Leadership Stability, Organizational Flexibility Fundamental To The 2018 Best Nonprofits To Work For

By Mark Hennin

Significant change, like, say, a new chief executive officer, can have an impact on an organization’s culture, as well as other aspects of a nonprofit. Stability in the C-suite is usually helpful while consistent turnover at the top is not likely to enjoy success.

Among the 50 organizations in this year’s NPT’s Best Nonprofits To Work For report, the highest ranking official or CEO has been in the position for almost a decade, more than two years longer than the average among employers that did not make the list.

The national office of Communities In Schools (CIS) welcomed a new CEO, Dale Esquiaga, in November 2016, but he’s only the third CEO in the organization’s 40-year history. It’s one of a few data points in this year’s study where CIS bucked the averages. That didn’t stop it from garnering the top spot in the 2018 Best Nonprofits To Work For.

The Arlington, Va.-based organization has been climbing the rankings for years. CIS ranked 15th overall in 2015, moved up to 10th in 2016 (fifth among medium organizations both years), and placed second overall and first among medium organizations last year. This year, it finally takes claim to the No. 1 spot in the eighth annual Best Nonprofits To Work For, a partnership between The NonProfit Times and Harrisburg, Pa.-based Best Companies Group (BCG).

CIS works directly with 1,300 schools in 23 states and the District of Columbia to help at-risk students from dropping out of school.

Universities Using Donor Portals to Personalize The Giving Experience

By Aviva Segal

Donors nowadays can monitor their finances online with their bank, their travel itineraries and rewards via their airline, and their health and exercise regimens on a near countless numbers of applications. Even Netflix can give you a history of your recent viewing behavior and a ballpark estimate on how many hours you’ve paused into rewatching Blackish.

Donors’ accessibility to real-time information in other aspects of their everyday lives prompted the University of Washington to try to recreate the experience in their philanthropy with donor portals, according to Mark Lannan, director of donor relations. Donor portals, in Lannan’s experience, have generally been tied to constituent relationship management (CRM) software and provide donors with their giving histories. Such basic information seemed self-serving for the university, he said, essentially giving donors information that they would otherwise call the university about.

“I thought that everybody is online, that’s the undercurrent of all this,” Lannan said. “I don’t think it’s so shaping donor expectations or even universities or even nonprofit universities.”
Infogroup and Anne Lewis Strategies have joined forces to lead the charge in digital marketing. Powered by our Apogee digital database, our alignment will provide customized strategy and execution to engage, acquire, and cultivate digital donors. We are uniquely positioned to provide effective strategic solutions to help solve complex digital challenges facing our clients.

For more information please contact Stephanie Ceruolo, 402.836.5856 stephanie.ceruolo@infogroup.com
In This Issue
April 1, 2018 Vol. 32 No. 4

NEWS

1 Universities Using Donor Portals to Personalize The Giving Experience
By Andy Seiden

2018 NPT Best Nonprofits To Work For

1 Leadership Stability, Organizational Flexibility Fundamental To The 2018 Top Nonprofits To Work For
By Mark Herman

8 Best Large Organizations
By Mark Herman

10 Best Medium Organizations
By Andy Seiden

12 Best Small Organizations
By Andy Seiden

COLUMNS

GENERAL RAMBLINGS
Numbers Don’t Lie
By Paul Clary

ETHICS
Donors With Dementia
By Robert P. Hofmann
And Jolene Hysa Martin

DEPARTMENTS

19 Calendar
19 People
20 Resource Marketplace
22 Advertiser Index
23 NPT Jobs / CareerMatch
2018 -- NPT Best Nonprofits To Work For

Top 50 2018
NPT’s Best Nonprofits To Work For

<table>
<thead>
<tr>
<th>Rank</th>
<th>Organization</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communities In Schools</td>
<td>Arlington</td>
<td>VA</td>
</tr>
<tr>
<td>2</td>
<td>Wounded Warrior Project</td>
<td>Jacksonville</td>
<td>FL</td>
</tr>
<tr>
<td>3</td>
<td>The Lord’s Place, Inc.</td>
<td>West Palm Beach</td>
<td>FL</td>
</tr>
<tr>
<td>4</td>
<td>Promise Resource Network, Inc.</td>
<td>Charlotte</td>
<td>NC</td>
</tr>
<tr>
<td>5</td>
<td>CN Community Health</td>
<td>Sarasota</td>
<td>FL</td>
</tr>
<tr>
<td>6</td>
<td>ZERO - The End of Prostate Cancer</td>
<td>Alexandria</td>
<td>VA</td>
</tr>
<tr>
<td>7</td>
<td>Eye to Eye National</td>
<td>New York</td>
<td>NY</td>
</tr>
<tr>
<td>8</td>
<td>Legal Aid Society of the District of Columbia</td>
<td>Washington</td>
<td>DC</td>
</tr>
<tr>
<td>9</td>
<td>Downtown Streets Team</td>
<td>San Jose</td>
<td>CA</td>
</tr>
<tr>
<td>10</td>
<td>BoardSource</td>
<td>Washington</td>
<td>DC</td>
</tr>
<tr>
<td>11</td>
<td>DonorSource</td>
<td>New York</td>
<td>NY</td>
</tr>
<tr>
<td>12</td>
<td>Career Path Services</td>
<td>Spokane</td>
<td>WA</td>
</tr>
<tr>
<td>13</td>
<td>Kasell Foundation</td>
<td>East Hanover</td>
<td>NJ</td>
</tr>
<tr>
<td>14</td>
<td>Navy-Marine Corps Relief Society</td>
<td>Arlington</td>
<td>VA</td>
</tr>
<tr>
<td>15</td>
<td>Young Community Developers, Inc.</td>
<td>San Francisco</td>
<td>CA</td>
</tr>
<tr>
<td>16</td>
<td>Partnership for Public Service</td>
<td>Washington</td>
<td>DC</td>
</tr>
<tr>
<td>17</td>
<td>Share Our Strength</td>
<td>Washington</td>
<td>DC</td>
</tr>
<tr>
<td>18</td>
<td>Space Foundation</td>
<td>Colorado Springs</td>
<td>CO</td>
</tr>
<tr>
<td>19</td>
<td>AIC Inc</td>
<td>Arlington</td>
<td>VA</td>
</tr>
<tr>
<td>20</td>
<td>Education Commission of the States</td>
<td>Denver</td>
<td>CO</td>
</tr>
<tr>
<td>21</td>
<td>DoSomething.org</td>
<td>New York</td>
<td>NY</td>
</tr>
<tr>
<td>22</td>
<td>CAP Tulsa</td>
<td>Tulsa</td>
<td>OK</td>
</tr>
<tr>
<td>23</td>
<td>WGC</td>
<td>Las Vegas</td>
<td>NV</td>
</tr>
<tr>
<td>24</td>
<td>The Toy Association, Inc.</td>
<td>New York</td>
<td>NY</td>
</tr>
<tr>
<td>25</td>
<td>The American Cancer Fund for Young Adults</td>
<td>Baltimore</td>
<td>MD</td>
</tr>
<tr>
<td>26</td>
<td>PBS, Incorporated</td>
<td>New York</td>
<td>NY</td>
</tr>
<tr>
<td>27</td>
<td>Clineare</td>
<td>Detroit</td>
<td>MI</td>
</tr>
<tr>
<td>28</td>
<td>Brighton Center</td>
<td>San Antonio</td>
<td>TX</td>
</tr>
<tr>
<td>29</td>
<td>Alzheimer’s Association</td>
<td>Chicago</td>
<td>IL</td>
</tr>
<tr>
<td>30</td>
<td>MedMeds, Inc</td>
<td>Boston</td>
<td>MA</td>
</tr>
<tr>
<td>31</td>
<td>National Board for Certification in Occupational Therapy</td>
<td>Galveston</td>
<td>TX</td>
</tr>
<tr>
<td>32</td>
<td>Children’s Tumor Foundation</td>
<td>New York</td>
<td>NY</td>
</tr>
<tr>
<td>33</td>
<td>Kineus</td>
<td>Boston Harbor</td>
<td>HI</td>
</tr>
<tr>
<td>34</td>
<td>CCMH Center, Inc.</td>
<td>Jackson</td>
<td>TN</td>
</tr>
<tr>
<td>35</td>
<td>Year Up</td>
<td>Greenbelt</td>
<td>MD</td>
</tr>
<tr>
<td>36</td>
<td>Charities Foundation of America</td>
<td>Alexandria</td>
<td>VA</td>
</tr>
<tr>
<td>37</td>
<td>Animal Legal Defense Fund</td>
<td>Catalal</td>
<td>CA</td>
</tr>
<tr>
<td>38</td>
<td>Directions for Youth &amp; Families, Inc.</td>
<td>Columbus</td>
<td>OH</td>
</tr>
<tr>
<td>39</td>
<td>Council of Chief State School Officers</td>
<td>Washington</td>
<td>DC</td>
</tr>
<tr>
<td>40</td>
<td>Community Associations Institute</td>
<td>Washington</td>
<td>DC</td>
</tr>
<tr>
<td>41</td>
<td>Association for Vocational Rehabilitation and Employment, Inc.</td>
<td>Binghamton</td>
<td>NY</td>
</tr>
<tr>
<td>42</td>
<td>HRC International</td>
<td>Irvine</td>
<td>CA</td>
</tr>
<tr>
<td>43</td>
<td>Pearl S Buck International, Inc.</td>
<td>Passage</td>
<td>PA</td>
</tr>
<tr>
<td>44</td>
<td>American Heart Association</td>
<td>Dallas</td>
<td>TX</td>
</tr>
<tr>
<td>45</td>
<td>Solaris</td>
<td>Old Hickory</td>
<td>TN</td>
</tr>
<tr>
<td>46</td>
<td>Palm Beach Habilitation Center, Inc.</td>
<td>Lake Worth</td>
<td>FL</td>
</tr>
<tr>
<td>47</td>
<td>Community Food Bank of Southern Arizona</td>
<td>Tucson</td>
<td>AZ</td>
</tr>
<tr>
<td>48</td>
<td>The Martin Foundation</td>
<td>Port Washington</td>
<td>NY</td>
</tr>
<tr>
<td>49</td>
<td>The Children’s Home of Cincinnati</td>
<td>Cincinnati</td>
<td>OH</td>
</tr>
<tr>
<td>50</td>
<td>Better Business Bureau</td>
<td>Austin</td>
<td>TX</td>
</tr>
</tbody>
</table>

