Flexibility Keys Productive Staff, No Punching In At The Best NPOs

Staff Reflecting The Community A Winning Combo

The National Older Worker Career Center (NOWCC) ranked No. 1 overall and No. 1 among small organizations. The Arlington, Va.-based nonprofit "provides government agencies experienced workers using cost-effective, flexible, innovative and contemporary staffing options. NOWCC is a regular among the 50 Best Nonprofit To Work For, securing the top overall ranking for the second consecutive year, in addition to 2014 and 2015.

The top 50 organizations are ranked and also broken down by size. Small organizations are those that have between 15 and 49 employees; medium organizations are those with 50 to 249 employees; and large organizations have 250 or more employees.

The top 10 key drivers identified in the Best Nonprofits To Work For report were:

- Most days, I feel I have made progress at work
- I like the type of work that I do
- At this organization, employees have fun at work
- I can trust what this organization tells me
- Overall, I am satisfied with this organization's benefits package
- There is a room for me to advance at this organization
- The leaders of this organization care about their employees' well-being
- I like the people I work with at this organization
- To determine the Best Nonprofits To Work For, The NonProfit Times contracted with Harrisburg, Pa.-based Best Companies Group (BCG) to survey employees, managers and outside vendors of participating organizations on questions and statements of FLEXIBILITY KEYS continued on page 4

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ments across eight categories. Responses are then compiled into an Employee Benchmark Report (EBR), which breaks down the percentage of positive responses in two categories: "agreed" and "strongly agreed." These organizations are then categorized into Best Nonprofits, and those that did not make the cut, but as well as by category of small, medium, and large organizations.

Best Nonprofits are those that scored exceptionally high on average in these categories compared to those organizations that did not make the list:
* Leadership and planning, 90 percent versus 75 percent;
* Culture and communications, 89 percent versus 75 percent;
* Rule satisfaction, 92 percent versus 85 percent;
* Work environment, 91 percent versus 83 percent;
* Relationship with supervisor, 92 percent versus 87 percent;
* Training and development resources, 87 percent versus 72 percent;
* Pay and benefits, 90 percent versus 76 percent; and
* Overall engagement, 95 percent versus 83 percent.

One of the most consistent areas where Best Nonprofits outdid their counterparts was in allowing employees additional paid time off (PTO) for community services. Overall, 70 percent of Best Nonprofits had such a policy compared to 41 percent among organizations not on the list. That spread was consistent among different sized organizations:
* Small, 82 percent versus 57 percent;
* Medium, 56 percent versus 35 percent; and
* Large, 100 percent versus 40 percent.

BBBS formalized PTO for employees to volunteer, both individually and in groups. Many choose to volunteer as Big Brothers or Big Sisters, and the cumulative waiting period after two years. They also participate in group volunteer activities that build work morale, and "We've done adopt-a-park and other things in the community. It's a great opportunity to show we're a part of the community," she said. "It helps our employee to do what they might do individually here," Turgeson said. To mark its 25th anniversary in September, the Gulf Coast Community Foundation (GCCF) hosted a dinner to raise money for the organization. The goal is to raise $50,000 for the foundation, with $25,000 going to the foundation and $25,000 going to a local charity. The goal is to raise $50,000 for the foundation, with $25,000 going to the foundation and $25,000 going to a local charity.

2020 NPT Best Nonprofits To Work For

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Listing</th>
<th>US Employees</th>
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<tbody>
<tr>
<td>1</td>
<td>National Center for Employee Development</td>
<td>79</td>
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<tr>
<td>2</td>
<td>GoSomething.org</td>
<td>55</td>
</tr>
<tr>
<td>3</td>
<td>Big Brothers Big Sisters of the Midlands</td>
<td>33</td>
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<tr>
<td>4</td>
<td>United Way of Southeast Michigan</td>
<td>21</td>
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<tr>
<td>5</td>
<td>GCF Foundation</td>
<td>164</td>
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<td>6</td>
<td>Team RN</td>
<td>137</td>
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<tr>
<td>7</td>
<td>Star Community Foundation</td>
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<td>8</td>
<td>DonorChoice</td>
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<td>9</td>
<td>Association for Vision Rehabilitation and Employment, Inc.</td>
<td>84</td>
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<tr>
<td>10</td>
<td>Promised Resource Network</td>
<td>22</td>
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<td>11</td>
<td>The Lord's Place, Inc.</td>
<td>122</td>
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<td>12</td>
<td>ZERO - The End of Prostate Cancer</td>
<td>29</td>
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<td>13</td>
<td>Founders' Project, Inc</td>
<td>882</td>
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<td>14</td>
<td>Better Business Bureau of the Island of Hawaii</td>
<td>100</td>
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<td>15</td>
<td>USAA Mid-Market</td>
<td>31</td>
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<td>20</td>
<td>Share Our Strength</td>
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<td>21</td>
<td>Achievement Association</td>
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<td>22</td>
<td>Gulf Coast Community Foundation</td>
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<td>The Toy Association</td>
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<td>24</td>
<td>National Board for Certification in Occupational Therapy</td>
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<td>Downtown Streets Team</td>
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<td>26</td>
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<td>27</td>
<td>Travis Manion Foundation</td>
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<td>Nady/Berk, Inc.</td>
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<td>National Association of Social Workers</td>
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<td>30</td>
<td>The Martin Foundation</td>
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<td>31</td>
<td>AARP</td>
<td>2031</td>
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<td>32</td>
<td>Education Week</td>
<td>79</td>
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<td>33</td>
<td>Parkinson's Foundation, Inc</td>
<td>125</td>
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<td>34</td>
<td>International</td>
<td>35</td>
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<td>35</td>
<td>College of Pharmacists of Virginia</td>
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<td>36</td>
<td>Corex Group</td>
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<td>37</td>
<td>Young Leadership</td>
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<td>Cisnet</td>
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<td>39</td>
<td>Space Foundation</td>
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<td>40</td>
<td>CASA</td>
<td>929</td>
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<td>41</td>
<td>Brighton Center</td>
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<td>Catholic Charities of Chicago</td>
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<td>Career Path Services</td>
<td>99</td>
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<td>PECS, Incorporated</td>
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<td>45</td>
<td>The Children's Home</td>
<td>831</td>
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<td>46</td>
<td>East Bay Area Local Development Corporation (EBALDC)</td>
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<td>47</td>
<td>H.O.O.P.</td>
<td>17</td>
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<td>48</td>
<td>Kapor Foundation</td>
<td>762</td>
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<td>49</td>
<td>Education Corporation of the States</td>
<td>64</td>
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<tr>
<td>50</td>
<td>The Achievement Network</td>
<td>243</td>
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*Work For* frequently use the survey results to examine their own organization—whether they make the final cut or not.

For instance, BBBS of the Midlands used the Employee Benchmark Survey to assess the number of participating organizations that had paid sabbaticals. That prompted further discussion of how it could develop its own policy, according to Turgeson.

Survey results also can uncover the need to improve communications and transparency. BBBS received feedback from staff comments that more employees

Time with organizations that mean the most to them, according to Venetia Thomas, senior vice president for administration and Chief Financial Officer: "It's been a remarkable level of engagement and great feedback from organizations," she said.

The Venice, Fla.-based foundation ranked No. 22 overall and No. 8 among small organizations. Most of the 21 employees have reached the 25-hour mark and a few still expected to exceed that level. "We're not going to draw the line if anyone is particularly interested in any particular project," Thomas said.

Suffice it is adequate to provide quality producers services. The wide range of any specific statement, which has an average 82 percent positive response among Best Nonprofits compared to just 57 percent among charities that did not make the cut. Other questions where Best Nonprofits distinguished themselves from other employees were:

* I'm satisfied with the tuition reimbursement benefits, 77 percent versus 45 percent (± 28 percent)
* The organization provided as much initial training as I needed, 88 percent to 64 percent (± 24 percent)
* Seating levels are adequate to provide quality services, 82 percent versus 57 percent (± 25 percent)
* I plan to continue my career with this organization for at least two years, 86 percent versus 65 percent (± 22 percent)
* There is room to grow at this organization, 72 percent versus 50 percent (± 22 percent)

BBG also compiled an Employee Benchmark Summary, providing average responses to 85 questions and statements about various benefits offerings by the nonprofits.

