want; it’s the actionable side of it," Dill said.

The New York City-based nonprofit focused on alternative dispute resolution was among a number of organizations that secured a spot in the 2019 Best Nonprofits To Work For in its first year of participation in the 11th annual national study. AAA ranked No. 9 overall and fifth among large organizations (250 employees or more).

AAA has added predictive analytics to its recruitment and hiring process, using Berke Assessment, a web-based tool for final candidates to assess their cognitive and personal traits, mapped to the job role.

"We don’t rely on it totally... but to identify high-potential employees," Dill said. "We know who the high performers are, but it’s also a tool to say, maybe you didn’t consider this employee for this role," he said.

All employees receive performance reviews but in some recent cases analytics have enabled AAA to identify current employees for promotional opportunity who might not have otherwise been obvious for consideration. "It gave us different insight," Dill said. He pointed to one candidate who was recently promoted. Their skills and natural ability correlated well to a promotion but if interviewed, they might come off as quiet or reticent. 

"Sometimes they don’t interview well but otherwise they’re quite strong," Dill said.

Data analytics help with both recruitment as well as retention, a primary focus for AAA.

While AAA participated in the Best Nonprofits survey for the first time, other organizations ran solely by boards, according to Amy Dinofrio, vice president of human resources at UW. Making it difficult to track turnover. According to the "2019 Nonprofit Organizations Salary and Benefits Report" by The NonProfit Times and Bluewater Nonprofit Solutions, the

CEO Turnover At UW’s Hits More Than 100

By Mark Herrera

More than 100 affiliates of United Way have new chief executive officers (CEO) in place since the start of 2018. Considering that there are more than 1,100 affiliates in the United States, that might not sound like a lot but more than one-third of the departures are the result of retirements that have already taken effect or have been announced. Whether it’s a canary in the coal mine that Baby Boomers are starting to leave the industry remains to be seen but a compendium of media reports and press releases by The NonProfit Times estimates that 121 CEO positions at United Ways of all sizes have turned over since the start of 2018 or will this year. About half of the largest affiliates by fundraising in 2018 have seen their CEOs step down since the start of last year.

United Way Worldwide (UWW) officials said the organizations doesn’t track CEO turnover among affiliates. According to a spokeswoman, turnover can be estimated for 2017 and 2018 at around 12 and 13 percent. Small affiliates are sometimes one-person shops or the board and one administrator or a bookkeeper. There are almost 100 United Way affiliates run solely by boards, according to Amy Dinofrio, vice president of human resources at UW, making it difficult to track turnover.

According to the "2019 Nonprofit Organizations Salary and Benefits Report" by The NonProfit Times and Bluewater Nonprofit Solutions, the

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organizations returned to the list after a few years off, including this year’s top-ranked nonprofit, NOGCC, Inc. The National Older Worker Career Center (NOGCC) also earned the No. 1 ranking when it last participated, in 2014 and 2015.

Someone at another association was reading the April 2011 issue of The NonProfit Times, saw that NWGCC was among the Best Nonprofits and started applying for jobs there, according to German Cato Vanegaas, president and CEO. “We didn’t have anything that matched her skills set” at the time, Vanegaas said, but she ended up joining the Arlington, Va.-based organization by 2010.

The 2013 Best Nonprofits To Work For report was dominated by small organizations (15 to 49 employees) and medium nonprofits (50 to 249 employees). Eighteen small nonprofits made the list, including No. 1 overall and five of the top 10. Medium organizations accounted for more than half of the list, at 25, including 11 of the top 20.

The top 10 key drivers identified in the survey were:
- I feel I am valued in this organization;
- I feel I have good relationships with my colleagues;
- My organization encourages professional growth.
- I have a clear understanding of the organization’s vision and mission.
- I have access to the resources I need to do my job.
- I have a willingness to learn and grow within the organization.
- I feel I have opportunities for advancement within the organization.
- I feel I have opportunities for growth and development within the organization.
- I feel I have opportunities for advancement within the organization.
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The Harrisburg, Pa.-based firm puts organizations through a battery of surveys to develop the key drivers. The Employee Benchmarking Report portion of the survey includes 70 questions and statements within eight categories, with the percentage of respondents noting an agreement or disagreement with each statement.

Organizations that were recognized as the Best Nonprofits To Work For scored an average 90 percent positive responses overall while those that participated in the survey but did not rank among the top 50 scored 82 percent on average.

Many organizations use the survey data to gauge their own operations and garner employee feedback. Both previous and current members of Public Health Institute (PHI) participated in the Best Nonprofits To Work For, human resources staff used the results to make recommendations about new programs or initiatives, according to Valerie McCarroll Woodson, vice president of human resources.

“When we started this process, it was not with the idea that we’d win but that we’d learn about our organization and how we can continue to improve,” she said. “We are a continuous learning organization. We do what we do for professional reasons, but we do the rest for personal reasons.”

“We identified some metrics for ourselves to monitor on a regular basis. We don’t track everything because we can’t track everything, but we track key areas,” Woodson said.

The No. 1 organization, NOGCC, works to get all employees certified in their position through outside education. There’s a strategic work plan with clear expectations. Vanegaas said, with progress for all staff and courses are paid 100 percent by NOGCC.

“Feedback from the survey gives us things to work on. It’s not just to get an award,” Pitman said. “We’re doing it because we believe we will take care of our employees first. It allows us to do our work, and to be a great place to work.”

Pitman has always had strong benefits and employees appreciate that. Woodson said, but some rules came out of the survey results as they continue to improve communications and make these offerings around professional development.

As a public health, health-focused organization, we do everything we can to try to help our employees stay healthy and focus on prevention and wellness,” Pitman said.

Pitman, who has 25 years of experience in the field, said it’s important to have a place to go where they can take a moment for themselves. The room includes a sofa, artwork, yoga mat, refrigerator and fountain. There’s also a stress reducer kit, which includes such things as a sketchbook or a stress ball that employees can bring back to their desk.

Since sitting is considered the new smoking when it comes to heart disease, workplaces have jumped on the trend of standing desks for employees. AAA piloted a standing desk for almost two years ago before implementing it.
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Last year, “It’s gone over well,” Dil said, admitting that he was skeptical at first because of some “law cubicle environments” that might disrupt workplace neighbors. “If anything, it’s helped to create an even greater sense of community,” he said.

“The issue we have is if we ever get our hands on it. It’s an item that has to be budgeted,” Dil said.

In addition to physical well-being of employees, Best Nonprofits educate staff to keep financial wellbeing on top of mind. “We believe that having good benefits and a strong salary is important but also supporting people in their financial literacy and wellbeing.” Pitman said. PH has implemented a three part retirement education series around financial wellness and free financial counseling. “People who are near retirement age have solidified ideas of what they want, said Dil.

The employer match has grown too, increasing just this year. AAA would match $4 at 4 percent if an employee contributed 5 percent, now if an employee contributes 6 percent, it will be matched at 5 percent. AAA also started making discretionary contributions of 5 to 4 percent a few years ago. It’s a commitment by the nonprofit to enhance retirement savings for staff, Dil said. The employer match immediately reduces immediately as the discretionary match has a six-year vesting schedule. Combined, the retirement plan has the potential for an employee to attain a 15 percent growth rate.