At this organization, employees have fun at work.
I feel part of a team working toward a shared goal.
My pay is fair for the work I perform.
This organization treats me like a person, not a number.
This organization provides as much ongoing training as I need.

The Best Companies Group’s Employer Benchmark Report tracked positive responses — “agree somewhat” or “agree strongly” — to 85 questions across eight categories. The overall average for the top 50 organizations was 85 percent, compared with 74 percent for organizations that did not make the list.

Best Nonprofits scored at least an average 90 percent in six of the categories while those that did not make the top 50 had a high mark of 85 percent in one category, breaking 80 percent in four categories. The difference between organizations that made the list versus those that did not ranged anywhere from 7 percent to 16 percent among the eight categories:

- Leadership and planning (+16), 90 percent to 74 percent
- Corporate culture and communications (+15), 89 to 74 percent
- Pay and benefits (+16), 90 to 74 percent
- Training, development and resources (+15), 84 to 71 percent
- Overall engagement (+15), 95 to 81 percent
- Pride and satisfaction (+15), 91 to 81 percent
- Work environment (+8), 90 to 82 percent
- Relationship with supervisor (+7), 92 to 85 percent

The biggest disparity among organizations was revealed on the question “I’m satisfied with the nation reimbursement benefits,” within the pay and benefits category. Organizations on the list averaged 95 percent positive (the

Continued on page 6

APRIL 1, 2018 THE NONPROFIT TIMES www.thenonprofittimes.com

Staff at Communities In Schools take part in the "All In For Kids Town Hall."
HUMAN SERVICES PROTECTION NON-PROFIT/ FOR PROFIT

MILLIONS OF PEOPLE SERVED. 1 SHARED RESPONSE.

PHLY helps ensure that our Human Services customers continue to gain positive feedback from the millions of people they serve. We offer customizable package policies, along with superior customer service, and a free risk management plan toolkit to help meet the ever growing needs of non-profits.

Call 855.411.0797
Or visit ThinkPHLY.com/HumanService

A.M. Best A++ Rating
Ward’s Top 50 2001-2017
94.5% Claims Satisfaction
100+ Niche Industries

PHILADELPHIA INSURANCE COMPANIES
A Member of the Tokio Marine Group

Non-Profit / For Profit Human Services | Mental Health | Substance Abuse | Home Health Care | Home Medical Equipment

Philadelphia Insurance Companies is the marketing name for the property and casualty insurance operations of Philadelphia Consolidated Holdings Corp., a member of Tokio Marine Group. All admitted coverages are written by Philadelphia Indemnity Insurance Company. Coverages are subject to actual policy language.
2018 -- NPT Best Nonprofits To Work For

Top 10

Key Drivers

1. I feel valued in this organization.
2. I have confidence in the leadership of this organization.
3. I like the type of work that I do.
4. Most days, I feel I have made progress at work.
5. I can trust what this organization tells me.
6. At this organization, employees have fun at work.
7. I feel part of a team working toward a shared goal.
8. My pay is fair for the work I perform.
9. This organization treats me like a person, not a number.
10. This organization provides as much ongoing training as I need.

When the new CEO got on board, a culture committee was formed that is run by staff members who volunteer with human resources staff providing guidance and coaching. "It's an organizational group that puts forth ideas for enhancing our culture," Godaire said.

Some of what CIS instituted in the past year was based on feedback from employees, such as a telecommuting program that allows staff to work from home up to two days a week.

"Part of the feedback we heard from employees as we did focus groups was that some didn't know we had a policy, some were doing it all the time, and some felt like they couldn't do it at all," Godaire said. "What we were able to do was understand what was important to employees and put forth a standard policy with clear guidelines," she said. One of the big good come from the fairly young workforce was for parental leave benefits for parents who just had a child or adopted a child. CIS is large enough to fall under family medical leave and short-term disability only pays a portion of costs. Parental leave allows for two full weeks of pay during the period that employees are out, she said.