Four out of five Best Nonprofits offered fully or partially paid parental leave for the birth or adoption of a child compared with barely half of nonprofits that did not make that list. The gap among large organizations was even wider, at 83 percent versus 40 percent, and similar across medium organizations, 70 percent versus 50 percent.

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Flexibility Keys

"Employees want to know they're cared about and show some appreciation. I actually love having these conversations; it can be tough to find the time, but it's a great opportunity to get feedback directly from employees," she said.

BBBS of the Midlands has grown since Targeson joined 15 years ago. She moved up internally to become development director and nine years ago was appointed chief executive. "It's harder to keep the finger on the pulse of employees," as the organization has grown. "Six-downs have been helpful," she said, adding that she enjoys getting positive feedback about other co-workers or supervisors through the "stay" interviews.

Growing within the organization has been helpful, avoiding a learning curve about the culture. "Because I had been an employee, I recognized things that we could do to improve, especially around employee engagement," Targeson said.  

### 2020 NPT Best Nonprofits to Work For

<table>
<thead>
<tr>
<th>#</th>
<th>Key Drivers</th>
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<tbody>
<tr>
<td>1</td>
<td>You feel evaluated in this organization.</td>
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<tr>
<td>2</td>
<td>There is confidence in the leadership of this organization.</td>
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<tr>
<td>3</td>
<td>Most days, I feel I have made progress at work.</td>
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<tr>
<td>4</td>
<td>I have a fair amount of discretion and freedom in my job.</td>
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<tr>
<td>5</td>
<td>At this organization, employees have fun at work.</td>
</tr>
<tr>
<td>6</td>
<td>I am also satisfied with the support I receive from my colleagues.</td>
</tr>
<tr>
<td>7</td>
<td>Overall, I am satisfied with this organization's benefits package.</td>
</tr>
<tr>
<td>8</td>
<td>There is no sex in my life, in accordance with this organization's philosophy.</td>
</tr>
<tr>
<td>9</td>
<td>I believe this organization's language about its employees' work environment.</td>
</tr>
<tr>
<td>10</td>
<td>I like the people I work with at this organization.</td>
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</table>

"It's really easy in our sector for there to be a divide between professional direct service and funders and the administrative people. It's something I saw happening at our organization way back when and it's something I focused on," she said.

At the College Foundation of the University of Virginia (UFV), there was a similar divide—only it was literally a physical one. The previous layout of the Charlottesville, Va., office had one quad that was very small and the rest of it was "a bit of a maze," according to Erin Dinger, MHRM-SCH, senior director of finance and human resources. No one wanted to sit in the kitchen because it was located in the middle of the offices. "It was a point of contention. No one wanted to sit there and be distracted, with smells lingering," she said.

So the foundation—which ranked No. 55 overall and No. 16 among small organizations—went about renovating its space for the first time since 2007. The goal was to create a place to gather, socialize, network and "create this opportunity for innovation," said Dinger, who previously had a corporate background from Masco and "it was a deliberate process in planning our renovation," Dinger said. "The see. "Because we'd been in the space so long everyone already knew exactly what they wanted to see," Dinger said.

Renovations have allowed for a "Great room," a social area and kitchen which is often used for a variety of group or team-building activities. Some days, movies are screened during lunch, other times it's a viewing party for sporting events like the World Cup, March Madness or NBA teams. Children are welcome in the office during office hours so that's where they might take in a movie or get set up on a computer.

Schutt has made it a goal to sit there and have lunch as often as possible. It sparks opportunities for employees to have conversations with the president, or with anyone at any time, Dinger said. "It's better and more efficient to have employees more engaged." Prior to renovations, the president had a hell outside of his office, which would be rung to celebrate securing a big gift or donor agreement. It's now become a metaphorical bell and evolved into an email newsletter that includes all staff, not just funders.

The bi-weekly "Ring the Bell" email is partly a communications tool to share information and bring together staff in fundraising and administration. "It's all about sharing information, what we're doing with the annual fund, email solicitations," Dinger said.

A common thread through the 50 organizations is being flexible when it comes to employee schedules. Offering flexible hours or a compressed-work week as a standard, year-round practice, was especially popular among Best Nonprofits. On average, 84 percent of Best Nonprofits offered the benefit versus 69 percent of organizations that did not make the cut. That was the case across the board, with large organizations at an average 83 percent (versus 60 percent) and medium organizations at 74 percent (compared with 60 percent).

In a similar vein, offering telecommuting as a standard practice to employees was far more common among Best Nonprofits. Overall, 84 percent of Best Nonprofits offered it compared with 69 percent overall, and each category eclipsed the 80 percent mark.

Each of the employees at Newton, Mass.-based i2iDoors gets a laptop. "We have a culture, by and large, that's supportive of one another," said CEO Jodi Bromberg. "The first overwhelming thing is hiring kind, smart and capable people, and it begins there, with emphasis on the kind," she said.

"At the same time, we trust our staff to get their work done in ways that work for them," she said. "It's attractive for people in this particular day and age.

It's important for all employees to have the same experience, whether they are one of the 10 staff based in the national office or among the eight who work remotely. i2iDoors recently hired a director of professional development who's based in Toronto. Bromberg stressed hiring the best people, regardless of whether they're located in the Boston region.

"It means just simply, we trust people to figure out what they need to do to get the job done and do it. At the same time, we set goals, measure against them, and restructure as necessary."

The organization last made the Best Nonprofits To Work For in 2017 when it went by the name Interfaith Family (it rebranded earlier this year). i2iDoors, which ranked 47th overall and 17th among small nonprofits, focuses on supporting inter-faith families, where one parent or person is Jewish and the other is of another faith, in the exploration of Jewish life.

At monthly staff meetings, national office employees would congregate in a conference room where a webcast would connect to a large television screen. It was not a great experience for people outside of the Boston office, Bromberg said, as there would be cross talk and they might only see the tops of people's heads. A small but important change was everyone bringing their laptop.

Within the last year, i2iDoors started a "virtual coffee break" to include staff outside of headquarters. "Everyone hops on Zoom for 15 to 20 minutes just to say hi and talk about what's going on with them," Bromberg said. "It's been successful and people enjoy it. They feel like they're a part of something, particularly if one or two people are in a location," she said, such as those staff located in Philadelphia but in different parts of the city and suburbs. "It's how we keep everyone connected to one another."

Employees in the national office might congregate at the snack bar, where jars are filled with candy or other treats, so that's where people hung out. Obviously, for those employees outside of Boston, it's a little harder," Bromberg said.

"Knowing everyone plays a role in developing organizational culture, you get the benefits of getting people's ideas," Bromberg said.

She and the chief operating officer share an administrative assistant, who's been with the organization for a few years. About three years ago, she approached them with the idea to start a staff newsletter. "Now on a weekly basis, there's a staff newsletter that everyone provides input to. It's just a fun way of disseminating information," she said.

Bromberg stressed listening to staff and trying to meet them where they are, recalling the story of one new mom who was nursing and anxious about leaving her infant for the first time to attend a staff meeting. "She found a company that allowed the employee to pump breast milk while she was gone and have it shipped home.

"It wasn't a huge cost for us but doing things like that, in the scheme of a $5-million organization, helps make people's lives better and easier," Bromberg said. It's all part of "ensuring the culture we're trying to create and the values of the type of organization we want to be flow through to every staff person, regardless of where they're located on a day-to-day basis."

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Medium Organizations
Staff Reflecting Community
A Winning Combination

Category: 94 years versus 9 years. Medium-sized organizations that made the Best Nonprofits list are more likely to provide healthcare to both full-time and part-time employees than small or large organizations at 37 percent versus 20 percent where staff follow around others to get the feel of the place. At the Legal Aid Society of the District of Columbia (LASDC), staff attorneys go through mock trials and staff perform mock intake interviews.

"The interviewing process is the most important after cover letter and resume," said Eric Angel, executive director of LASDC. Staff members "really enjoy the people they get to hang out with in the workplace because they help change the trajectory of people’s lives’ in a more positive direction," said Angel. The nonprofit finished No. 16 overall and No. 9 in the medium category. As any good lawyer would be, Angel is skeptical of applicants with 100 percent good references. It is more important for staff lawyers to do an opening argument in mock case. It is done so the applicant "can get a real sense of what the job is actually like, what it is like to be a legal aid lawyer," said Angel. It is the same concept for the mock interview, he added.