“We’ve gotten people to pay attention to what their future is,” he said. “We want you to have your career here but at some point that career is going to end, and we’d like it to end in a way that allows you a comfortable lifestyle in retirement,” Dil said. “In my experience, people who are focused on retirement planning, tend to be more focused on day-to-day spending as well. They become much more self-aware of financial habits and that’s easier to start at retirement habits,” he said. “There’s also less stress for people then focusing on immediate hours.”

Regardless of size, revenue or mission, there are additional opportunities and initiatives that nonprofits should consider to improve employee well-being. These include mental health resources, flexible work arrangements, and opportunities for professional development.

Several common traits emerge among the 50 organizations in this year’s Best Nonprofits To Work For Among the eight
categories of questions and statements in the Employee Beneﬁts Benchmark Report, Best Nonprofits scored at least 40 percentage points higher on positive responses in three of them.

• Leadership and Planning, 90 percent to 79 percent
• Culture and Communications, 89 percent to 78 percent and,
• Training, Development and Resources, 85 percent to 75 percent.

Leadership and Planning was even more pronounced among small organizations, where Best Nonprofits scored 83 percent to 78 percent of those that did not make the list.

The category of Overall Engagement saw the highest percentage for Best Nonprofits, at 92 percent, compared with 86 percent for those not ranked.

Best Nonprofits rarely scored less than 80 percent on any one of the 79 questions. On specific questions and statements in the report, “I feel physically safe in my work environment” scored the highest percentage of positive responses of any question, at 97 percent, followed by:

• “I am willing to give extra effort to help this organization succeed” — 96 percent;
• “My physical working conditions are good” — 96 percent;
• “I like the type of work that I do” — 96 percent.

1. I feel I am valued in this organization.
2. Most days, I feel I have made progress at work.
3. I have conﬁdence in the leadership of this organization.
4. I like the type of work that I do.
5. I can trust what this organization tells me.
6. I like the people I work with at this organization.
7. Quality is a top priority with this organization.
8. Overall, I am satisﬁed with this organization’s beneﬁts package.
9. I understand the long-term strategy of this organization.
10. My supervisor helps me develop to my fullest potential.

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TOP 10 KEY DRivers 2019

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are adequate to provide quality products/services. Overall, the 50 Best Nonprofits scored an average 80 percent positive response while employers not on the list scored only 58 percent — a difference of 22 percentage points. It was the lowest score overall for nonprofits not on the list, and significantly less than the average 76 percent within the category, culture and communications.

The imbalance was pervasive across all sizes of organizations when it came to adequate staffing levels. At small organizations, 82 percent of Best Nonprofits had a positive response, compared with just 59 percent at other organizations. Among medium organizations, Best Nonprofits, had 81 percent positive responses versus 63 percent at other organizations.

“My pay is fair for the work I perform,” scored 79 percent — the lowest individual question for Best Nonprofits, but still 16 percentage points greater than 63 percent scored by those not on the list. That was the second-largest gap among positive responses.

AAA determined through an annual benefits analysis that only about 40 percent of staff, including members of their household, were getting their annual physical.

In Healthy Directions program provides a $10 per month discount on employee portion of healthcare fees, which could cost the organization upward of $60,000 annually. To encourage staff to see their doctors regularly. AAA introduced a quarterly raffle for a $2,000 gift card for employees who get their annual physical. About 85 percent of staff now get their annual physical.

The idea is that frequent and regular communication between doctor and patient improves the chances of catching a manageable disease or other issue at early stages. Dil said. “The cost of someone having a heart attack because they didn’t treat hypertension, that’s signi-
Large Organizations
Communication Skills Key To Transparency At Far-Fung Organizations

Dr. Mark Herron

Mary Burton has been chief executive officer (CEO) at Public Health Institute for about 11 years—precisely the average tenure for chief executives among large organizations recognized in the 2013 Best Nonprofits To Work For.

For large organizations that participated in Best Nonprofits but did not make the cut, the average tenure was just more than seven years. It was the widest gap as far as CEO tenure between large organizations that won a place on the list and those that were not. PHII ranked No. 4 among large organizations (those with 250 employees or more in the United States) and No. 48 overall in the 2013 Best Nonprofits To Work For report.

That’s not to say that CEO tenure is a deciding factor in determining Best Nonprofits. Harrisburg, Pa.-based Best Companies Group (BCG) surveyed employees on communication—one of the areas where Best Nonprofits distinguished themselves from the rest of the pack, outpolling the field by 10 percentage points in the category of Culture and Communications (87 percent to 77 percent).

With so many employees, in so many places, there’s no such thing as over-communication at PHII. “You can’t have too many ways to have touch points within the organization,” Burton said.

Now in its 55th year, the Oakland, Calif.-based PHII has between 600 and 700 employees at any given time, scattered around the globe. The majority of staff are located in four U.S. offices, including three in California (Monterey, Oakland and Sacramento) and another in Washington, D.C., all of which have more than 100 employees. There are also one or two employees in at least a dozen states, as well as expatriates around the world, including South America, Asia and South Africa.

“We have monthly central staff meetings so we’re building community in central staff. We realized there were lots of others not getting connection to central offices,” she said.

PHII ranked No. 4 among 200 top nonprofits in the list for its total employee headcount and has 37 offices in 20 states with a total employee headcount of almost 600.

Best Nonprofits ranked No. 4 overall among Best Nonprofits and No. 5 among large organizations.

The biggest challenge is keeping people engaged in an environment where there’s a geographic disparity among offices and headquarters, according to Dill. “Headquarters is viewed as ‘those guys’ in organizations that have that geographic footprint. Here it’s becoming a lot less so. Less center of universe and more importantly a partnership,” he said.

Wounded Warrior Project (WWP) ranked first among large organizations and seventh overall. While its headquarters are in Jacksonville, Fla., WWP has offices and employees around the country.

“Best Nonprofits are doing an incredible job of creating a stronger community. We’re building community in different ways,” Burton said.

This year we continued focus on transparency and culture,” CEO Mike Lintingston said, to ensure that employees are engaged and aligned with the mission and understand the role they play in the success of the wounded veterans served.

“We also honed in on WWP’s core values — with service and innovating leading the way,” he said.

WWP started a shared communications event which connected all of its offices and employees in a live-streamed forum. “Through the use of a free website, teammates interacted with each other across the country in real-time,” Lintingston said. “Sharing in information is important in keeping everyone informed, aligned, and engaged” in support of mission, he said.

Two other categories also had similar 10-point disparities: Leadership & Planning (08 percent to 70 percent), and Work Environment (91 percent to 81 percent).

The highest positive responses for large organizations in the Employee Benchmark report were in the category of Over-All Engagement (92 percent), followed closely by Pay and Benefits (91 percent) and Work Environment (91 percent). Forty percent of large organizations in the Best Nonprofits cover 100 percent of health premiums, compared with just 14 percent of large organizations that did not make the list. Large Best Nonprofits also averaged a few extra paid holidays into their calendar, an average of more than 12 compared with fewer than 10.

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Technology plays a vital role in this conversation, he said. Finding a manageable disease sooner, before it becomes catastrophic, will be much less expensive.

“What motivated us to do it was we looked at data where we were spending on healthcare,” Dill said. Common diseases like hypertension and prediabetes were not showing up as common among employees but after digging down into the data, AAA found that people were not getting their physicals.

“Employees get engaged, interested and involved. The raffle is a great way to do it,” Dill said.