"We started having conversations with people. I wasn’t expecting that, but that was the number one staff issue across the board, it was really important to them," Godaire said. "It wasn’t so much an employee perk as much as for organizational culture. "We have a lot of individuals at that stage of life where they’re starting to have families or thinking about having families. To hear what was important to staff and provide that benefit really added a lot of value," she said.

Jacksonville, Fla.-based Wounded Warrior Project (WWP) also saw a change at the top though it was more abrupt than the one at CIS. Mike Linnington will mark his second year as CEO this summer, joining after a series of criticism about spending practices that led to a number of executives leaving the nonprofit.

Wounded Warrior Project ranked No. 2 in this year’s report and first among large organizations, returning to the Best Nonprofits top 10 for the first time since 2015. Widespread criticism of spending practices and employee complaints to news outlets swirled as the 2016 Best Nonprofits went to press and an editorial decision was made to pause its participation in that year’s report. Previously, WWP ranked No. 1 in 2011 through 2013.

Linnington joined amid a wave of scrutiny following the widespread media attention and even Congressional scrutiny that spring.

“Almost all the changes that we made were made in the spirit and culture of transparency and openness,” Linnington said. “Everyone in our organization knew everything; we over-communicated it,” he said, crediting the many new communication techniques that keep staff informed - weekly newsletters, all-staff calls, chats with chiefs and vice presidents and collaboration with other organizations for returning to the Best Nonprofits list.

Continued on page 7
2018 -- NPT Best Nonprofits To Work For

Continued from page 6

Like CIS, WWF incorporated input from staff during a two-year planning process for its five-year strategic plan. “Everybody knows where we’re going through 2022,” Linnington said. “We’re committed to being more collaborative and transparent with all our partners,” he said.

“Uncertainty is the death of a lot of organizations,” Linnington said. “It’s why we’ve put such a high premium on absolute, open and clear and transparent communications. It starts with me but goes through the whole organization.”

Linnington declared as in the past the period of uncertainty of early 2016. WWF downsized from about 615 employees in May of that year to about 550 later that year. He expects to be closer to 700 by the end of this fiscal year (September). Financially, WWF is in much better shape after another decline in revenue this past year.

“The last six months of 2017 were much more positive than the last six months of 2016,” Linnington said. “That’s what’s allowed us to grow the number of teammates focused on program delivery,” he said, adding that it could be a year or two before they return to the high water mark of 2015.

Linnington hosts an open conference call with all staff every other week, where employees are encouraged to ask tough questions. “That spirit of collaboration and openness helps us improve,” he said.

The calls usually run about an hour, featuring an overview of activities the past couple of weeks and highlighting success stories. After Linnington explains his priorities for the next month or two, specific areas are addressed by those particular leaders and then it’s opened to questions. Employees can send questions anonymously through an instant messaging-type system used for the call, or email questions during the off week of the call that will be answered live on the next call. Questions are read and answered by Linnington or a leader responsible for the area being asked about.

It’s a collegial but a no-holds-barred kind of forum,” Linnington said. “I kind of enjoy that,” he said of the open calls, which also might address rumors. “When tough questions aren’t asked, that’s when you have a challenge. If we don’t know, we say so and follow up at the next meeting or by email,” he said, adding that a running ledger keeps track of questions to address. “It’s important for others to know they’re valued...stay engaged from top to bottom.”

The all-hands calls have paid dividends, according to Chris Toner, who as chief of staff has oversight of human resources, shared services and IT. “Teammates really feel connected to the organization, they feel like they’re part of it,” he said. Surveys reinforce those aspects and staff can provide solutions to the organization from their own viewpoints.

“It’s the most collaborative environment I’ve been in,” Toner said, adding that staff at the lowest levels can make an impact on the whole organization. “I’ve seen it in my 14 months here.”

Questions raised during the call have led to at least one change: a new sick leave policy instituted last year allows for four days annually. “It’s not a big deal but for employees who have their cadre of new kids coughing all day, that’s a big deal,” Linnington said. Employees previously would have to use paid time off (PTO).

The idea for an all-staff call was spawned from an employee survey conducted at the end of 2016. “We published results of that survey, addressed every area,” Linnington said, identifying areas where they can improve and what can be sustained. NPT

Walmart Promo Shop

Visit Walmart Promo Shop at www.walmartpromoshop.com/npt123

Share your mission with quality promotional products

Customizable drinkware, t-shirts, bags, pens and more.

Ordering is easy!

- Choose a product online
- Upload your design or logo
- Personalize your item
- 100% satisfaction guarantee

www.walmartpromoshop.com/npt123  866.521.6212

*The following are marks and/or registered marks of Walmart, Inc. (the “mark” design (D), Walmart, and Save Money, Live Better. This advertisement is made by Hedarred Clarke and all inquiries should be made to 605-512-0727. Walmart does not provide, endorse, recommend, warrant or take responsibility for the facts or offers or for any results or fulfillment or customer services.

APRIL 1, 2018  THE NONPROFIT TIMES  www.thenonprofittimes.com

7/24
Large Groups Retain Their Flexibility For Keeping Staff Happy

By Maki Hernandez

Large nonprofits generally have more resources to be able to provide more services to their constituents or better salaries and benefits for employees. But bigger organizations are not without their own challenges compared to their more diminutive counterparts.

"When we think about things, sometimes it's a little slower than I'd like because we want it to work for 850 people versus 10 people in one site, and the tax impacts may vary by state," said John Bradley, chief operating officer (COO) of Year Up. "How do you make what we're talking about work equally both nationally and locally, operating within markets we need to be working within?"

Year Up is consistently ranked in the Best Nonprofits To Work For. This year, the Boston-headquartered nonprofit that provides intensive professional education to urban young adults comes in at No. 55 overall and fourth among large organizations (those with at least 250 employees). There are about 175 staff in the national office and another 21 sites in the field, totaling almost 800 employees.

From day one, the leadership team has been open to thinking of the organization as a human capital company to scale, according to Bradley. "It's all about human capital development. We don't have any other product or service. We need our people focused on that all the time," said Bradley, who served on the national board leading the human capital subcommittee before becoming COO in 2015. He previously was a senior executive in global human resources for UPS and JP Morgan Chase.

Bradley credits CEO/Founder Gerald Chertusian, the leadership team and board for being open to doing things that are uncommon among nonprofits. There's a focus on a human capital strategic driven around wanting to attract the best individuals and to make sure they have the opportunity to grow their capacity throughout their careers at the organization.

"Even at our size, we can't be everything to everybody at every moment of their career. Whether geography, skillset or where we happen to be growing, there will be times that people will have to think about leaving the organization to get what they want for their career," he said.

"It's not just about keeping you here because that's not always going to work for us," Bradley said. "If that's where it gets to, they're leaving with the hope and potential for coming back in the future." There is also the feeling that we gave them every degree of support to develop their career and manage their own growth if they stepped out to go to another organization in the industry prepared," he said.