Wages and opportunity are what keeps turnover low at the Association for Vocational Rehabilitation and Employment in Illinois, N.Y., which funded in the No. 9 spot overall and No. 6 among medium-sized organizations. "There is very little turnover. People are content with their positions," said Megan Minnis, human resources manager.

The nonprofit pays more than the minimum wage, unusual for such rehabilitation and training organizations. According to President and CEO Ken Forman, an estimated 70 percent of people who are blind or disabled are not in the workforce. "Employees here get a job and a good job," Forman said. One of the organization’s programs is paper manufacturing where staff get hands-on experience, direct labor, touch the product.

Minnis is new to the organization, having started this past September. She said that employees, including her, feel engaged by the nonprofit’s leaders. "My time as a human being is valued. At end of day you go home, do the family things you want to do," she said. A supervisor apologized to her for sending an email during a weekend. At her previous employer there was "a white board on the office wall. You had to mark on the board all things so they knew where you are," said Minnis. That included using the restroom.

"We are not clock-watchers. If is it 4:15 p.m., and you worked late the previous day, it’s OK to go home. Fifteen minutes is not going to make or break us," said Forman. "It is our mission, having the engagement of everybody," he said. Things have settled down when it comes to turnover at Starr Commonwealth in Akron, Mich. "The past couple of years there has been a new strategic direction to a culture of total buy-in to our purpose," said President and CEO Elizabeth Carey. A lot of time is spent on core values: We See Greatness; We Find Courage; We Promote Health; We Foster Healing; and, We Are Uncommon. She said that values evolve into “Universal Hope, Boundless Love, and, Limitless Success For All Children.”

Everyone has talked to pay and workers at Starr Commonwealth know exactly what is expected and how they can earn more. Manager’s measure the success of all employees. There are performance-based salaries and bonuses tied to the nonprofit’s strategic plan. The culture is “driving outcomes as a team,” said Carey.

The day runs 8 a.m. to 5 p.m. with a one-hour lunch “but achievement is not monitored by someone being at a desk,” she said. There are goals individuals must meet and that might include flexibility on the part of supervisors when it comes to facetime.

Starr Commonwealth, which finished No. 7 overall and No. 4 in the medium category, has a residential facility but also works in the community. While the residential facility with 100 kids needs to be staffed, other staff members can literally call it in. In community-based work, community building, you do not need to drive to an office. You can phone in to a Zoom meeting,” said Carey.

The recognition resulted in some people leaving the nonprofit and those who were interviewers but not hiring goals were moved into positions more appropriate for their skills. "They are still valued employees, just in different jobs," said Carey. “That was an interesting HR challenge,” she said. Everyone has stress in their jobs in one form or another. It is rare for a nonprofit worker to have a potentially disastrous situation each time the phone rings. A clerical person can make a huge, unappreciated error, but some of the staff at the call center for Starr Commonwealth.
NPT'S BEST NONPROFITS TO WORK FOR — 2020

Large Organizations
Benefits, Activities Help Retain Staff, Lure New Employees To Large NPOs

By Richard H. Leffy

T

here are many ways an em-
ployee can be healthy. At the
American Arbitration Asso-
ciation (AAA) in New York City,
financial wellness is as important as
physical wellness. President & CEO Todd
Johnson said that she is doing her best to
make sure employees are “in shape.”

“Most Americans [don’t] have $400
for an emergency,” Johnson said. “We
thought, Why not send everyone a check
for $100 with a note saying we wanted
us to have an emergency fund?" she said.

“We were launching credit improve-
ment seminars around the country, and we
thought it is summer. Employee benefits
will be completely surprised if we sent
money to their home, money they didn’t
know was coming.”

AAA followed the one-time windfall
by subsidizing 18 months of credit well-
ness programs for staff members, many
of whom are taking the idea of financial
wellness to heart. Participation in the or-
ganization’s 403 (b) retirement fund is at
94 percent — and that’s without auto-
matic enrollment.

The financial wellness effort mirrored
AAA’s earlier, ongoing ap-
proach to physical fitness. Staff perks
range from standing desks to insurance
options that cover a variety of loved ones,
including pets. The AAA subsidizes Fitbit
wearable movement trackers, and encour-
ges intra-company exercise challenges.

AAA’s benefits represent a substantial
pre-employee outcry, but Johnson be-
lieves their effects are quantifiable.

“We measure engagement [with vari-
ous programs], movement, how many
people get promoted last year, performance
ratings and things like that,” Johnson
said. Results have been good enough
to earn the organization second place
among the best large nonprofits (those
with more than 250 employees in the
United States) in the 2020 Best Nonprof-
its To Work For, and 17th place in the
top 50.

Top large nonprofits use benefits to
recruit and retain employees from day
one, or at least month one. Two-thirds
offer access to health plans within the first
month, compared with only 20 percent of
large nonprofits not among the top 50.

In fact, the biggest departures among
large organizations that made it onto the
top 50 list and those that didn’t was satis-
faction with pay and benefits. 92 percent
of employees within the best large orga-
nizations were satisfied, compared with
only 70 percent among the rest.

AAA’s employees are not only stick-
ing around, they’re moving up. Staff can
take advantage of what Johnson calls an
“opportunistic approach.” Employees
shadow leaders in other departments. At
worst, the exercise promotes cross-depart-
ment understanding or how each unit
fits with the other. At best, it opens
new career paths.

The low turnover numbers are key.
America’s unemployment rate has been
sitting around 3 percent, which has
made treating employees a staffing re-
quirement.

We don’t want to slow down the pro-
cess,” President and CEO John Bandy
said. “When you get good, talented peo-
ple, you want to move forward and get
some of those diamonds through the sys-
tem.”

TCU’s staff has nearly doubled during
the past five years, adding 200 people. At
the same time, the organization cut its
turnover rate by 50 percent, to around
13 percent annually. And, that’s despite
being part of the high-turnover mental
health segment.

“With the unemployment rate below
3 percent in our market, finding any em-

BENEFITS, ACTIVITIES continued on page 10

Staff Reflecting
continued from page 8

RBS Inc., in Oakton, Va., don’t have that
much margin for error.

The organization recently received
The Crisis Center of Excellence award
from the national organization the
American Association of Sociologists
(AAS). RBS finished No. 44 overall and
No. 25 in the medium category.

Unfortunately, there have been in-
stances where a caller has taken their
own life during the call. Employees
experience secondary trauma when on
those calls. Workers at RBS need both
emotional intelligence and belief in the
internal culture, said CEO Wendy
Gradishar.

A merger a few years ago required
rapidly staffing up. Some of those people
didn’t work out. They were good people
but did not have the emotional intelli-
gence, also known as emotional quotient
or EQ. The five categories of EQ include:
self-awareness, self-regulation, motiva-
tion, empathy, and social skills. “We had
a lot to learn about recruiting that co-
hort,” Gradishar admitted.

Staff get a 90-day review after joining.
Gradishar said the 90-day discussions are
better than exit interviews because an
exit interview “is a little too late,” at least
for that employee. Unlike other crisis in-
tervention organizations, RBS does not
allow the counselors to work remotely.
They too require support. Licensing is key for all of the organiza-
tions. When there is an opening for which
they must recruit, leaders said that they
ensure that the information is sent through
diverse, community media channels.

There are ongoing supervisory notes
and forms that the employee and man-
gager sign. The forms are so that reviews
are personalized but still get the uniform
data the managers need. Managers watch
for workload issues and signs of stress.

Enjoying co-workers seemed to be
universal in the category. At LADCO, the
are weekly truths. “People bring in food
and hang out around food,” said Angel.
There are holiday parties and most of
the gatherings are during the weekday.
“We respect people’s time,” said Angel.

Staff can get a massage a couple of
times a year at The Lord’s Place. There
are two annual retreats, that sometimes
without strategic planning skills. And,
there are “First Baby Days,” when pets can
be brought to the office.

Starr Commonwealth has had a chill
cook-off, a Thankgiving pot luck, a Hal-
loween celebration and bowling outings,
said Carey. There’s even a place for yoga
and mindfulness in the area.