These different benefits programs are a cost to the organization but it’s part of AAA’s recruitment and retention efforts to keep other costs in check. People sometimes overlook the true cost of turnover, which is something to consider in the current low unemployment environment. “We look at a lot of data analytics across a range of human resources practice areas but one of our biggest drivers is recruitment and retention,” Dill said.

AAA has a turnover rate of about 11 percent, and would like to keep it there or lower it if possible. “There’s a significant cost to turnover. While these programs and benefits can add up, the benefit is in having a lower turnover rate and creating a much more efficient organization,” he said.

Based on average salaries and average turnover, the difference between a turnover rate of 11 percent and 15 percent could mean a savings of a half-million dollars or more — and that’s being conservative.

“People look up to health resources that topic into the conversation, it validates why it’s important to spend a little money here or there,” Dill said.

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large organizations that didn’t make the cut. Similarly, 60 percent of large organizations that made the top 50 offered paid time off (PTO) compared with only 29 percent that were outside the top 50.

Dill recalled the story of a staff member who relocated to the West Coast last year because the person got engaged. The employee stayed enrolled in AAA’s benefits program because it was so much better than the benefits at her spouse’s for-profit employer.

“Any nonprofit or HR person will tell you, that’s the best phone call you can ever receive,” he said. Dill emphasized the gross duty of care for all welfare and benefit programs is the retention aspect employees appreciate it.

Benefits at PHI also rank high. “Yes, we have great benefits but what we hear when we ask, what describes us best, employees tend to talk about flexibility, support, equity, great co-workers, and, yes, the benefits are good.” Pittman said.

All large organizations in the Best Nonprofits study allowed paid time off for community service activities or volunteer work compared with less than three in 10 large nonprofits that didn’t make the list. Another unanimous area for large nonprofits was employee bonus or incentive programs. Among large nonprofits that did not make the list, only 71 percent offered such programs.

Four of five large Best Nonprofits also offered cafeteria or meal subsidies, free snacks or beverages, only 29 percent of large organizations not on the list did so.

“The kind of work we do is important and the support to our employees to able to do that meaningful work is just as important,” Woodson said.

“We understand that people are our best assets but we’re also a great organization with a great reputation so we have to make sure our business needs are met,” Woodson said. “The only way to do that is attracting good people and keeping them.” Both organizations also noted their programs for recognizing employees. At AAA, the president’s award goes to employees who live and exemplify its core values. Ordinarily, it’s three employees who are feted in three categories, Dill said. CEO India Johnson announces the winners’ names in a company-wide conference call and you’ll hear staff in that respective office cheer. Only the last time, in a surprise move, the CEO continued past three, recognizing six staff. “One thing you can predict is that she can be unpredictable,” Dill said of Johnson.

“Besides the mindfulness, trying to help people be able to look at financial stability, we also try to do fun activities, celebrate the diversity of our organization,” she said.

Woodson “feels really good” about PHI’s voluntary turnover rate, which can range from 10 to 13 percent over the year. “A lot of employees have been around a long time,” she said, pointing out Pittman’s executive assistant, who has been with the organization 35 years, and PHI’s general counsel, who has served almost 40 years. Woodson herself has been at PHI for a quarter-century.

The lowest positive response rate for large Best Nonprofits on the Employee Benchmark Report was 84 percent in Training, Development and Resources.
Medium Organizations
Sharing Meals, Group Events, Schedule Flexibility
Keep Staff Together And Organizations Thriving

By Paul Clancy

Nonprofit work isn’t for the faint of heart. It isn’t for the glory or remuneration that allows you to retire early. So, you need a pretty good sense of humor.

Take the Space Foundation in Colorado Springs, Colo., for example, which has a lounge and meetings area they rent out called “Area 51.” It is not used by aliens, at least of which they are aware.

or somewhat new to the organization are the chief executive, chief operating officer and head of human resources. “Everyone’s commitment to a common mission” is what has kept things moving along, she said. The main unique benefit “is a true work/life balance. There’s one five-day day per month,” said Vinson. “It’s whenever they want it and it doesn’t go against the PTO (paid time off) annual, she said. There’s also a two-week break around the December holidays and flexible shifts.

She referred to the team as “space geeks” who are rabid seekers of information. The organization budgeted $125,000 annually for the roughly 60 employees to better their skills. The organization uses LinkedIn learning and there is access to on-demand training and webinars where staff members “can build a learning path,” she said.

Responses to the Best NonProfits study from employees at medium-sized organizations showed common bonds and opportunities were very important, and topped or tied their larger brethren when asked their reactions in eight categories. Those categories were: Leadership and Planning, Culture and Communication, Role Satisfaction, Work Environment, Relationship With Supervisor, Training, Development and Resources, Pay and Benefits, and, Overall Employee Engagement.

The lone area where organizations with 50 to 209 employees came out behind larger organizations was in the Pay and Benefits category. Respondents at medium-sized organizations did not score their organizations as well as those from larger organizations did on the questions within the category. “My pay is fair for the work I perform” and “I’m satisfied with the tuition reimbursement benefits,” two and three points behind respectively.

“We started letting family and friends in and word kind of got out. Now people rent it to watch things like the Super Bowl. It’s a revenue stream we weren’t expecting,” said Kathleen Vinson, vice president of operations.

Even though the organization has been in transition at the senior management level, staff still gave the organization high enough scores to finish No. 37 overall and No. 21 in the medium-sized organization category ($1-250 employees). One shock was the death of former CEO Elliott Pullham who had planned to do a lot of traveling in retirement. He retired, was diagnosed with brain cancer and died within months of leaving the organization.

Much of the C-suite has transitioned during the past two years. “Change came over us as a tidal wave,” Vinson said. New employees came out behind larger organizations in the Pay and Benefits category. Respondents at medium-sized organizations did not score their organizations as well as those from larger organizations did on the questions within the category. “My pay is fair for the work I perform” and “I’m satisfied with the tuition reimbursement benefits,” two and three points behind respectively.

Medium-sized organizations tied with larger organizations in two categories – Work Environment and Overall Employee Engagement. Workers at medium-sized organizations felt safer in their environments than at larger organizations. They are also more likely to recommend working there to a friend, according to the data.

Under leadership and Planning, 90 percent of employees at medium-sized nonprofits approve of what’s going on at their organizations when those at nonprofits that didn’t make the list came in at 82 percent approval. CEO tenure averaged 19.1 years at organizations on the list and 11 years at those that did not make the list.

Nearly half (44 percent) of medium-sized organizations on the list offer

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a category in which large organizations that did not make the list also scored lowest, 76 percent.

Providing professional development opportunities for employees can be a challenge. PEO purchased a management system several years ago through SkillSoft, making available to all employees and managers, at any time, a catalog of more than 500 online classes.

At AAA, average training hours per employee in just above 50, according to Dill, reaching 3½ hours last year. Employees are responsible for honing their own professional development plan. The organization is coming toward the end of a pilot program in its largest business unit where it’s invited staff to participate in professional development. That includes a mentor, assessment of skills and talents, and some one-on-one coaching to define a direction, ask employees what they aspire to be and complete an honest self-assessment. “We have the conversation with them,” he said. AAA has promoted almost 10 percent of staff each year for the last several years, he said. “We try to grow from within as best we can. It’s this notion of continuous improvement, which requires continued development,” Dill said.