Year Up has changed leave policies during the past year to make them more comprehensive, Bradley said, in addition to boosting professional development stipends. Year Up provides a stipend for professional development, boosting it from $2,000 to $2,500 annually. Employees can use the stipend as they see fit, including as much as $1,000 toward their student loan debt.

"We're not super restrictive when it comes to how that money gets spent. You need to tie it to what your career journeys need to be, build up skills, either for a role here or at least in this industry, nonprofit or workforce development," Bradley said. About 80 percent of employees, sometimes more or less depending on the year, use the stipend.

"We got a lot of requests before we went to formal extra professional development money," Bradley said, starting at $1,000 annually about a decade ago.

The largest organization in the Best Nonprofits To Work For report, the American Heart Association (AHA) has more than 3,000 employees, and regularly makes the Top 50, this year at No. 44. It is in the large category. In a place that big, there are staff members of all ages and generations. AHA takes advantage of that experience, in both directions. A reverse mentoring program called Moving Opportunities for Relationships and Engagement (MORE) matches older employees with younger staff.

"Often, someone who has lots of experience can benefit from someone with a fresh set of eyes or someone coming in not with that experience," said Sally Pahn, vice president of talent at Dallas-headquartered AHA. Mentors complete an application, including what they think they can offer, and people can be a mentor or a mentee. Mentees are asked what they want from the partnership. Pahn said a frequent answer is that they've been doing their job a long time and are looking for something new, or to learn about a specific subject. "It pays off to foster our mission. It's the reason our employees feel good about where they work."

About 5 percent of employees participate and are recognized with a year-end party, certificate and AHA swag. "We reward our employees who participate because we feel like they're investing in themselves, going above and beyond," Pahn said.

One of the biggest initiatives in the past year at AHA was launching a strategic value proposition (SVP). "That really, along with our mission, gives us the highest level of expectations of how AHA operates. It's sort of a bold rallying cry," Pahn said. That helps align staff and volunteers around where the charity is going.

"It's important for our employees to understand. It talks about the need and
2018 -- NPT Best Nonprofits To Work For

2018 Large Nonprofits (250 or More Employees)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Organization</th>
<th>City</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wounded Warrior Project</td>
<td>Jacksonville, FL</td>
<td>FL</td>
</tr>
<tr>
<td>2</td>
<td>CAP Tulsa</td>
<td>Tulsa, OK</td>
<td>OK</td>
</tr>
<tr>
<td>3</td>
<td>Alzheimer’s Association</td>
<td>Chicago, IL</td>
<td>IL</td>
</tr>
<tr>
<td>4</td>
<td>Year Up</td>
<td>Greenbelt, MD</td>
<td>MD</td>
</tr>
<tr>
<td>5</td>
<td>American Heart Association</td>
<td>Dallas, TX</td>
<td>TX</td>
</tr>
<tr>
<td>6</td>
<td>The Children’s Home of Cincinnati</td>
<td>Cincinnati, OH</td>
<td>OH</td>
</tr>
</tbody>
</table>

Continued from page 9

desire to inspire innovation, from every employee in the organization,” she said.

The strategic value proposition “talks about what we’re going to do, how we’re going to do these things and deliver on the future. It’s much more specific about our business model going forward,” she said, and helps outline the different models.

“We do have a strong corporate culture and it really does start at the top,” Fablin said. “Our senior leadership subscribes to that inside-out philosophy,” she said, creating a nurturing environment of trust and care, with continuous learning and a big emphasis this year to help employees feel empowered.

Chicago-based Alzheimer’s Association has made the Best Nonprofits To Work For report in each of the eight years it has been published. The organization employs more than 2,000 people and ranked No. 29 overall, including third among large nonprofits.

Kathryn “Katie” Crosskey is regional leader and executive director for the San Diego Imperial Chapter of the Alzheimer’s Association. It’s one of four chapters that cover the Golden State and is primarily responsible for Southern California.

Crosskey previously worked at large national health charities, such as, American Diabetes Association (ADA) and National Multiple Sclerosis Society (NMSS). She joined the organization in June 2016 shortly after the previous local chapter disbanded during a process that saw Alzheimer’s Association consolidate its 54 traditional affiliates and 63 national affiliates into one national organization. About a dozen traditional affiliates separated during the process.

“One of the challenges with nonprofits is change at the top,” Crosskey said. When an organization goes through a lot of CEOs in a short period of time, it can create a lot of turmoil. Alzheimer’s has had that, she said, thanks to strong leadership on the volunteer side, as well as Harry Johns being there for more than a decade as CEO. “That kind of stability allows an organization to manage change well when it’s the same leadership, both volunteer and staff, navigating these waters,” she said.

Planning could play a big part in executive turnover or at least smooth transitions within the C-suite. In the Best Nonprofit report’s Employer Benchmark Survey, large organizations that were ranked were far more likely to have formalized programs or practices for succession planning, 85 percent compared with 58 percent among those not on the list. Overall, about 61 percent of the Best Nonprofits had a formalized plan versus just 36 percent among nonprofits that did not rank.

One might feel lost in a large organization with thousands of employees.

Communication is a challenge for any large organization, not just at Alzheimer’s Association but all national large health charities with multiple chapters, Crosskey said. Communicating the same message to all is critical, as is having buy-in to that message, she added.

Among the 85 questions and statements in the study’s employee benchmark survey was, “I feel I am valued in this organization.” Overall, Best Nonprofits saw positive response of 88 percent compared with 75 percent for organizations not ranked while among large organizations, the margin was 86 percent to 75 percent.

“Leaders of an organization being open to input from employees” also was a statement that had wide disparity among organizations that ranked in the top 50 versus organizations that did not. Overall, Best Nonprofits saw an 89 percent positive response to that statement, compared with 71 percent for organizations not on the list; in the large category, it was 88 percent to 69 percent.

Accessibility of leadership also plays a key role. “Anyone at any level can pick up the phone and talk to anyone. That’s critical. At any organization, if you feel like you’re not heard when you express a concern, that’s where organizations start to falter,” Crosskey said. “I really feel valued as a staff person. At any level of the organization, you can pick up the phone and talk to anyone. That’s not always the case at large organizations.” NPT

Win more grants using teamwork. Bring a friend with ewe!

Get funding. Create change.
tgci.com • (800) 421-9512

helping you
DonorPerfect fundraising software supports the goals of your nonprofit organization through time-saving, money-raising technology.

help others.
• Branded online donation forms
• Integrated gift processing
• Customizable email marketing
• Top-rated fundraising mobile app
• Automatic monthly giving

Learn more at donorperfect.com.
2018 -- NPT Best Nonprofits To Work For
Medium Organizations

Work/Home Balance Keeps Employee Numbers Stable

By Aaron Srebnik

The Lord’s Place might be where 95 staff members go to work each day and earn a livelihood, but CEO Diana Stanley knows that work is seldom employees’ first priority, and that’s how it ought to be.

“We are the last priority on their list,” Stanley said. “Your number one priority in life is faith. Then family. Lord’s Place is No. 3. We will never ask you to pick between your family and the agency.”