There are year-end banquets and
employee recognition at Association
for Vision Rehabilitation and Emplo-
yment. There are catered banquets as safety
goals are met. The organization has “Fun
Days” with food tents and games. Associa-
tion for Vision Rehabilitation and Em-
ployment has also paid staff running 5Ks
and half-marathons.

It is all about team harmony and get-
ing the right people in place is still to
success. “There is a crazy game 1 play,” said
Stanley. She asks six or seven value-
driven questions during the first inter-
view prior to making an offer. Said Stan-
ley: “It cements if that person is right for
The Lord’s Place.”

AARP/CD is one healing lot 30 participants in your
group that include wellness activities and preparing
staff for that a new retirement.
Benefits, Activities

continued from page 8

ployee is tough,” Banchy said.

It could also be that employees just like working at TCH. The organization earned a place as the sixth-biggest nonprofit studied, and number 65 in the top 50.

Banchy said that she swears the details.

In addition to contributions to employees’ 401(k) plans, she regularly surveys staff members about their HR and IT needs, the organization’s facilities, and any potential training staff members might receive. There are also the small daily perks.

“Your realize the free coffee and free fruit in the morning are important for some folks,” Banchy said.

While 85 percent of employees in the best nonprofits felt good about the training, development, and resources they receive, only 56 percent of the rest were similarly satisfied. And nine in 10 employees at the best large organizations said their physical work environment was comfortable, with adequate noise control and privacy to allow them to do their work, compared with only 71 percent of the others.

Employees at TCH respond well to their culture. In 2019, more than 10 percent of the staff accepted promotions, including some who moved from one to another of TCH’s 30+ programs. “A lot of them were folks who probably would have left the organization if they hadn’t had the opportunity to do something different,” Banchy said.

Leaders at CAP Tula, in Tula, Okla., place a similar premium on nurturing employees. The organization’s emphasis on employee care reflects the early childhood social services organization’s 94 percent female workforce. Offerings range from paid family leave, low- or no-cost medical programs, and opportunities for members within the community to work within its schools.

“We spend a lot of management energy on making sure we have family-friendly benefits,” the early childhood social services organization’s Executive Director Karen Kiely said. “Not to say male leadership, we just have to work for these benefits, but I would like to think our focus on these types of benefits is largely due to the predominance of women in our organization.”

Whatever the reason, CAP Tula’s leadership efforts have been successful. It ranked fifth among the best large companies and No. 65 among the top 50.

The organization’s diversity extends beyond gender. CAP Tula boasts a 55 percent minority-identifying staff, and a proposal before its board will increase the number of minority-identifying board members to 40 percent.

Once people join CAP Tula, they’re likely to advance within its ranks. The organization’s aspiring Leader Program enables full-time employees to test whether leadership positions in its 10 early childhood schools are for them. “We have had many complete the program and promoted into increasing levels of leadership,” Kiely said.

Internal satisfaction surveys show these tactics help retain employees, but Kiely acknowledges the need for more. “In Oklahoma, we have a severe teacher shortage,” she said. Kiely successfully increased the minimum hourly wages for teaching assistants while successfully lobbying her board for an organization-wide 3 percent cost of living increase this past January.

Kiely said that she takes a top-down approach to setting the tone of CAP Tula’s culture and exemplifying how communication and praise should flow. Her actions reflect the best nonprofits approach culture and communications efforts. Top firms earned an 88 percent positive rating from their employees in this category, compared with only 71 percent from the rest. They offer frequent, detailed communications while fostering environments in which employees like working with each other.

Sometimes turnover is built into the nature of the organization. At the Wounded Warrior Project (WW), in Jacksonville, Fla., turnover rates are between 11 percent and 15 percent, with roughly two-thirds of those being people in families that receive permanent change of station orders.

WW employees consider the day-to-day counseling and rehabilitation exercises and the fun, empowering activities they coordinate (such as yoga, parades, athletic challenges, and grapple activities), a less a job and more a “mission,” as Lieutenant General (U.S. Army, retired) President and CEO Mike Linnington terms it.

Staff members are often paired with wounded vets, or volunteers acting on behalf of wounded loved ones. These interactions demand a lot from employees. Staff members can access private counseling areas and sleep areas where staff can “have some quiet time, reflection time, have a cup of coffee, take a cleaning breath, and maintain our own resilience,” he said.

These types of breaks are important, and the best large nonprofits build them into their employee benefits. Some 82 percent of employees from the top large nonprofits were satisfied with their employer’s stress-management resources, compared with 69 percent from the rest of the large nonprofits. And 100 percent of employees at large nonprofits appreciated the time-management resources provided, compared with 69 percent from the rest.

Linnington said that he eschews excessive or even moderate, spending on employee frills such as pizza parties, favoring potlucks and nonstop team-building activities, such as volunteer work for outside organizations. Linnington joined WWII in 2010 after the organization was rocked by reports of excessively lavish management expenditures. When the organization does spend, it does so with an eye toward benefiting all employees, he said. WWII has revamped its performance competency evaluation program, tailoring them based on employees’ levels. Employee-focussed groups guide HR benefits decisions.

Focused surveys reflect practices among other top large nonprofits, which offer multiple annual employee evaluations measuring satisfaction, as well as providing managerial feedback. Two-thirds of the best large nonprofits do so, compared with 30 percent of the rest.

WWP’s effort pulled input from employee focus groups and managers throughout the organization. WWP was the top large nonprofit and the 15th best overall within the top 50.

All of the largest best nonprofits put a premium on their benefits packages. But if employees aren’t spurred to take advantage of them, offering them is a hollow exercise. The efforts of the HR Department at The Alzheimer’s Association, Chicago, to educate staff about all available benefits helped care in third place among the large best nonprofits, and 21st place within the top 50.

HR leaders implemented an online scavenger hunt, which led employees to various websites pages describing available perks. Prizes included Fitbit, Ninja blender, and coolers for the employees, and healthier employees for the organization.

“Too often people don’t take advantage of benefits,” said President & CEO Jerry Lomash. “That is the aim of the scavenger hunt and the philosophical bent of the HR department.”

Alzheimer’s Association leaders also stepped up efforts to recognize work by employees, ranging from a recently implemented Rookie of the Year award to Mission Accomplished awards for business units whose programs meet goals that are part of the organization’s three-year strategic plans.

The organization constantly solicits its staff regarding improving their work lives. Later this year, in response to employee requests, the Alzheimer’s Association will begin offering pet insurance.

“People believe in supporting people the way they want to be supported,” John said.

Perhaps no large organization practices what it preaches as diligently as AARP, Washington, D.C., which gains many of its benefits toward an eventual healthy and comfortable retirement at later life. The nonprofit took fourth place on the list of best large nonprofits, and 51st place in the top 50.

AARP offers retirement benefits starting at age 55, provided an employee has been with the organization at least 15 years. Retired employees can tap into AARP medical coverage, regardless of their age. The organization is actively involved in its workers’ health, with benefits that include a portal that provides fitness, exercise, and nutrition logs, group wellness activities, a robust dental plan, and coverage for hearing aids. Among the large nonprofits, the AARP offers paid four-week sabbaticals after seven years of service.

During their careers, AARP employees can receive additional compensation through Performance Plus Bonuses, which reward exemplary contributions beyond standard merit-based pay raises and other incentives.

In rewards don’t just flow from the top down. Through “The AARP Rewards Your” program, employees can award other workers points, which are redeemable for funds on a special debit card.

The ultimate measure of nonprofit excellence might be whether employees would recommend their workplace to a friend. Leaving aside the hazards of missing business and pleasure, the best large nonprofits shine here, with 91 percent of employees willing to bring friends onboard, compared to 76 percent among the other nonprofits.

Richard H. Levy is a freelance business writer and frequent contributor to The NonProfit Times.
Small Organizations
Irregular Staff Pulse Easy To Palpate
When It's Health And Well-Being

By Mark Herrmann

I

t can be the little things that add up to become one of the Best Nonprofits To Work For at the small organizations in this year’s study.

The United Way of Southwestern Michigan (UWSM) has a policy that employees get their birthday as a day off to celebrate and have fun. “It’s nothing huge but some of those things do help morale. We try to have fun,” CEO Anna Murphy said.