AAA has been able to winnow its turnover rate from about 17 percent in 2013 to 11 percent last year. To Dill, that translates to cost savings – approximately $185,000 that could be re-invested into other employee programs.

AAA transferred from an insured platform on medical benefits to a self-insured program. It assumes some more risk but it also saved more than $3 million over that period. That savings can be reallocated to strategic programs, for instance, covering the estimated $200,000 cost a student loan repayment that was recently launched.

That’s the challenge for any nonprofit, you don’t know where your dollars are going to come from. Nonprofits tend to be a lot more conservative, for a good reason, spending around benefits. You don’t want to offer something and then have to take back in a year or two,” Dill said. “During austere times, one of the first things you see cutback in is training assistance,” he said. As far as loan repayment assistance, “there’s a factor there you can speak to employee retention and recruiting — there’s a trade-off,” Dill said.

“If you’re saving $1 million a year because of restructured existing programs, but did not impact or carve into the level of benefits, you can spend that money elsewhere on benefits,” Dill said, such as reduced co-payments for employees.
MEDIUM NONPROFITS (continued from page 9)

The chance to enroll in healthcare to both full- and part-time employees, with 67 percent allowing employees to enroll within the first 31 days of joining. Nearly one-third (30 percent) of organizations enroll staff on the first day of hire. It was only 6 percent for organizations that did not make the list.

When it comes to coverage, 41 percent pay the healthcare premium with another 52 percent covering between 75 percent and 99 percent of it. All of the organizations on the list offered health benefits.

Dependent coverage was offered at 11 percent of organizations in the category and 50 percent pay between 75 and 99 percent of dependent coverage. Just 4 percent did not contribute to dependent coverage.

To the dentist and are also covered in some form by employers on the list, with 52 percent paying the entire premium and 26 percent paying between 75 percent and 99 percent of it.

At least 52 percent of employers on the list contribute between 75 percent and 100 percent of vision coverage.

Some 89 percent have flexible spending accounts and offer an average 11 holidays per year. And, 70 percent report having telecommuting options and 56 percent permit time off for community service/volunteer work.

Of the top medium-sized respondents, 56 percent reported offering paid time off as a bank of days that includes vacation, sick and personal days, and all offered either a 401(k), 403(b) or section 457 retirement plan. Of organizations making the list, 85 percent match some percentage of employees' contributions to retirement plans. While 74 percent provide wellness and fitness programs in the workplace, 70 percent provide cafeteria or cafeteria subsidies, free daily snacks or beverages.

Job performance is key to these organizations, with 52 percent conducting annual performance reviews, 19 percent doing them twice annually and 26 percent doing them more than twice per year.

Family is important to the medium-sized organizations with all on the list having flexible hours for school events or taking a family member to the doctor. Organizations on the list provided full or partially-paid leave for birth or adoption of a child (67 percent) and 57 percent provide adoption assistance, such as reimbursements of agency fees. Nearly three-quarters (70 percent) provide lactation facilities.

On-site personal development and stress management workshops, seminars, or classes are offered by 74 percent of those on the list and 85 percent provide an employer-sponsored Employee Assistance Program (EAP) which might provide counseling for marital, parental or financial problems, and/or assistance for specific conditions such as substance abuse, smoking or gambling.

There's no one-size-fits-all minimum at 93 percent of medium-sized organizations and meetings and staff-off duty events are limited to during work hours at 70 percent of the best places to work. Fully 96 percent of workers responded.

“Like the type of work that I do.” And, 95 percent understand their importance to the organization’s success while 91 percent responds that they are given enough authority to make decisions.

A new strategic plan in 2013 started transforming the atmosphere at American Association for Clinical Chemistry (AACC) in Washington, D.C. “It used to be a group of silos,” said Molly Polen, AACC’s senior director, communications and public relations. The nonprofit finished No. 43 on the ranking and No. 25 in the medium-sized category. “A lot of folks had programs they had been working on a long time,” she said. The strategic plan pushed people to be more open and stressed the need to be working together to meet these goals,” said Polen.

Next came development of core values for the staff, AACC never had codified core values. “We integrated them into the review process,” said Polen. To continue the staff melding, there is an employee-lead employee recognition committee. Small recognitions, such as movie tickets, are awarded. On a quarterly basis an employee selected by peers gets a day off.

The benefits package has always been good but more has been added of late. Staff can get two paid days off per work with any accredited 501(c)(3). The organization extended the time off for bereavement but also extended the definition of “family” it now includes pet leave.

Conflict resolution is important at the Space Foundation and AACC. At the Space Foundation, employees are encouraged “as a rule to talk to each other. There seems to be more impact to talk it through and resolve it themselves,” said Vincent. Of course, human resources and an open door policy of the chief executive can also resolve differences.

As Polen said, attention is valued at AACC. It means “their work is visible and people appreciate it.” NPT

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Small Organizations
Mission Ties Staff More Closely Together
Than at Larger Organizations In The Survey

By Paul Guldin

Managers at the Travis Manion Foundation had some trial and error when staffing the organization. In one case a new employee lasted less than one week.

"The person was an U.S. Air Force veteran and was used to being tasked with a checklist of responsibilities. "It's not good or bad. Some people need that type of structure," said Joshua Jabin, chief operating officer of the organization.

The Travis Manion Foundation in Doylestown, Pa., was fifth in the 15-49 employee category and 11th overall in the annual NPT's Best Nonprofits To Work For competition. On April 29, 2007, 1st Lt. Travis Manion, his fellow Marines and Iraq Army counterparts were ambushed while searching a suspected insurgent house in the Al Jalib province of Iraq. Leading the counterattack against the enemy forces, Manion was fatally wounded by an enemy sniper while aiding and dragging fire away from his wounded teammates.

The key for smaller nonprofits is organizational flexibility and shared experience. "Everyone has to matter and have ownership," said Jabin. "Within daily life, it's not 9 to 5. Our staff is supporting members at night. Believe me, we are working more than 40 hours," said Jabin.

Almost all employees have exempt status. "We try to balance it (the time off) out. The organization also has a year-end holiday schedule where things officially shut down but staff members are ready should they be needed," Jabin said.

Executives at Nuru International in Irvine, Calif., describe the organization as "distributed." That means everyone is out in the field and gather for an annual one-week summit. It's one full week of working sessions, explained Marc Rahn, chief operating officer. Nuru finished 10th in the small organization category and 28th overall.

"While Rahn, described "the top benefit" as being able to work remotely, the infrastructure to support the staff is incredible. There is an "extensive cycle of care" program that includes medical evacuation due to the "slightly more dangerous environment" in which some staff work. There are also "psychological first aid" programs. Regular assessment of staff is vital.

"There is an extensive time off policy that includes "beyond vacation" and a mandatory two-week shut down around the holidays, said Rahn. There are also "RRR days" because staff often travels nights and weekends.

This doesn't mean it's a free-for-all when it comes to time off. "We have an extensive HR dashboard balanced scorecard" that also looks at certifications and diversity. "It's one of our strategic pillars," said Rahn.

Even though the Travis Manion Foundation is small, or because of its size, there are opportunities for professional growth. Five of the 49 employees recently were promoted into new positions. Staff turnover is 6 percent, a number Jabin said has been consistent.

Responses to the study from employees at small organization topped to tied their medium and large brethren when asked their reactions in eight categories. Those categories were: Leadership and Planning; Culture and Communications; Risk Management; Conflict Resolution; Professional Development and Resources; Pay and Benefits; and, Overall Employee Engagement.