Just like many workers in the for-profit sector, nonprofit staffers of medium-sized organizations (50 to 249 employees) that participated in this year’s NPT Best Nonprofit to Work for 2018 identified employees that cared about their well-being (95 percent for those that made the list, 76 percent for those that did not), being treated as a person as opposed to a number (95 percent versus 81 percent), and feeling as though their supervisors can understand and guide them through work issues (92 percent versus 84 percent) as values they were drawn to within their organizations.

By extension, employees at organizations that made the list were more likely to look forward to coming to work (91 percent versus 79 percent) and see themselves at the organization two years down the line (85 percent versus 70 percent).

That might look simple enough on paper, but the pressures and stresses of nonprofit workplaces can make such objectives more difficult in practice.

The Lord’s Place checked in at No. 2 among medium-sized organizations and No. 5 overall on this year’s list. The West Palm Beach, Fla.-based nonprofit provides services for homeless individuals, work that can be both demanding and heartbreaking for staff, Stanley said. The organization had lost several clients during the past year. One man died in his apartment and was found by a case manager. Devastated counselors were brought in and the organization went about finding a silver lining in celebrating a man who lived much of his life homeless, but found a home late in life.

Activities such as massage days might sound like silly perks at times, but they, along with bereavement counselors and team-building exercises, have been important means of supporting employees and letting them know that they are valued, according to Stanley. Employees are encouraged to take mental-health days, no questions asked, as a means of escaping some of the stress that work can bring.

Co-workers are also encouraged to look after one another and, if one case manager has seen another take a few emotional hits in a row, he or she might go to Stanley on behalf of their colleague and Stanley will check in.

David Lin, CEO, and Laura Laville, human resource manager, of Palm Beach Habilitation Center just a stroll down 149th in Palm Beach, Fla., look for ways to limit staff burnout. The center works with individuals with developmental disabilities. Direct care staff in this area of the social services field typically last nine to 15 months, according to Lin. The center has managed to keep more than half of staff in excess of five years, and some have been with the organization for longer than 20 years.

Employees can probably make more money at less demanding jobs, he acknowledged. What leaders at the center, which ranked No. 25 among medium-sized organizations and No. 46 overall, have sought to highlight has been the fulfillment of mission and the ability to attack personal goals and objectives while on the job. The center does not have set expectations on how any job is performed, leaving things open for employees to bring their own strengths and interests.

Most supervisory positions have been filled by those that have grown within the company and have made their roles their own.

“When you get to bring to work everyday something you may have read online to help someone learn a job quicker or write their name in a checkbook, it really helps our employees’ self-esteem and their growth and their value as an employee. And they are valued,” said Laville.

Mission can be a unique driving force for workers in the sector. Tom Zelbor joined the Space Foundation in Colorado Springs, Colo., last spring after years in the for-profit sector and military. He said that he’s been struck by how employees’ tie themselves to the foundation’s mission and objectives.

One of the first things Zelbor did at the foundation, which ranked No. 11 among medium-sized nonprofits and No. 18 overall, was build a strategic plan. After a few months of work, the organization then began tying annual performance goals to the strategic plan. What was interesting to Zelbor was that, after a short while, staff would speak about the foundation from their perspective of the plan and how they fit in — something seldom seen in the for-profit space.

Continued on page 11

April 1, 2018
www.thenonprofittimes.com

2018 -- NPT Best Nonprofits To Work For

Continued from page 10

Commitment to mission and organizational vision alone aren’t enough. Zellmer acknowledged that nonprofit staffs are often faced with heavy workloads. The keys to continuing that commitment are continued development such as leadership and professional learning opportunities and communication. Strong communication from senior leadership to staff is what separates strong organizations from weaker ones, he said.

“Communication is one of the first things that breaks down in an organization and it’s because it’s hard and it’s hard to be good at it,” he said. “When communications break down, it creates an environment where employees make things up [on the fly] because they will fill in if senior managers do not.”

Lack for mission or not, sometimes the drain of nonprofit work can catch up with even the most dedicated staff.

“It’s Groundhog Day over and over again sometimes,” acknowledged Kathy Estes, chief administrative officer for Navy-Marine Corps Relief Society. The Arlington, VA-based organization provides financial, educational, and aid to members of the Naval forces, their families, and their survivors. It ranked No. 8 among medium-sized organizations and No. 14 overall.

One challenge from the headquarters level has been to find ways to protect case workers that often handle the society’s most difficult cases, according to Estes. One recent shakeup was to combine case work with training, providing case workers with the opportunity to periodically break up their duties by getting out of the office and training others. Other means used to make sure case workers have opportunities to step away include mental health days, hands-on walking clubs, and 101 Days of Summer challenges in which employees set goals for non-work activities such as reading a certain number of books.

Organization leadership has also sought to promote a family-friendly atmosphere by allowing children of volunteers and staff to volunteer in society offices. The policy has long been in place, helps gain second and third generations of volunteers,” and also provides staff with both flexibility with family demands and the ability to see their children during the day.

Whether it’s allowing children at work, crossovers with new roles, or the occasional coin-off, the objective nonprofit managers should be striving for is to break up the monotony that sometimes drains their employees, Estes said.

“Look for events or activities to offer employees an opportunity to do something different,” Estes said. “And the thing that is changing things up, also has to change. Because, after a while, even the changes aren’t going to work forever.”

---

CELEBRATING 20 YEARS OF
Grant Professionals Association Conferences

November 7-10, 2018
Chicago, Illinois

Registration Opens May 1!

www.grantprofessionals.org/conference

The NonProfit Times April 1, 2018

Second-Act Careers Sweeter When Tied To Mission, Needed Skills

By Janet Gutierrez

Janet Gutierrez was looking for a change in her career when she joined the Animal Legal Defense Fund (ALDF) in 2009. She started off as an office manager with a lot of first-career experience in database management and operations. She was promoted to director of operations and now serves as chief operating officer.

The Contra, Calif.-headquartered organization, which ranked 19th among small nonprofits (35 to 49 employees) and 179th overall in NPT’s Best Nonprofits to Work For 2018, has a number of stories like Gutierrez’s—professionals in other sectors looking to be reinvigorated or change a passion with nonprofits.

Tapping into second-career professionals, initially, happened organically, but is something that the organization has moved toward being more intentional about, according to Gutierrez. At the same time, leadership has kept an eye out for young professionals who might lack experience, but have a passion for animal-welfare causes.

“Having the balance of both is ideal,” said Gutierrez of ALDF’s pipelines to established professionals and young attorneys.

“Hungry young people and seasoned vets. You have the balance of more senior people to help direct that passion.”

ALDF has built a pipeline to future staff by developing chapters in law schools across the country. The organization’s director of litigation got his start by founding an ALDF chapter at Stanford University, joining the organization as an attorney, and moving up. Advocacy and education efforts also include ensuring that law students have access to animal law classes, grants to attend conferences, and paid clerkships with the organization. At least four current staff attorneys have gone from law students to ALDF clerks to ALDF employees.

“I think we, as a nonprofit organization, look at whose needs are, look at people on staff, support them, and help guide them to places where they will excel,” Gutierrez said of building a staff of diverse backgrounds and career levels. “If you want to grow as an organization where people are happy with a career path, it has to be focused on.