The approximately twenty employees at the St. Joseph, Mich.-based affiliate also take part in health and wellness programs, not just for fun and taking care of themselves but to also get to know their communities. A recent park challenge aimed to get people outside, visiting the abundance of state and local parks, and discovering new places, according to Murphy.

UWSM sites to do something monthly but is now modified. In March, it was yoga and pilates, other times they focused on movement and exercise challenges, or how to be more environmentally friendly in the office. “Health and wellness is really important for us and having something to look forward to,” Murphy said.

“Those are things that carry over to stuff, meetings and the board,” he said.

The United Way affiliate ranked No. 6 overall, and No. 3 within the small category, in The Nonprofit Times 2020 Best Nonprofits To Work For. There were 17 small organizations – those with 15 to 49 employees – among the 50 Best Nonprofits, or about one-third of those recognized.

Where small organizations were distinguished, in particular against the counterparts at larger small groups that didn’t make the list was within culture and communication, as well as training, development and resources.

The Employee Benchmark Report (EBR) compiles 88 questions across seven categories, with the percentage of respondents who answered positively (agree somewhat or agree strongly).

- Leadership and planning, 91 percent versus 80 percent;
- Culture and communications, 92 percent versus 77 percent;
- Role satisfaction, 94 percent versus 84 percent;
- Work environment, 91 percent versus 83 percent;
- Relationship with supervisor, 94 percent versus 88 percent;
- Training, development and resources, 87 percent versus 73 percent;
- Pay and benefits, 91 percent versus 71 percent;
- Overall engagement, 94 percent versus 79 percent.

At the New York City-based National Association of Pediatric Nurse Practitioners (NAPNAP) casual dress Fridays evolved two years ago into “casual summers,” when staff can wear flip-flops and jeans.

Just last year, they changed “casual December,” according to CEO蔡 Brennan. “It’s a really light month. There are a lot of people taking vacation time and not a lot of visitors. I think that sort of thing keeps people happy,” she said. “It’s just the recognition that it’s a tough way to get around,” Brennan said, with most people commuting by public transit, exposed to the elements.

Brennan said her biggest challenge as CEO is striking a balance between wanting to do everything the board and members wish and not overwhelming the 17-person staff. “Like any CEO, I’m like the fireman,” she said. “Sometimes it’s hard to go back to either side and say, ‘I can’t do this; we’re at staff capacity.’ Or conversely, go to staff and say, ‘This is really important, we’ve got to work on this.’ Getting that balance is always a challenge.

With any nonprofit, there’s always more work we can do,” she said.

The Best Nonprofits report provides an Employer Benchmark Summary, comparing Best Nonprofits and those not on the list by types of benefits and other offerings by the organization.

Among the widest gaps between small organizations that were recognized as Best Nonprofits and those that were not was in the area of tuition reimbursement and assistance.

Almost half of small Best Nonprofits provided tuition reimbursement for advanced or post-graduate degrees but not one small organization that did not make the cut did the same. Small Best Nonprofits were even more generous for other programs, with 76 percent for certifications, 88 percent for business education workshops and/or conferences, and 71 percent for formalized programs and practices for succession planning.

In its first year participating, NAPNAP ranked No. 29 overall and No. 14 among small organizations. (The extra A in the organization’s acronym used to stand for Associate Nurse Practitioners but that term went away, according to Brennan, and the acronym NAPNAP was so well loved that it stuck on when the organization rebranded some 20 years ago.)

“You can do a lot of things to make your people more comfortable, and not worry about random things I think that’s important,” Brennan said.

Like a lot of small organizations, there’s not a lot of room for promotion and so they try to be more creative with employees. “I’m not a micro-manager, and none of the staff are either. We just let people come up with ideas,” Brennan said, whether that’s determining a better way to do things or a new product that might be helpful to members.

“You just have to be aware of your people and what they need,” Brennan said. “Try to make them feel like a part of the process. Yes, we’re here to do the job but I also recognize and advise people, if you’ve got some flexibility, there’s so many people who are in the sandwich generation, or dealing with other family issues. Or even if they’re in an advanced field of study, trying to get a master’s degree or certification, try to be flexible with them,” she said.

“It doesn’t cost anything to say, ‘Oh, you really need that time.’ It makes staff stress so much and it really returns,” Brennan said.

By comparison, small organizations that were not Best Nonprofits didn’t come close to those levels, at 40 percent, 60 percent, and 29 percent, respectively.

The National Older Worker Career Center (NOWCC) ranked No. 1 overall and No. 1 among small organizations for the second consecutive year. The Arlington, Va.-based NOWCC, this past year implemented a new learning and development platform, according to Caroline Espree, vice president, human resources & administration. Each staff member can participate in a variety of cloud-based educational services. The organization also provides a structured tuition reimbursement program.

IRREGULAR STAFF continued on page 12
Pew Promotes Program Director To CEO

The Pew Charitable Trusts will have its first new chief executive director in a generation, tapping its program director to lead the organization.

Susan Urlahin has been chief program officer since 2016 and will take the helm July 1. Rebecca Rimel, who is retiring after overseeing the organization for 52 years, will transition into a temporary senior advisor role.

"Suc has been an important part of Pew's success in state policy, health care, and conservation, and her breadth of experience is unmatched," Robert H. Campbell, chair of Pew's board of directors, said via press release announcing her appointment. "She is also a strategist and creative thinker who will champion Pew's core values and protect the organization's reputation, strategic advantage, and competitive advantage," he said.

Urlahin has been with Pew since 1994 when she joined the planning and evaluation division, directing the department from 1997 to 2000. In that role, she helped evaluate all of the institution's grants and president's initiatives, including Pew's early environmental work. After seven years leading Pew's education and state policy portfolio, Urhan helped launch the Pew Center on the States and served as its executive director from 2007 to 2012. She became executive vice president in 2012, leading all work on state policy, economics and health care.

Urhan previously worked in policy research and evaluation with the Minnesota House of Representatives and at the University of Minnesota. She holds a bachelor's degree in sociology and a doctorate in education policy and administration from the University of Minnesota. Rimel joined Pew in 1985 as health
**Crisis And Opportunity**

This is the moment that changes philanthropy

Gordon Ulyd y once told me, "Paul, the world is a hard neighborhood at three in the morning." The infamous Watergate burglars were talking about danger around the globe that might impact the United States. The coronavirus is proving him to be mostly correct — from the non-transparency of international leaders not sounding alarms about the contagion to the hunkering down of Florida beaches and elected officials questioning basic science.

Ulyd y admitted that he had not counted on a security guard figuring out there might be something askew at the Watergate complex and calling the police when he found tape over a door lock. His characterization of human nature is proving to be even further off when you see healthcare workers literally dying while tending to patients who are infected. Healthcare professionals and volunteers — with and without protective gear — have stared into the unknown. These heroes have raised their hands time and time again, so often that the general public simply expects them to be there. Yes, it's their job but someone agreeing to risk their life is a special type of soul and need the help of the champion healthcare workers.

It's about people. The nonprofit sector is tailor-made for this challenge. But just as Corporate America sought and received federal financial help, so too do nonprofits need federal assistance and for the sector to release the bounds of constraining. People save for a rainy day. It is pouring outside right now. The sector needs cash and needs it now. There are more than 200 billionaires who signed the Giving Pledge, committing at least half of their fortunes to charitable work. They need to start writing checks with lots of zeros right now.

The rules need to be changed to mandate a larger percentage of cash gathering dust in donor-advised funds (DAF) gets off the sidelines faster. The rules should mandate 20 percent annually of the core account for the next five years. Corporations straight up and through their foundations, are making a financial impact. Cisco has committed $250 million. Facebook, Netflix and Bank of America have all pledged $100 million. There are more examples and it's a nice start but this needs to accelerate.

The COVID-19 Response Fund in Seattle and led by the Seattle Foundation is rapidly deploying resources to community-based nonprofits. It is an inspiring blend of philanthropies, business and government. It’s a national example of getting it right. Just as important as the millions of dollars raised is the cooperation of the region’s best minds and problem-solvers.

It’s said that managers grow when they stretch their skills and expand their thinking. That should apply to foundation managers who are comfortable approaching for support just 5 percent of the organization’s balance sheet, including expenses. While it should not be legislated, foundations should be doing much more. This is the national emergency that their founders had envisioned. This is not a time to rearrange the portfolio and have the same level of expenditures going to more urgent needs. It’s time to write more and larger checks. It’s time to help nonprofits find ways to deliver their special brand of what makes donors the backbone of this society.