The lone area where smaller organizations came out on top was professional growth. And larger organizations was the Pay and Benefits category but still just two percentage points behind larger organizations.

Under Leadership and Planning, 93 percent of employees at small nonprofits approve of what's going on at their organizations when those at nonprofits that didn't make the list came in at 78 percent approval. CEOs tenure averaged 10.4 years at organizations on the list and 8.3 years at those that did not make the list.

Half of all small organizations on the list offer the chance to enroll in healthcare for both full- and part-time employees. Some 72 percent allow employees to enroll within the first 31 days of joining. One-third of organizations enroll staff on the first day of hire. It was only 45 percent for organizations that did not make the list.

More than half (56 percent) cover the healthcare premium with another 28 percent covering between 75 percent and 90 percent of the premium. All of the organizations on the list offered health benefits.

The same can't be said for dependent coverage, with 6 percent of those making the list paying 100 percent of dependent coverage and 59 percent paying less than 20 percent of dependent health coverage.

Trips to the dentist are also covered in some form by employers on the list, with 50 percent paying the entire premium and 28 percent paying between 75 percent and 99 percent of it.

At least 72 percent of employers on the list contribute between 73 percent and 89 percent of their 401(k), 403(b) or Section 457 retirement plan. Of organizations making the list, 85 percent match some percentage of employees' contributions to retirement plans while 72 percent provide wellness and fitness programs in the workplace, 83 percent provide cafeteria or meal subsidies, free daily snacks or beverages.

Job performance is key to these organizations, with 64 percent conducting annual performance reviews, 22 percent doing them twice annually and 31 percent doing them more than twice per year.

Family is important to the small organizations with nearly all (89 percent) having flexible hours for school events or taking a family member to the doctor. Organizations on the list provided full or partially-paid leave for birth or adoption of a child (72 percent) and 28 percent provided adoption assistance, such as reimbursement of agency fees. More than half (61 percent) provide lactation facilities.

On-site personal development and/or stress management workshops, seminars, or classes are offered by 44 percent of those on the list and 61 percent provide in-person sponsored Employee Assistance Program (EAP) which might provide counseling for marital, parental...
SMALL NONPROFITS
continued from page 12
or financial problems, and/or assistance for specific conditions such as substance abuse, smoking or gambling.

There’s no certainty, or it’s kept to a minimum at 61 percent of small organizations and meetings and staff-only events are limited to during work hours at 72 percent of the best places to work.

Full 98 percent of workers responded, “I like the type of work that I do.” And 97 percent understand their importance to the organization’s success while 94 percent responded that they are given enough authority to make decisions.

Just as the staff at The Travis Manion Foundation deal with clients under great stress, so do the people at The Center for Trauma & Resilience in Denver, Colo. Taking care of one’s self is core along with delivering for clients. One-third of Quality of Life evaluation twice yearly. Emotional challenges can either push a staff away or pull it together. Staff put in trauma training to work twice over the years when staff members die.

“It was not work related. We involved everyone in moving forward honoring the person’s passing,” said Keith Fanning, director of training. It involved “looking at what we need to do, a ceremony and closure for staff and other services” for staff to grieve, she said.

Of course, there’s always the Salad Club and pot luck lunches every other Wednesday to keep the staff close, she said.

NPT’S BEST NONPROFITS TO WORK FOR – 2019

SMALL NONPROFITS
continued from page 12
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MOORE DM GROUP PICKS GRETCHEN LITTLEFIELD AS CEO

Moore DM Group has again hired away a leader from a leading firm in the nonprofit direct response industry. Gretchen Littlefield, president of Infogroup Media Solutions, is going to the Tulsa, Okla.-based firm as chief executive officer. Company founder Jim Moore will continue as chairman focusing on acquisitions and strategic growth. Geoffrey W. Peters will move into the role of chairman of the Moore DM Group executive board, focusing on product innovations and advancement of neuroscience and its impact on fundraising.

“The addition of Gretchen will bolster our already strong leadership team as we continue on our path of strategic growth and transformation,” said Moore. “Gretchen’s knowledge of the ever-transforming marketing landscape will play a pivotal role in furthering the Moore DM Group commitment to being thought leaders and innovators in the nonprofit industry.”

In her role at Infogroup, Littlefield directed the nonprofit, business-to-business and business-to-consumer integrated data and marketing services business units. Under her direction, the media strategy group experienced rapid growth with innovative products that were vertically focused, serving major industry sectors including retail, nonprofit, publishing, consumer, business and technology. Insiders said those roles will probably be split between two executives, at least one of whom is already with the firm.

“I am excited about the amazing growth taking place at Moore DM Group. The company is well-positioned to be the leader in marketing automation and I’m thrilled to be a part of it,” said Littlefield. Littlefield is well-known in the nonprofit arena, launching multi-million-dollar fundraising programs, building services and helping lead nonprofit and marketing advocacy organizations. She had been with Infogroup for 13 years. Littlefield is also vice chair of The Nonprofit Alliance.

Prior to joining Infogroup, Littlefield launched the fundraising program for a national organization which raised more than $800 million in two years. She also served as a director in one of the nation’s leading direct response marketing agencies. In 2009, she was selected as a Rising Star by Marketing Edge, the educational foundation of The Direct Marketing Association. She is currently co-chair of Marketing Edge.

Moore DM Group is comprised of 32 companies with more than 2,000 employees devoted to nonprofit work. The organization provides services including strategic consulting, creative development, media planning and buying, research and analytics, production management and product fulfillment, database services and public relations to nonprofit organizations, associations and government clients, and is a key contributor to strengthening the sector.

Among the Moore DM Group companies working in the nonprofit industry are CDR Fundraising Group, Barton Cotton, Direct Donor TV (DDTV), Production Solutions/PS Digital and Redfield & Co. Moore DM Group has operations in California, Colorado, Georgia, Kansas, Maryland, Massachusetts, Oklahoma, Virginia, Hong Kong and Toronto.
CEO Turnover At UWs Hits More Than 100

Continued from page 1

average tenure of a nonprofit CEO was about 13 years. Overall turnover was about 12 percent, according to the study.

Specifically within the public-society benefit sector where United Way resides, CEO tenure was 11.5 years. Tenures generally were longer at large organizations, with less than eight years at nonprofits with budgets of less than $500,000 and more than 18 years at organizations between $25 million and $50 million. Since 2010, CEO tenures typically have been longer than a decade at organizations of at least 81 million, according to The NonProfit Times research on the sector generally.

Most all of the executive director searches since the start of 2018 by Naperville, IL-based KEEN/Afford Executive Search have been the result of retirements, according to President and CEO Heather Eddy. What’s happening at United Way affiliates isn’t likely any different than retirements from other nonprofits. “It’s widespread across the sector — but it’s an easy one to aggregate because United Way is so well known,” she said.

There’s not a lot of new data on executive turnover or retirements, Eddy said, pointing back to The Bridgespan Group’s 2006 research that predicted that as many as 640,000 new senior managers would need to be hired in the nonprofit sector within 10 years of the report being published.

Baby Boomers naturally aging might be a source of turnover and retirements could be impacted by a good economy as people step down while their retirement funds are still intact, before a recession potentially disrupts the markets and, in turn, 401(k) plans.