Small organizations, by their size and budget, tend not to have a ton of bench strength, making it necessary to have every employee be an all-star capable of taking on their role and running with it. Top organizations have responded by setting ways to be creative and creative in attracting and engaging staff that might not otherwise find themselves at a small nonprofit. That means, like ALDF, expanding outreach into universities or targeting late-career staff and retirees or seeking to engage out-of-state candidates through virtual offices.

Small organizations (49 or fewer employees) that participated in this year’s NPT Best Nonprofits to Work For 2018 diversified themselves with their ability to tap into employees’ skills and diversity, a culture of diversity noted by 91 percent of employees of organizations that made the list versus 81 percent of employees at organizations that did not. The ability to highlight employees’ skills and abilities (92 percent versus 85 percent), handle employees’ personal issues (96 percent to 87 percent), and work-life balance (91 percent to 78 percent) were other employee priorities.

The Marfan Foundation, which ranked 19th among small organizations and 40th overall, has sought late-career and retirees who can bring the foundation multiple layers of experience, said Michael Weaver, president and CEO. Small organizations— to borrow a baseball reference need teams of utility players. Sometimes the foundation needs a pitcher and other times it needs a second baseman. Organization leadership has opened the foundation up to such employees by offering a virtual office space, expanding its reach of employees across the country.

“We have found a number of folks that are like me—skilled and completed a career at a larger organization,” Weaver said of his 25 years at the American Heart Association and Martin’s practice of hiring late-career staff and retirees. “They have been our success stories. I can’t tell you the talent on our staff because of the flexibility [of virtual offices].”

Weaver estimated that between 25 and 40 percent of staff work outside of the foundation’s Port Washington, N.Y., offices. The shift to virtual began about three years ago and has produced quality results, he said. An employee was hired from R. Myers, Fla., to do mid-tier fundraising and has since advanced into running a major campaign for the foundation. In addition to helping attract seasoned veterans, Marfan was able to keep a communications staffer who moved from New York to Florida by going virtual. Years ago, the foundation might have looked elsewhere for a replacement. The employee has since risen to the role of chief program officer.

“The first thing I would do is go virtual,” Weaver said of his advice to other small organizations. “That really opened up the foundation. There was a time we were thinking about moving to Washington [D.C.]. People would sit around and talk about it. I don’t care where the foundation is.”

Jamee Barse, executive director of ZBRO - The End of Prostate Cancer, estimated that about half of employees work remotely. Organizational leaders purposely look for opportunities to hire in other parts of the country. Barse, himself, spends a good deal of time in Boston as opposed to organization headquarters in Alexandria, Va., and staff are scattered in California, Texas, Indiana, and other locales.

Centralized offices are excellent for organizational cohesion, but they don’t do much in the way of branching out into other communities across the country. Barse said. Running a nonprofit is about being out in the community and, if an organization has employees in a variety of regions, it’s easier to make one-on-one connections with volunteers and advocates across the country.

ZERO, which ranked No. 2 among small organizations and No. 6 overall, uses Google Hangouts as a means of getting face-to-face time with remote employees for staff and team meetings. Slack, a messaging application, is also used as a means of preserving small boxes for external communications and centralizing communications by team and project.

Barse highlighted an open, vulnerability-based trust that he has used to foster at ZERO to promote openness to new ideas, employee motivation, and flexibility. If a staffer needs to check out early to go to the dentist, personal time off doesn’t really enter the equation because there is a trust that the employee is meeting objectives. Employees are able to feel as if they can balance work and personal lives without much bias.

A similar mindset is used in incorporating remote staff and making them feel included.

“Your form relationships with employees through open, vulnerability-based trust,” Barse said. “If we have a problem, we talk about it. If we have an issue, we bring it up. It’s not this formal kind of old-school way of doing things where you hide your problems and hope your boss doesn’t see it.”

Children’s Tumor Foundation (CTF) has just one office, in New York City, so it is important to support remote staff across the country, many of whom work in direct services with constituents. Needs vary by region. Remote staff represents the front lines of the foundation’s interaction with various communities, whether it be hosting a fundraising event or organization outreach at a local hospital.

There is always the fear that an “out of sight, out of mind” mindset can creep in with remote staff, said Anneke Bialik, president of CTF, which ranked No. 12 among small organizations and 32nd overall in this year’s list. Proactive steps are made to make sure that all staff are informed and engaged: Happy hour, internal communications, and regular town hall video meetings include not only news and updates but engagement exercises and recognition opportunities.

“We’re a serious organization with a serious purpose, but we also approach our work in a positive, go-getters attitude, and we work collaboratively as a united team that supports each other,” Bialik said. “So whether an employee is remote or in the home office, it’s incumbent on us as leaders of organizations to identify and execute against the levers that help the team to thrive.”

NPT
120 WALL ST.

FULL REAL ESTATE TAX ABATEMENT PROGRAM TO NOT-FOR-PROFIT ORGANIZATIONS

ON ONE OF THE WORLD’S MOST ICONIC BOULEVARDS

Qualified 501 (C)(3) and 501 (C)(6) organizations receive a real estate tax abatement

MORE THAN AN OFFICE SPACE

With nearly 360° of sweeping and inspiring views of Brooklyn Heights, the new Seaport District, Governors Island, and three New York City bridges, 120 Wall Street is situated at the heart of a vibrant neighborhood full of new dining and entertainment.

STEPS AWAY FROM 2 3 4 5 J Z PATH

TWO FULL FLOORS AVAILABLE

26th FLOOR Entire floor - 13,751 RSF Available immediately Private Terrace

24th FLOOR Entire floor - 14,476 RSF Available immediately Two Private Terraces

ROGER A. SILVERSTEIN
rsilverstein@silvprop.com
212.732.6760

JOSEPH J. ARTUSA
jartusa@silvprop.com
212.531.7318

CAMILLE McGratty
ccmcgratty@silvprop.com
212.551.7376
Continued from page 1

Lanum saw his idea in practice during a conference presentation in 2012 by representatives of Make-a-Web Foundation. Large enough donors were being set up with portals with narratives on the impact of their gifts, complete with photos and videos of their philanthropy in action. The presentation was "off-the-charts compelling" and was a tangible example of what he wanted to bring to the university.

Lanum went back to Seattle and started nipping together a mock-up donor newsletter with content such as student acknowledgments of scholarships and student statements on what the gifts meant to them. The mockups were strong enough to convince university administrators to proceed onward.

The question early on was whether the university would buy or develop the technology in-house. There wasn’t much vendor availability at the time, so the project spent 18 months in development, according to Lanum. The final product was the case part, he said. The hard part was developing internal systems to collect information such as student testimonials and thank yous. A self-launch among internal staff took place in the fall of 2014 and a regular monthly version was rolled out to supporters in the spring of 2015.

The portal today is a collection of features that donors can click through to find information pertinent to them. There is a tab for donor history and recognition, contactless, a portal for donors, and a new site for alumni. Other features include grants, meeting space, and a way to view the university's financial statements. The portal also allows donors to set up a recurring gift, making it easier for them to give back to the university.

"I think that’s an important notion." donor portals have become a popular topic on the conference circuit and with the most well-known programs for many university donor-relationship professionals, according to Eliza McNulty, president of the Association of Donor Relations (HDR) at Stanford University.