We are all in this together. Personally I gave $1 more, as Jerry Lewis used to say about the tote board during his telethons. Find the time to formally or informally volunteer. This is about more than a job or a deluxe cup of espresso. This is an opportunity to mold communities and bend them together more closely, emotionally until we can get closer to each other.
Uncharted Territory
Navigating COVID-19 is more than washing your hands

COVID-19 has caused many nonprofit managers to shift their focus to emergency planning for an infectious disease. Your organization might already have plans in place to help mitigate the risk of a public health crisis. Now is a good time to re-examine contingency plans and start training staff on how to handle a crisis.

The Nonprofit Risk Management Center (NRMC) compiled some tips to help you hone your crisis management skills to offset an infectious disease crisis.

Wash your hands.
As simple as it sounds, effective hand washing is the best defense against illness. Viruses like COVID-19 are “enveloped,” meaning that a fatty outer covering surrounds it. Soap and water dissolve the viral envelope, which inactivates them, lessening your chance of getting sick. The CDC recommends scrubbing your hands with soap and water for 20 seconds—about the length of time it takes to hum “Happy Birthday” to yourself twice—before rinsing and drying. Heat alone won’t kill the virus, so harsh hand dryers aren’t a good substitute for old-fashioned hand washing.

If you can’t wash your hands with soap and water, a good alternative is an alcohol-based hand sanitizer with at least 60 percent alcohol.

Safeguard your live events.
In the wake of COVID-19, many organizations are trying to decide if they should have their live event or cancel. The number of factors that impact your decision to cancel or modify your event can seem dizzying. Start with the big questions: When will your event take place? Where is the event being held? Will there be attendees and exhibitors travel from? Keep in mind other contributing factors such as crowd density, contact between participants, attendee registration information collected for nonessential exposure to viruses like COVID-19 and SARS or other infectious diseases. While the Occupational Safety and Health Administration (OSHA) doesn’t have a standard that covers COVID-19, the agency’s recommendations include you consider “The General Duty Clause,” Section 5(a)(1) of the Occupational Safety and Health (OSS) Act of 1970, 29 U.S.C. 65(a)(1), which requires employers to furnish to each worker “employment and a place of employment, which are free from recognized hazards that are causing or are likely to cause death or serious physical harm.”

This could mean that your infectious disease response plan includes policies for precautions like extended teleworking for team members who aren’t required to be onsite and flexible scheduling options for mission-critical employees.

The potential for workplace violence can also have a significant impact on employee absenteeism. Team members may become sick, need to care for loved ones who are ill, or the event of school and childcare center closures may need to stay home to care for children.

One way to estimate your organization’s potential for absenteeism is to poll employees using an Americans With Disabilities Act (ADA) complaint survey. 11 It’s crucial to ensure employer privacy and remember that this tool is for statistical analysis only. The following is an example provided by the U.S. Equal Employment Opportunity Commission (EEOC):

ADA-COMPLIANT PRE-PANDEMIC EMPLOYEE SURVEY

Directions: Answer “yes” to the whole question without specifying the factor that applies to you. Simply check “yes” or “no” at the bottom of the page.

In the event of a pandemic, would you be able to come to work because of any one of the following reasons?

If schools or day-care centers were closed, you would need to care for a child.

If other services were unavailable, you would need to care for other dependents.

If public transport were sporadic or unavailable, you would be unable to travel to work or;

If you or a member of your household fall into one of the categories identified by the CDC as being at high risk for serious complications from the pandemic, you would be advised by public health authorities not to come to work (e.g., pregnant women; persons with compromised immune systems due to cancer, HIV, history of organ transplant or other medical conditions; persons less than 65 years of age with underlying chronic conditions; or persons over 65).

Answer: YES: ______ NO: ______

Encourage workplace de-stressing activities.
It’s no secret that stress lowers immunity. Stress can hit your team members, volunteers, and leaders from a variety of sources. Worrying about the risk of an outbreak touching down to home has added another external stressor. Combating stress is important under even normal conditions, but even more so when the risk of exposure is increased.

Encourage staff members to engage in workplace de-stressing activities. Simple ideas include:

- Organize a lunchtime walking group to enjoy the spring air.
- Even brief exercise lifts the mood and reduces stress.
- Encourage managers to maintain an open-door policy. Transparency and open lines of communication give employees the security to ask questions and voice concerns about what’s going on in the workplace.
- Promote short breaks as needed and the importance of taking time. Employees can get wrapped up in projects and lose track of time. A coffee break, some brief socialization, and lunch away from your desk will clear your head and re-energize the team to get back to the mission.

Know your rights as an employer, employee, and communicant.
Keeping your workforce healthy is likely top of mind. Still, you may worry about the risks of approaching health-related issues with your employees. The EEOC reminds employers that it is well within their rights to encourage or require employees who are experiencing flu-like symptoms during a pandemic to leave the workplace.

Take this opportunity to send a refresh to employers about your organization’s policies regarding sick leave or personal leave. If your organization requires a physician’s clearance before returning to work, make sure team members know the proper channels to submit this information.

Use these five tips to start having internal discussions now, and your organization will be more prepared to mitigate the risk of a public health emergency becoming a reality in your area. The ultimate goal is to ensure your employees and stakeholders are safe and calm as you continue to provide your mission-critical services to the community. Keep calm and wash your hands.

Katharine Neisagle and Whitney McKim are project managers at the Nonprofit Risk Management Center. Katharine and Whitney welcome your questions and feedback about crisis management planning risk at Katharine@nonprofitrisk.org or Whitney@nonprofitrisk.org

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CDC Foundation Has COVID-19 Guidelines For Nonprofits

While global health and governmental agencies grapple with how best to light the new coronavirus (COVID-19), leaders at nonprofit organizations worldwide are scrambling to figure out what steps they should take and how they can be helpful in this time of uncertainty.

The U.S. Centers for Disease Control and Prevention (CDC) is taking aggressive public health measures to help protect the health of Americans and assist international partners. Leaders at nonprofit organizations can also play a pivotal role at this critical time.

COVID-19 is very dangerous, and we must take comprehensive and coordinated action to address it. Today, we must be diligent in our response as the outbreak continues to spread worldwide, including in the United States, and the economic consequences that follow.

What can nonprofit leaders do in this time of uncertainty and concern? I’d like to offer five steps or initiatives that leaders of all nonprofits and philanthropists can take or consider.

1. Seek out the right information.
   The best source of up-to-date information on everything related to COVID-19 is the CDC website: It is a trusted source with information provided by CDC scientists. I know as I worked there and collaborated with them on an almost daily basis. Beyond CDC, look to your state and local public health departments. I was a state health commissioner for many years and coordinated a response.

2. Dispel myths.
   We are living in an anxious time, and as leaders we must ensure not to create a panic. This is even more difficult in an era where anyone with a smartphone can share an opinion or create a storyline. Myths about the coronavirus, including all the remedies, protection, etc. will continue to proliferate. Social media, while it can be a powerful tool to provide timely updates and information, can also make the problem worse. As leaders, we can dispel many of the myths about the disease and how to handle it.

3. Put into action good public health practices.
   As employers, community partners and influencers, the nonprofit sector enjoys a tremendous amount of trust and respect. Ensure your employees, volunteers and ambassadors know what they can do to protect themselves, their communities and the people they serve. Putting into practice actions from staying home when sick to cleaning and disinfecting work areas and communal areas where services are provided can make a big difference.

4. Make a financial grant.
   If your organization is in the position to do so, make a financial grant to strengthen public health and the response efforts. In this time of emergency, non-profits can be a powerful tool to provide timely updates and information, can also make the problem worse. As leaders, we can dispel many of the myths about the disease and how to handle it.

5. Collaborate with peer organizations.
   Nonprofit organizations and philanthropies have greater positive impact and can accomplish more collectively than individually. By aligning diverse interests and resources and leveraging the strengths of your organization with another, we can work together to fight this outbreak and support those affected.