Eddy said her firm has done more projects around job and growth coaching the past several years but those second-level leaders are still few and far between. “The way United Ways are structured, unless they’re large, there are not many No. 2s at United Ways,” she said.

It’s important that nonprofits be intentional about their leadership plan, Eddy said. Even if an executive director is only approaching age 60, it’s critical to talk about leadership. “Most boards still shy away from that issue because it’s a difficult issue,” she said.

Building Future Leaders, a project of The Bridgespan Group, aims to get nonprofit leaders thinking about future leadership needs and to identify competencies. “How do you begin to assess and develop your people to fill those leadership gaps that you’ll have in two or three years,” said Kirk Kramer, a partner at The Bridgespan Group and co-author of the 2015 paper, “Nonprofit Leadership Development. What’s Your Plan A for Growing Future Leaders.”

“A general recognition these days is that it’s a real weakness. We don’t have processes in place and systems of how to do this well,” he said. In talking to CEOs and executive teams, Kramer said this is something that nonprofit leaders need to get better at, realizing there’s been a huge gap.

This summer will mark 12 years that Milton Little has served as CEO of the United Way of Greater Atlanta. “I don’t know that we are any better or worse than any other industry that is facing the same thing,” Little said, where there is a grasping of the professional and managerial class. Certainly it’s been an issue we’ve talked about at the local level. We’ve put procedures in place around the time raising money. “I’m not exaggerating at all that it’s 10 times harder to raise money today than 30 years ago,” he said.

I’m not exaggerating at all that it’s 10 times harder to raise money today than 30 years ago.

- Paul Mina

Payroll deduction was the hallmark for workplace campaigns, and that’s “a very hard act to follow,” Mina said. “People don’t need payroll deduction anymore. Most don’t consider it a plus at all,” he said. United Ways must change their model, with more of a focus on individual giving, cause related giving, and they’ve become more aggressive soliciting individuals of high net worth.

The whole expectation has changed during the past decade, according to Mina. While there’s always been a focus on return on investment (ROI), he said it’s even more acute now. “The decentralization of workplaces and foreign investment have been good for the economy but not necessarily for United Way or local charitable giving, he said. “Most charities are in the same exact place that we are. We’re probably stronger because of our size and brand than most,” Mina said.

Donors are becoming much more interested in seeing a direct path from their wallet or pocketbook to impact, said Milton Little, CEO of United Way of Greater Atlanta. They place less importance on intermediary organizations and companies that run United Way campaigns continue to rethink how they pursue their sustainability and social responsibility objectives, he added.

Young professionals might not be as excited for workplace campaign as their parents and grandparents were, Little said, and have different ideas about what philanthropy is and what community involvement needs to look like. They’re also more likely to be engaged in community work through technology than previous generations.

“These present unique challenges that all United Ways need to address. We happen to be in a city that sees a lot of those and might see the pressure more acutely,” he said.
Continued from page 14

other state. "It's something you can't get anywhere else."

Sean Garrett credits his start to the United Way Community Fellows pro-
gram, where he spent a year learning on the job at the United Way of Dane
County in Wisconsin. As a 25-year-old, he found himself working with corporate
CEOs on some of the biggest challenges facing communities. "You don't get that
kind of experience in a lot of places. I got to be able to be part of that work," he
said. He left Charlotte, N.C.-based United Way of Central Carolinas last year after
almost four years as executive director to become CEO at United Way of Metro
Chicago.

A combination of more traditional conferences and learning opportunities

want to get to a point at which you jump the shark. Nobody ever wants to stay
and wear out their welcome yet communities need stability," she said, de-
scribing herself as part of Generation X. Troutman previously worked at a hos-
pital for five years and spent nine years at a university. "I came to a community-
based organization because I wanted to be closer to the mission," she said.

Smaller affiliates often become stepping stones for people, either to a larger
job at United Way or to another nonprofit. "Smaller United Ways can't afford to pay
an executive what other nonprofits can. Right now, we're competing with local
hospitals for development staff," Troutman said. "It's just the nature of the non-
profit world," she said, and people can earn a lot more money fundraising at a hos-
pital than at a community organization.

People leave their jobs for any number of reasons: higher salary, less stress,
education, or something more personal.

Jen Fine is retiring after 18 years as CEO of United Way of King County.
The Seattle, Wash.-based affiliate routinely is among the highest-revenue affiliates in the

UW system. He described his decision to retire as a natural course of events.

"Life is finite and you can't do these things forever. We've gone through a
successful transformation. It felt like the right time," Fine said.

"United Ways have had to transform themselves because workplace giving
is not as widespread, it's not growing," Fine said.

"United Ways are capable of transforming, we in Seattle have illustrated
that," he said, now oriented more toward individual giving, affinity groups
and events. "United Ways can continue to raise significant amounts of money
but they have to do it in a new way. That transformation is not always easy, some-
times it leads to turnover," said Fine, who joined United Way from running a
local Red Cross chapter after three years as a stay-at-home dad. Previously, he was
treasurer of Puget Sound Bank.

Turnover might be a little bit more expensive, volatile times, he said, and that cre-
ates turnover. "Certainly, there's burnout in the nonprofit world," Fine said, add-
ing that expectations are higher and problems exist while often the financial
or technology resources that people want might be lacking, which does some-
times lead to burnout.

"The recession certainly created volatility and competition has created volatil-
ity. I don't think those trends are ending. We think there are opportunities for success-
ful deals if we have proven in Se-
attle," Fine said APT
Boards Represent Membership

Staying in the loop takes a concerted effort of everyone

One of the most effective techniques to stay connected with members is simple. At each decision-making juncture in any board meeting, assign someone the task of asking, “How will this affect the average member?” If you aren’t certain of the answer, don’t make the decision until you field-test the idea. It’s also important that all board members continue to attend regular member meetings, especially local chapter meetings if the board is at the state, regional, national, or international level. This keeps board volunteers tied to day-to-day association life. It’s fine to attend meetings only periodically because of the time demands of board work. But every board member should nevertheless be encouraged to stay connected with the “home” group in some way. In addition to making sure board members keep going back to the local level, bring regular members to the board. Invite association members to speak at board meetings, either to explain proposals or activities in which they have a personal stake or simply to make a regional report. Since most association boards are elected by the membership, there is no good reason why board meetings should be closed to such participation.

Here’s still another simple but powerful idea. Commit each board member to do the math. One call a week equals 52 calls per board member a year with- out much effort at all. Now, multiply that by the number of board members and you’ll see the impact.

Tips for Special Gatherings
Any gathering of members — a conference, annual meeting, or special event — is an important opportunity for the board to simply mingle, talk, and listen. Accomplishing this, however, takes planning. Here are some suggestions:

- Limit the number of back-room meetings during association conferences.
- MINIMIZE BACK-ROOM MEETINGS ...

- Telephone one member a week.
The staff can randomly select the names and distribute the list monthly. These are not cold calls, as both people are already connected to the association.
- To guide the conversation and record the gist of the discussion, develop a brief telephone call response sheet. It can be on paper to fax in, or electronic to zip off via email. Key questions can change from month-to-month to solicit input on any number of association priorities.
- Such calls serve several purposes:
  - Keeping the board member in touch with issues on the ground;
  - Generating useful spot-check survey data; and,
  - Making the members contacted feel positive about the association’s leadership. There’s nothing like a little attention to make people feel visible and supported.