"They have the potential to be a powerful tool for building relationships with alumni and donors. They allow for greater engagement and a deeper understanding of the donor's needs and preferences. This can help universities tailor their communications and solicitations to the donor's specific interests, leading to a more personalized and effective approach to donor engagement."
Numbers Don't Lie
Best place to work have statistics on morale

Business trends come and go. There is always a new theory on process, client engagement, revenue enhancement or where to place the restrooms. The one element that has been consistent during the eight years of our Best Nonprofit To Work For competition is listening – to clients and probably more importantly to staff.

Pick any dozen nonprofit managers and ask them what they know of Peter Drucker, not mentioning the term father of modern management, and you’ll probably get eight blank stares and two wrong answers from managers trying to sound well read. Drucker’s theories are taught in management schools but how many nonprofit managers discuss the art in the office?

They should be reading and teaching process and inclusion because as Drucker was quoted as saying: “We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn.”

That is the commonality running through the 50 organizations highlighted in our special focus. Managers listen to staff, measure and consider impact on operations and adjust processes. Efficiency isn’t always compromised. It just changes and management needs to be able to handle change and stay with it. As Drucker once wrote: “Unless commitment is made, there are only promises and hopes... but no plans.”

The mathematical difference between those organizations appearing in the list and those that did not make it is somewhat startling. The Best Companies Group, the firm we use to compile the data, assigns value to each of the answers to the many questions asked of managers, staff and outsiders who have contact with the competing nonprofits. Often the final calculations are not close, particularly when it comes to responses from staff.

It’s common for managers and staff to have differing points of view based on their vantage points. It is remarkable, though, how often the differences were in double digits. Either managers are not listening or staff have a different view of mission.

In either case, everyone needs to get moving in the same direction. What is clear from the data is that they all agree that mission is key to staff happiness. Of course, cash is a nice thing, too. But that’s not what drives the majority of nonprofit managers and staff – and their bosses – want to feel valued and have shared values.

It’s about changing the world, or their neighborhoods. It’s about what’s next.

As Drucker was quoted as having said: “The best way to predict the future is to create it.”

The workplace environment needs to be open, transparent and supportive. We are seeing from headlines from both the for-profit and nonprofit worlds that hasn’t always been the case.

Jump online and check out “Combating Inappropriate Workplace Conduct at Nonprofits,” a Nonprofit Times Webinar. The speakers were Lisa Brauner, an attorney with the firm Perlman + Perlman in New York City, Melanie Herman, executive director of the Nonprofit Risk Management Center and Tyeely Williams, vice president of development at YWCA USA.

The best way to predict the future is to create it.

– Peter Drucker

You’ll find this timely webinar on our website at http://bit.ly/2PfZJIE.

One more thing, grab a snack and your favorite beverage and tune into our new podcast we call “Fresh Research.” Each month we’ll be chatting with researchers and authors of the work during 20 minutes of audio. We’re also giving away books on nonprofit management during the podcast. Give it a listen and let us know what you think.

You’ll find this second installment at www.thenonprofittimes.com/podcast.

The Art & Science of Fundraising & Marketing

New Strategies + Proven Methods
Timely Advice + Timeless Wisdom
Original Voices + Unchanging Truths

Balance Your Analytic and Creative Self at #Bridge18!

Get inspired by keynote presenters. Hear the best of right-brain and left-brain ideas in over 80 breakout sessions. Interact with more than 150 vendor partners. Experience new tools, innovations and insights. And most important, leave with real ideas that will take your fundraising and marketing to the next level.

Here’s a few of the left and right brain tracks that will challenge your thinking:

- Direct Response Innovation
- Mail, Telemarketing & DRTV Creative
- Building Digital Marketing Programs
- Best Practices in Acquiring New Donors
- Building Your Monthly Giving Program

JULY 31 thru AUGUST 2, 2018
Gaylord National Hotel & Convention Center
National Harbor, MD (adjacent to Washington, DC)

For education, hotel or volunteer info, go to: bridgeconf.org/nptz

2018 Annual Bridge to Integrated Marketing & Fundraising Conference
Donors With Dementia
5 tips for sensitive stewardship of supporters

Donors older than age 65 give a disproportionately large percentage of total gifts in the U.S. In fact, according to multiple data sources, 47 percent of top gift donors in 2016 were between the ages of 60 and 79 years old, and 30 percent were 80 years of age or older. The Baby Boomers are hitting their 70s, and the donor population is rapidly aging. Unfortunately, approximately 10 percent of individuals older than 65 experience dementia, according to the American Speech-Language-Hearing Association (ASHA). Prevalence increases with age, and about half of those older than 80 will have this diagnosis. These data highlight the fact that the population of top gift donors is also the population that most frequently experiences dementia — making the stewardship of donors with dementia an important and timely issue for professional fundraisers.

Your Faithful Donors
You’ve known Don and Carol Smith (pseudonyms) as faithful donors since you began your career at the university. With the arrival of a new dean, you thought it would be a great opportunity to introduce your dean to these long-term supporters. You plan a fun gathering at Don and Carol’s favorite restaurant and look forward to continuing to steward this important relationship with your new dean at your side.

Knowing that Don and Carol’s advancing age means they are no longer driving, you coordinate with their professional care provider to arrange what you hope will be an enjoyable afternoon. The day finally arrives. With happy anticipation, you introduce your new dean to Don and Carol, and promptly initiate a spirited conversation. But, your attempts fall flat. You quickly notice that Don and Carol’s previously mild memory issues have become noticeably more acute since your last visit some seven months earlier. Much to your surprise, you experience one of the most challenging donor visits of your career. And, it is all witnessed by your new dean.

What is Dementia?
Dementia is not a "disease" that is diagnosed by an x-ray or a blood test. Dementia is a term that is used to label a condition characterized by a collection of symptoms including deficits in memory, attention, language, communication, planning, judgment, decision-making, problem solving, sensory systems, and more.

By contrast, Alzheimer’s is a disease. It is a pathology that attacks the brain. Not everybody who has Alzheimer’s has dementia, and not everybody who has dementia has Alzheimer’s disease. However, Alzheimer’s disease accounts for somewhere between 50 percent and 80 percent of dementia diagnoses, making it the most common cause of dementia. Other causes for dementia include: Pick’s disease, Parkinson’s disease, AIDS, vascular problems, and metabolic problems.

The symptoms involved in dementia vary depending upon the cause of the dementia. It is important to know that dementia and Alzheimer’s are not the same thing, so professionals should not assume that people who have dementia have Alzheimer’s or use the terms interchangeably.

Meanwhile, back at the restaurant
Don Smith is well into his 80s and has been a very conscientious fellow in the past, always ready with a story and a joke. But on this occasion, Don is very quiet. His wife, Carol, also in her 80s, is her usual warm and friendly self but looks much more tired than the last time you visited. Your first indication that something is amiss occurs when Don says he doesn’t recall what he likes to eat. Carol points to a combo meal that he says is his favorite. He doesn’t seem to remember that, but agrees to the selection. Their care partner suggests a soup for Carol.