If your organization is in a position to partner with another nonprofit, please consider it. The nonprofit sector has been crucial in past emergency responses such as the Ebola and Zika outbreaks, and we can do it alone this time.

From the outset of the COVID-19 outbreak, there has been confusion, concern and anxiety about the infectious disease with good reason. We should treat it as we would other past outbreaks — recognize that it has not respect borders or politics and requires a collective effort of government, individual and organizations.

The resilience of our front line public health responders is amazing. The nonprofit community has the opportunity to support them and others affected by the COVID-19 outbreak by providing accurate information and working with the public health community to find innovative ways to offer support.

Judy Monroe, M.D., is President and CEO of the CDC Foundation.

$75 Million Loan Fund Available To Nonprofits

A new $75 million NYC COVID-19 Response & Impact Fund will provide zero-interest loans to human services and arts and culture nonprofits in New York City as they face unprecedented challenges from the COVID-19 pandemic.

The fund, backed by some 20 New York City-based funders and foundations, is hosted by New York Community Trust and administered by the Nonprofit Finance Fund (NPF). Priority will be given to nonprofits addressing essential healthcare and food insecurity as well as arts and culture.

New York City-based nonprofits that provide services to the community are eligible to apply for a loan if they:

- Have annual non-governmental revenue of $20 million or less;
- Receive New York City or New York State government funding; and
- Have a track record of delivering effective programs and services equitably for New York residents.

Loans will range from $250,000 to $5 million and can be used for a variety of purposes, including covering delays in government payments for services delivered, prospecting fundraising events, and increased expenses to deliver services which will be reimbursed in the future.

The fund will provide grants and zero-interest loans for needs, including:

- Unrestricted, flexible funding to support new and emergency needs and community demands, particularly for service offerings outside normal operations required to respond to social distancing, isolation and quarantine;
- Technology to support remote work and services - laptops and remote calling capacity for staff, secure staffing and training to fulfill their mission;
- Temporary staff support to cover for shortages caused by employees who are ill, may have to quarantine, or stay home to care for family members or children during school closures;
- Equipment and supplies such as masks, hand sanitizer, gloves, and cleaning supplies;
- Additional cleaning services to augment in-house operations; and
- Support to aid the loss of operational revenue from facility closings, cancelled programs, events, etc.

An advisory committee of leaders in public health, community development, and the arts will help guide the new fund. The New York Community Trust will continue to solicit donations from foundations, corporate partners, and individuals committed to the health and well-being of New York City. Donors to the fund are committed to an expedited process for decisions and payment of funds to recipient organizations.

Financial losses for arts organizations to date are estimated to be $5.2 billion nationwide, according to Americans for the Arts. More than nine out of 10 arts organizations surveyed indicated they have canceled one or more events. Many organizations have closed their doors for months, more than a third expect to make reductions in staff, and 26 percent already reduced their creative workforce.

New York’s Metropolitan Opera canceled all performances through the end of the 2019-20 season, which would have ended May 9. The longest performing arts organization in the United States, by budget, the opera laid off all of its union employees for the duration of the COVID-19 crisis, NPF reported.

The Metropolitan Museum of Art announced that it will remain closed at least through April 4 and all programs and events have been canceled through May 15.
Self-Dealing Exceptions

National emergency allows assistance to employees, family members

The novel coronavirus (COVID-19) outbreak has forced many businesses to significantly curtail operations or temporarily close down. As a result, many individuals might find themselves out of work, and families across the country are struggling with the effects of a sudden, sharp downturn in the economy. On March 15, President Donald Trump declared COVID-19 a national emergency, which provides a path for company-sponsored foundations to assist employees in an economic hardship in connection with the coronavirus.

Many company foundations are classified as “private foundations” (i.e., foundations with a single major source of funding, usually the company itself). Typically, the “self-dealing” rules prohibit such company foundations from providing assistance to employees of the company sponsor, because such assistance confers a significant benefit on the company sponsor. However, as a result of the national emergency declaration, an exception to the self-dealing rules will now permit employer-sponsored private foundations to provide assistance to employees or family members that are affected by the coronavirus, subject to certain standards and requirements.

If a company foundation wishes to administer a program of employee hardship grants, the foundation must adopt safeguards to ensure that assistance serves charitable purposes, rather than the company’s business purposes. For example, the foundation’s disaster assistance program should not be used to relieve the company of a legal obligation, such as an obligation under a collective bargaining agreement or written plan that provides insurance benefits. Furthermore, the company should not use the disaster assistance program to recruit employees to continue their employment or to otherwise follow a course of action sought by the company. Rather, the program should operate pursuant to objective, non-discretionary criteria that focus on providing assistance to those in need.

In addition, the foundation should keep adequate records to show that the disaster relief payments further the foundation’s charitable purposes. For short-term assistance, such as assistance with a rent or mortgage payment, the foundation should maintain records showing the type of assistance provided, criteria for disbursing assistance, date, place, estimated number of persons assisted (individual names and addresses are not required), charitable purpose intended to be accomplished, and the cost of the aid. If the foundation provides long-term assistance, it should make a needs assessment based on recipients’ financial resources and their physical, mental, and emotional well-being.

If a company foundation has not previously administered an employee assistance or hardship program, this new line of activity should be submitted for approval by the foundation’s board of directors. If it is not feasible to convene a meeting of the foundation’s board, such approval can be obtained via unanimous written consent of the board members. Alternatively, if necessary, an executive committee of the board could provide initial approval, subject to later ratification of the entire board. The employee assistance or hardship program should be disclosed to the Internal Revenue Service (IRS) when the foundation makes its annual 990 or 990-PF filing.

Even if a company does not sponsor a foundation, the company itself can make “qualified disaster relief payments” to employees affected by the coronavirus.

Nonprofits Eligible for Federal SBA Loans

The Small Business Administration (SBA) is working directly with states to provide targeted, low-interest Economic Injury Disaster Loans to businesses and nonprofits that have been severely impacted by the COVID-19 pandemic and to help overcome the temporary loss of revenue.

Small businesses can receive up to $2 million in disaster assistance loans in certain eligible areas.

To qualify for loans, the business must be located in a Current Disaster Declaration Area. It also must qualify as a small business, meeting requirements for maximum number of employees or maximum revenue. More information on the requirements for specific industries can be found here:

The first step in the three-part process is to apply online, in-person, or by mail. Step two of the process is the property verification, loan processing, and decision by the SBA. The final step is the loan close and funds disbursed.

Additional information may be necessary to process an application. If requested, the following information should be provided within 7 days of the information request:

- Complete copy, including all schedules, of the most recent federal income tax return for each principal owning 20 percent or more; each general partner or managing member; and each affiliate when any owner has more than 50 percent ownership in the affiliate business. Affiliates include, but are not limited to, business parents, subsidiaries, and other businesses with common ownership or management.
- The most recent federal income tax return has not been filed, a year-end profit-and-loss statement and balance sheet for that tax year, and:
- A current year-to-date profit and loss statement.

5 Unique Elements For Outcome Goals

Each goal is usually a good thing, but even setting or having goals can be beneficial, providing us with something to which we can aspire. Although goal setting is usually looked upon as a universally good thing, they can entail problems if not undertaken well.

In her book “Networking for People Who Hate Networking,” Devora Zack presents the concept of outcome goals, which are more challenging but offer better results by being more specific. Zack wrote that outcome goals comprise five unique elements that set the path for lasting success:

- Positive. State goals in the positive. People can work toward desired goals but not away from undesirable ones.
- Measurable. This means “not vague.” Think, what is a sensory-based, testable description of an outcome?

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Time To Relax. Try these nonprofit games.

So, you’ve never used a work computer for something other than work? You can start now. Here are a few free games to play.

The 17th annual Games For Change event is slated for New York City July 14-16. Founded in 2004, Games For Change is a 501(c)(3) that empowers game creators and social innovators to drive real-world impact through games and immersive media.