Call to Action
Exchanges

- BOARD MEMBER INTERACTION

- Exchange Connections

- Board members are the ones who have daily contact with association members. They possess invaluable knowledge of what people are saying and feeling. How often do you give them the opportunity to bring that information to the board table?
- NPT

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**FUNDRAISING**  
**EMILY ROSE PATZ**

**Your Donors**  
3 strategies to build multichannel relationships

Multichannel donors — those who give to your nonprofit in more than one way — believe in the work you’re doing. They follow your organization closely and support you in every way they can. They give online through your website and social media. They like and share your posts and events. They attend your fundraising events, sign up for volunteer opportunities, and invite their friends to come along, too.

Data shows that donors who engage with your nonprofit in multiple ways stick around longer, and in turn, give more. Data shows that multichannel donors contribute four times more frequently than online-only donors, and offline-only donors, and (on average) twice as much money as online-only or offline-only donors.

Here are 3 strategies to help build those relationships.

**Strategy #1:** Get to know your multichannel donors. You can’t grow your multichannel donors unless you know who they are, how they’re giving, and what motivates them to support you.

Understanding the fundraising activities, messaging, and campaigns that cause people who have given before to continuously give in new and different ways is crucial in creating engaging donor experiences that remain enthusiastic, loyal supporters — aka multichannel donors.

Keeping track of donors and their giving patterns is no easy task, but fortunately, fundraising and donor management tools can do it for you. You can create donor profiles that help you identify who your donors are so you can effectively engage them, segment communications based on donor activity, and communicate.

**Strategy #2:** Craft an engaging digital presence that promotes giving in multiple ways.

A successful multichannel fundraising strategy reflects a donor-first approach to every move you make. It includes building an experience across all of your digital touchpoints that informs donors of your work, creates an emotional connection, compels action, and encourages loyalty.

To maximize online giving, you should always pair your website, email, and social media campaigns with a variety of ways for donors to support your cause that are quick and easy. It’s not just for your donors to engage, but also for you to manage.

Your website serves as the central hub of your organization’s online activity. In today’s digital world, a modern, updated website packed with touching photos, heartfelt testimonials, donations and registration forms, and social feeds is a must. And for multichannel donors, your website can be their single source of information to keep up with your latest fundraising campaigns, events, and more.

Don’t stress if your website needs a makeover. You don’t need a web team to make it happen. There are plenty of tools available to have your website up, running, and continuously updated in house by your staff. It will always be fresh and engaging and your team will feel proud to have a part in it.

**Strategy #3:** Make giving personal by hosting fun and engaging events.

Meeting donors face-to-face gives you a unique opportunity to really know them and for them to know you. Thetypeofeventsyouthrow, the diverse personalities of your team, the way you weave your mission into the details of the day all make an impression. While events can be a heavy undertaking, there are tools to make managing volunteers, collecting gifts, and entertaining guests easier.

Nearly all text messages are read within three minutes, so leverage the power and popularity of text messaging to stay in touch with your multichannel donors. Promote giving at your event with a text-to-give keyword and short code. Encourage text message opt-ins at the event and keep your donors posted on all sorts of fundraising campaigns year-round. The best thing about text updates is that your donors will always see them.

Give your multichannel donors something to bring home by pairing your event with an auction. Whether you’re new to fundraising auctions or an experienced auctioneer, you can take the hassle out of live, silent, and online auctions with a cloud-based auction software that makes it easy and fun for your staff and your guests.

Remember, multichannel donors are fans of your organization. They give in different ways because they’re dialed into what you’re doing. Regularly reach out to your multichannel donors to:

- Thank them for their support;
- Show them how their donations are helping your cause;
- Invite them to upcoming events;
- Ask them to volunteer;
- Remind them that their generosity encourages others to give; and,
- Keep them updated on what’s new.

Don’t limit these communications to email. Be sure to keep your website, social channels, direct mail appeals, and personal engagement efforts up-to-date.

**Emily Rose Patz** is a senior writer at DonorPerfect in Fort Washington, Pa. Her email is spatz@donorperfect.com. The column was excerpted from the organization’s guide to multichannel donors at http://www.donorperfect.com/multichannel

**NONPROFITS FACE $12,000 EACH IN UBIT WITHOUT LAW CHANGE**

By ELMER DUFF

The U.S. Sen. Chris Coons (D-Del.) is calling for a 21 percent tax on the value of fringe benefits awarded by nonprofits, such as free parking or transportation assistance, in an “important mistake that deserves to be addressed and rectified.”

Coons is co-sponsoring with Sen. James Lankford (R-Okla.) the Lift for Charities Act to eliminate the tax, which is part of the Tax Cuts & Jobs Act of 2017. “This is a bill that has rough edges, that was not thoroughly vetted,” Coons said, adding that there is no tax on the tax committees in Congress or at the IRS doing the funding the tax. Coons spoke at a briefing at the U.S. Capitol to discuss the findings of a report commissioned by Independent Sector to assess the impact of the Unrelated Business Income Tax (UBIT).

The report surveyed 725 organizations with $9.5 billion in revenues. Almost half, 46 percent, with $8.6 billion in revenues, provided information related to the new UBIT. Elizabeth T. Borts, a fellow at the Urban Institute where she is the founding director of the Center on Nonprofits and Philanthropy, highlighted the findings in the report. Notable is the cost of taxing transportation benefits and the burden that goes along with such reporting would add an average of $12,000 to a nonprofit’s operating cost. Respondents found the UBIT “confusing” and Internal Revenue Service (IRS) guidance little helpful.

Some would take “a real financial hit,” said Coons. For smaller nonprofits, the number would be smaller, but the percentage would be high. In Delaware, his home state, DuPont donated a building some years ago to house nonprofits. There are currently 375 nonprofits at that address. Some are small, like a closet, Coons said, while others take up half a floor. They share a dedicated parking garage with 475 slots, which are now being assessed at $135 per parking space.

This is a real challenge for nonprofits that have never had to calculate the value of these benefits for employers, much less divide them up in multiple ways. Stuart Comstock-Gay, president and CEO of the Delaware Community Foundation, who

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Continued from page 17

participated in a panel at the briefing, said that he had heard of one nonprofit that was not repatriating the pot holes in its lot “because they don’t want to deal with the UBIT.”

Taxing the expenses of a nonprofit does seem an odd way to raise money, even by federal government standards.

Representative Kevin Brady (R-Texas), who chaired the tax committee, Ways and Means, said last year that there were unintended consequences to the UBIT that needed to be fixed. He advanced an amendment, but Congress ran out of time. Now Brady is the ranking member on Ways and Means, and it’s up to the Democrats to take the lead in the House of Representatives.

“I love legislating,” Coons said, especially when there’s an issue that is “good policy, good politics, and makes a difference in the world.”

Repealing the UBIT is “so focused and so important,” he said. The only problem is there is no moving vehicle, congressional penchant for the legislative vehicle that can carry the UBIT repeal through both chambers and to the president’s desk.

“There are very few trains leaving the station,” he said, urging those in attendance and the nonprofits they represent to not just have a pleasant meeting with a junior staffer but to piggyback on other vehicles on which the UBIT repeal could piggyback. NPT
### The NonProfit Times April 1, 2019

#### PEOPLE

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**Allison Staunstrup Becwar** is the new president and chief executive officer of Lincoln in Oakland, Calif. Becwar most recently was Lincoln's chief program officer.

Becwar joined Lincoln in 2009 where she began as a school-based clinician, then managed school-based programs for a few years, before overseeing the operations of Lincoln's school- and community-based programs. Lincoln provides 12 programs seeking to improve outcomes for families impacted by poverty and trauma in three focus areas: educational engagement, family strengthening, and well-being.

**Tina Cassidy** is the new chief marketing officer of WGBH in Boston, Mass. Cassidy joins WGBH with more than two decades of experience in communications, including a decade as a journalist at The Boston Globe.

Before joining WGBH, Cassidy was the executive vice president and chief content officer at InkHouse, where she helped grow the bi-coastal integrated digital marketing and public relations agency through new geographical markets, sectors and service offerings while supporting an inclusive work environment and award-winning client campaigns.

Cassidy was also a journalist with a wide-range of experience as a reporter and editor, primarily at The Boston Globe. She is the author of several non-fiction books that focus on women and culture. Her latest is *Mr. President: How Long Must We Wait?: Alice Paul, Woodrow Wilson and the Right for Women*.

**Bridget Duane** was hired as director of development at The Abilities Connection (TAC) in Springfield, Ohio.

Duane will manage and implement TAC's development plan and lead fundraising programs and donor relations efforts. She has more than a decade of experience in fundraising and development for nonprofits throughout Springfield and Clark counties in Ohio. She previously led a development position at Rocking Horse Community Health Center and as director of advancement at Catholic Central School. Her most recent position was director of advancement at The Heritage Center with the Clark County Historical Society.

**Michelle Foster** was promoted to executive director of the Grand Rapids African American Health Institute (GRAAHI) in Grand Rapids, Mich. He had been the organization's education coordinator since May 2019.

Foster is responsible for creating a strong foundation and driving a larger vision for donor engagement, program expansion and community connection.

He previously worked with post-operative orthopedic patients at Motion Technologies, where he ensured proper fitting in range-of-motion machines, braces and cryo-therapy equipment.

**Bart Landess** is the new executive director of the Catawba Lands Conservancy and Carolina Thread Trail in Charlotte, N.C.

Landess has nearly 30 years of fundraising and nonprofit experience. He joined the Conservancy and the Thread Trail from the YMCA of Greater Charlotte, where he was vice president of major and planned gifts. Prior to that, Landess worked at the Foundation for The Carolinas in development and planned giving.

Landess is former chair of the North Carolina Planned Giving Council. He's also a founding member of the Institute of Philanthropy and Leadership Gift School and a former Board member of Legal Services of the Southern Piedmont (now Charlotte Center for Legal Advocacy).

**Greg Lowe** was appointed president of the newly-created North Carolina Division of HCA Healthcare, which includes the Mission Health system.

Lowe formerly served as chief executive officer of HCA’s Chippewa and Johnston-Willis hospitals, a two-campus system in Virginia, and Lawnwood Regional Medical Center and Heart Institute, a level II trauma center in Florida.

Before his time with HCA, he was chief executive for other hospitals including the West Tennessee Healthcare Dyersburg Hospital in Dyersburg, Tenn.

Cindy Rahman was appointed senior vice president and chief marketing officer of March of Dimes in Arlington, Va. She will oversee all marketing and communications functions and lead digital, creative and brand initiatives for the organization.

Rahman has more than 15 years of integrated communications experience, including reputation management, business-to-business communication and nonprofit association branding. She previously served as senior vice president at BBG Communication, where she specialized in health and wellness initiatives.

Among her clients were Walmart and Walmart Foundation, Sam’s Club, Mayo Health Foundation, MedStar Institute for Innovation, Massachusetts General Hospital and the Heart Rhythm Society.

**Edward Ross**, LCSW-C, BCD, was appointed the director of the Lighthouse Guild’s Behavioral Health Program in New York City. Ross has been with the program since 2013 and has played a role in developing its treatment services.

Ross has more than 36 years’ experience in the mental health field, specializing in chemical dependence and rehabilitation and social services with an emphasis on coexisting disabilities.

Ross lectures frequently with presentations at the Adult Abuse Training Institute of the N.Y. State Adult Day Services Association, Brain Injury Awareness Association and New York State Traumatic Brain Injury Coordinating Council, Annual Co-Occurring Disorders Conference: Partners for Recovery, N.Y. State Department of Health Traumatic Brain Injury Program Annual Training Symposiums and the Manhattan Committee on Alcoholism and Substance Abuse, as well as the American Association of Clinical Social Work in Psychoanalysis.

He has served as Co-Chair for New York State Office of Alcohol Substance Abuse Services (OASAS) Traumatic Brain Injury Advisory Council, Board Member for Coalition of Behavioral Health Agencies, Advisory Board for Center for Rehabilitation and Recovery and Board Member and Faculty at New York Institute for Self Psychology.

**Amy Borman Somek** was appointed director of development for The Jewish Museum of Florida-FIU, part of Florida International University in Miami, Fla.

Somek was the director of development at the Greater Miami Hebrew Academy, the oldest Jewish day school in Florida, founded in 1947.

Her career includes experience in designing comprehensive fundraising programs, annual campaign plans and strategies, corporate sponsorships, cultivation of prospective donors, and directing fundraising programs and events. She has a broad knowledge of the Jewish Communities, and the business and philanthropic arena.

**Jennifer Turner** was appointed president and chief executive officer of the Tennessee Performing Arts Center in Nashville.

Turner currently serves as the executive vice president and managing director for Segregated Center for the Arts in Southern California. With more than 20 years of experience in nonprofits arts, Turner previously was the chief operating officer for the national historic landmark Auditorium Theatre in Chicago and held roles with Michigan Opera Theatre, Shakespeare Theatre Company and Harper College.

**Ryan Welch** joined Morris Animal Foundation in Denver, Colo., as chief development officer. Welch, who most recently was with the Foundation from Rocky Mountain Public Media (RMPM), is charged with setting strategies and priorities to advance the Foundation’s mission of bringing together science and resources to address critical animal health challenges.

Welch has 16 years of fundraising and relationship management experience. During his nine years at RMPM, he built and maintained relationships with foundations, stakeholders and community partners.

He is also active in the community as a board member and development chair for Bright by Three, and a member of both the Colorado Planned Giving Roundtable and the Colorado Association of Fundraising Professionals. NPT
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2224
Executive Director
The Ironbound Community Corporation ("ICC") located in Newark, New Jersey operates in a diverse community with significant environmental challenges and a burgeoning housing and development crisis. The ICC's mission is to ensure that the community's residents have the opportunity to live in a healthy and vibrant neighborhood. The ICC's work is centered on community development, environmental justice, and education. The ICC provides a range of services to help residents improve their lives, including affordable housing, economic development, and environmental programs.

Qualifications
- A minimum of 10 years of experience in community development or a related field
- A bachelor's degree in a relevant field
- Strong leadership and management skills
- Excellent interpersonal and communication skills
- Strong organizational and problem-solving skills
- A proven track record of success in community development programs
- The ability to work effectively with diverse communities

Contact
Contact information for the Executive Director can be found on the ICC's website or through their social media channels. The ICC encourages all interested parties to apply for the position, providing a platform for diverse and inclusive community development.

Additional Information
- The ICC is an equal opportunity employer and seeks to ensure diversity and inclusion in all aspects of its operations.
- The ICC is committed to providing a supportive and inclusive work environment for all employees.

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