Tree

Experiencing the cycle of life through the lens of the natural world, users enter the tree’s body and perspective, beginning as a virtual seed and growing to the highest point in the forest before being slashed and burned by industrial loggers. With your arms as branches and body as a trunk, you literally embody the tree’s transformation and users are further immersed into the experience through sensory elements, including a scent track, wind, heat and thumps to simulate growth.

http://www.gamesforchange.org/game/tree/

A Closed World

“A Closed World” is designed to explore and research different aspects of games, in this case, the lack of compelling video game content for LGBTQ youth. “A Closed World” puts the player in control of a character of ambiguous gender that begins exploring a forest on the edge of town. Distracting rumors of “demons” that exist in the forest who have the ability to “destroy” your village, you must overcome the hardships of a forbidden relationship by exploring what lies inside the forest. Through this journey, players battle the forest’s “demons” with their only defense being logic, passion, ethics, and ability to remain calm during conflict.

http://www.gamesforchange.org/game/a-closed-world/

Jewish Time Jump: New York

Jewish Time Jump: New York is a place-based history alternate-reality game for iOS in which players travel back in time to the early 1900 Greenwich Village to uncover a story lost to time. As a writer at the Jewish Time Jump Gazette, the player interviews different characters throughout Greenwich Village, experiencing different perspectives and stories of Jewish life while avoiding thugs that patrol the area. Players use their mobile phone or tablet to uncover this century-old world overlaid on the present day, and are able to interact with different people and artifacts based on their actual location within Greenwich Village.

http://www.gamesforchange.org/game/jewish-time-jump-new-york/

Myobeatz

Myobeatz is a music-based rhythm game for neuromuscular prosthesis training. Amputation patients gradually improve control over their future arm prostheses by flexing muscles left at the stump in time with visual cues and in rhythm with popular pieces of music.

http://www.gamesforchange.org/game/myobeatz/
Shawn Blackwood is the new chief operations officer of TSNE Mission Works in Boston, Mass. Blackwood joined TSNE with 15 years’ experience as a senior manager and director with John Hancock Financial Services.

Blackwood led the development and operations of new business products and managed services, and orchestrated the growth of one of the company’s most diverse teams.

In addition to his professional re- eme, Blackwood has been actively involved with nonprofits that help youth from underserved communities. He has volunteered his time as a coach and mentor with Boston Cares’ MLK Scholars, Citizen Schools, and YMCA Boston.

Leon Buck is the new vice president of government relations, banking and financial services at National Retail Federation (NRF).

Buck joined NRF with 25 years’ experience in government affairs and most recently was senior policy director special projects coordinator for U.S. Rep. Sheila Jackson Lee (D-Texas). Throughout his career, Buck has served as a lobbyist before the House Financial Services and Senate Banking Committees, and worked on the passage and enactment of the Dodd-Frank Wall Street Reform and Consumer Protection Act, the National Flood Insurance Reform Authorization, and the Terrorism Risk Insurance Act.

Kristina Dixon is the new chief financial officer of the Nonprofit Finance Fund (NFF) in New York City. She will be based in Los Angeles, Calif.

Dixon will oversee NFF’s finance, information technology, and talent and organizational effectiveness functions. She joined NFF from the Los Angeles Homeless Services Authority. When funding through the agency to address the homeless crisis grew from $75 million to more than $400 million annually, she guided the organization’s operational expansion and its evolution as an active partner to service providers.

She also previously held finance leadership positions at the Los Angeles Urban League, Essence Center, Chinatown Service Center, and worked as a key member of the finance team at First 5 LA.

Kathleen Driscoll is the new senior vice president and chief philanthropy officer of Mass Memorial Health Care in Worcester, Mass. It is part of the health system of the Roman Catholic Archdiocese of Boston, where she is the secretary for institutional advancement.

At the archdiocese, Driscoll led the church’s first capital campaign in 17 years and began a program that raises more than $125 million a year. She also led a school fundraising campaign that has raised more than $100 million to benefit Catholic schools in the Boston area.

Kassandra Frederique was picked as the new executive director at the Drug Policy Alliance (DPA) in New York City. Frederique, who is now the organization’s managing director of policy advocacy and campaigns, will assume the role in September after completing projects to which she was committed to in her current position.

Frederique has been an architect of campaigns to expand the debate around the impacts of policing, the importance of legalizing marijuana with social and racial justice at the forefront, engaging municipalities and state legislators in comprehensive harm reduction strategies, and the breadth of the overdose crisis within communities of color.

Frederique started her career at DPA as an intern on the New York policy team. With her insight and creativity as an advocate, her ability to connect with those most affected by the war on drugs, and her inspiring leadership style, she has progressed through a series of increasingly responsible roles in the organization and is currently a member of the senior leadership team.

Jack Kliger is the new president and chief executive officer at The Museum of Jewish Heritage — A Living Memorial to the Holocaust in New York City.

In 2019, Kliger oversaw the opening of the museum’s exhibition, Auschwitz: Not long ago. Not far away. Originally scheduled to close this past January, the exhibition was extended through August 2020 in response to the record number of visitors it has drawn.

Kliger was born in Florence, Italy, to displaced Holocaust survivor parents. They emigrated to Brooklyn, N.Y., when he was 1 1/2 years old.

He began his career at The Village Voice in the mid-1970s and was hired in 1980 by Advance Publications, owners of Conde Nast Publications. Within six years, Kliger was appointed publisher of GQ Magazine, soon followed by Glamour, the company’s largest circulation, and in 1993 was appointed executive vice president of Conde Nast Publications. After launching their digital unit Conde N. Kliger was promoted in 1997 to executive vice president of Parade Publications, the largest business unit of Advance Publications.

Stan Little, former president of the SunTrust Foundation, joined United Way Worldwide in Alexandria, Va., as chief experience officer. Little will lead all donor-facing functions that impact how the world engages with United Way.

As CEO, Little will be responsible for delivering a compelling, relevant and consistent engagement experience with United Way branded services, including cause marketing, strategic partnerships and other funding activities by individual and corporate donors, volunteers and partners. By consolidating marketing, donor relations and key engagement products and services under Little’s leadership, the plan is for United Way to deliver a best-in-class donor experience to fuel growth and community impact.

Prior to joining United Way Worldwide, Little was president of the SunTrust Foundation and led the bank’s corporate philanthropy with a focus on financial education and counseling, career readiness/workforce development and small business entrepreneurship.

Angela Palmer was appointed regional director of The Alliance of Arizona Nonprofits in Flagstaff, Ariz.

Palmer has worked as a self-employed marketing and community-building specialist for nonprofit organizations, most recently in Verde Valley, Ariz. She initially moved to Northern Arizona as gallery director of Kiva Creative Gateways Gallery and Creative Gateways in Sedona, where she grew a community of artists and improved the operational efficiency of the organization.

Before moving to the Verde Valley area, Palmer leads arts organizations marketing teams at The Phoenix Symphony and Free Arts for Abused Children of Arizona.

Susan Robertson, CAE, was appointed president and CEO of AASAE/The Center For Association Leadership on an 18-month engagement. She had been interim president and CEO since this past June when John Graham IV stepped down after a cancer diagnosis and subsequently died.

Robertson will oversee all AASAE operations, including Centennial-related activities and a recent board-approved strategic planning process. Robertson has more than 19 years of experience at AASAE, including most recently as executive vice president of AASAE, and president of the AASAE Research Foundation.

Gretchen Shugart is the new executive director of Theatre Forward in New York City.

Shugart had been a board member of Theatre Forward for more than a decade, serving as president from 2011 to 2018. Shugart spent 17 years building Teatro Mania, a media and technology company, from start-up to its 2017 sale. During her tenure, the company acquired UK-based WhosOnStage, launched Oncom annoying, a SaaS business providing ticketing, fundraising and CRM tools; executed produced the Drama Desk Awards, and became a leading provider of theater information and ticketing to millions of consumers across the U.S. and U.K. Following TheatreMania’s sale, she served as president, art & culture of acquiring company AudienceView.

She previously worked at JP Morgan Chase predecessors MITH and Chase; M&A advisory firm GIA; Bank of Montreal and as president of Edelman Capital LLC, an advisory firm. For the past year, Shugart has been providing consulting services to several early stage ventures.

Susan Styf was appointed president and chief executive officer of CARE of Southwestern Michigan in Fraser, Mich.

Styf, who prior to this appointment was CARE’s chief operating officer, will oversee the continued growth and development of the organization and its programs focused on parenting support, family crisis, substance abuse disorder, mental health and workplace programs.

She has been with CARE for four years, and during that time Styf launched five new programs and expanded the organization’s trauma programs for first responders, including fire, police and EMS.

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