"Dementia is not a “disease” that is diagnosed by an x-ray or a blood test. Dementia is a term that is used to label a condition characterized by a collection of symptoms including deficits in memory, attention, language, communication, planning, judgment, decision-making, problem solving, sensory systems, and more."

While your meals are served, knowing that Don and Carol are animal lovers, you share an update about your dog. Don becomes conversant and relates a story about growing up during the depression with a family dog named "Fella." He says how funny it was when he would call his dog, yelling "Fella! Hey Fella!" and people in the vicinity turned their heads, thinking he was addressing them. Everyone at the table laughs.

Shortly after Don finishes his story, he tells the same story a second time, almost verbatim. An uncomfortable silence of a few moments follows until you change the subject to a recent concert at your university’s famous music hall where you had briefly encountered Don and Carol. However, Don clearly doesn’t recall attending the event, nor does he even seem to recall the music hall. After that, Don remains very quiet for the rest of your visit.

Meanwhile, Carol is having great difficulty swallowing her soup and begins coughing. Her care partner escorts her to the ladies’ room, leaving you and your dean with Don, who is still silent, for more than 10 minutes. When Carol and her care partner return, no one mentions the incident. Don eats very little. Carol doesn’t finish her soup, you and your dean pick at your meals, and everyone seems uncomfortable for the duration.

In your final minutes together, you try to share updates about projects that have been important to the Smiths in the past, but your donors do not seem engaged. When the visit is over, and you and your dean are on your way back to campus, you explain that that was the most challenging donor visit you’ve ever experienced, and try to reassure your dean that this is not a typical donor call.

Dementia and Professional Fundraisers
Professional fundraisers adhere to strict ethical standards and should never engage in soliciting from persons with dementia. However, some professional fundraisers might find themselves in a position where they need to continue to steward a respectful, professional relationship with a long-term donor who is experiencing memory loss, while also working with the donor’s appointed representatives.

Individuals with dementia should be treated with respect by all who engage with them. Consequently, it would also be problematic and inconsistent with donor-centered methodology, if professional fundraisers ended relationships with individuals who have dementia in favor of only interacting with the individuals who now represent the donor’s financial interests. Professional fundraisers need to have the ability to continue to steward respectful, inclusive relationships with this population. As such, professional fundraisers need to know what to do when encountering donors who exhibit signs of dementia, how to recognize the signs of dementia, and how to navigate relationships with donors who experience this condition.

5 Tips to Prevent Communication Breakdowns
As an initial step to provide professional fundraisers with tools to navigate meetings with donors who have dementia, here are five simple communication tips to help prevent a commun...
Leverage the Power
of 100+ nonprofit lists from
Infogroup Media Solutions

Public Television  Political  Humanitarian
NATIVE AMERICAN CHARITIES
Religious  Animal / Environmental
HEALTH  Children  VETERANS

Request a customized recommendation for your next campaign!

John Briley  john.briley@infogroup.com  402.636.5692
Laura Cox  laura.cox@infogroup.com  402.636.5689
Cindi Nowatnick  cindi.nowatnick@infogroup.com  402.636.6238
Peggy O’Keefe  peggy.okeefe@infogroup.com  402.636.5690
Patty Ricci  patty.ricci@infogroup.com  402.636.5625
New year, new Facebook? That’s the word from CEO Mark Zuckerberg, who posted an announcement about his plans for a “major change” to Facebook by serving more content that encourages interaction.

The move is, in a way, a call to return to Facebook’s roots as a platform for interacting with the life events of people for whom you care deeply. It’s a shift toward babies and birthdays, weddings and weekend getaways, new jobs and half-marathon training.

As a result, nonprofits that have relied on Facebook to tell their stories may face an uphill battle to reach their audiences, but there are strategies you can — and should — implement to maintain and improve your performance. After two years of guiding large and small nonprofits through the changing winds of Facebook’s algorithm, and after reading the tea leaves at the bottom of Zuckerburg’s announcement, you should have a clear goal, putting the social back in social media.

Here are five steps toward getting that done:

• **Know Your North Star.** Identifying your primary imperative is key to finding success on any channel for which you’re developing content. Facebook’s latest algorithm overhaul makes it that much more important.

If the environment does indeed make it more difficult for your content to reach wide audiences, you need to prioritize posting only on what is most important to communicating the important work you’re doing. Post about the things that are likely to deepen your followers’ connection to your mission, and only those things. Everything else risks limiting your reach.

• **Stay The Course And Consume Data.** As you share results with internal stakeholders, benchmark against your performance to date to stay ahead of the new adjusted algorithm. Don’t overreact to Facebook’s announcement until you see how it impacts your performance. If you see results decline, take a step back to ask questions such as: “What about this post worked? What didn’t work?” From there, you can take steps to adjust.

• **Optimize For Shares.** With no shortage of data points on Facebook, there is a core belief that the best posts are those that are designed to be shared. To that end, sometimes a simple quote and image is the most effective piece of content to feature. Organizations have had success with shareables featuring quotes from celebrities and historical figures, he said.

For example, a nonprofit focused on retaining teachers and sharing new approaches to effective teaching balanced, one-to-one, simple shareables with more reflective content. The high engagement on shareables created ideal conditions for posts that asked more of the audience’s time and focus. Shareables can take many forms, and there’s likely an iteration that feels true to your brand and story. This is an ideal moment to set about finding it.

• **Be Conversant.** One of the most effective strategies for understanding what your supporters value about your organization is to reach out to them. By posing questions via Facebook and encouraging followers to comment, you’ll develop interactions that benefit your organization on multiple levels by sending positive signals to Facebook’s algorithm and deepening connections to members of your community who are eager to share and grateful to be heard.

• **Prepare With Your Schedule And Your Volume.** Some organizations find success posting daily or even twice a day, while others have benefited from posting less frequently. The update to Facebook’s algorithm has the potential to be really impactful and is likely to have ripple effects on your entire digital strategy.

That being the case, post as you normally would until your results call for doing something different. Don’t panic if performance softens. Try something new — and keep trying until you discover what works. NPT

Bob Albrecht is an executive vice president at Anne Lewis Strategies, a taggroup company. His email is bob@annelewisstrategies.com

---

The NonProfit Times April 1, 2018

**Social Media** Bob Albrecht

**Facebook’s Algorithm**

**Put the social back in social media**

New year, new Facebook? That’s the word from CEO Mark Zuckerberg, who posted an announcement about his plans for a “major change” to Facebook by serving more content that encourages interaction.

The move is, in a way, a call to return to Facebook’s roots as a platform for interacting with the life events of people for whom you care deeply. It’s a shift toward babies and birthdays, weddings and weekend getaways, new jobs and half-marathon training.

As a result, nonprofits that have relied on Facebook to tell their stories may face an uphill battle to reach their audiences, but there are strategies you can — and should — implement to maintain and improve your performance. After two years of guiding large and small nonprofits through the changing winds of Facebook’s algorithm, and after reading the tea leaves at the bottom of Zuckerburg’s announcement, you should have a clear goal, putting the social back in social media.

Here are five steps toward getting that done:

• **Know Your North Star.** Identifying your primary imperative is key to finding success on any channel for which you’re developing content. Facebook’s latest algorithm overhaul makes it that much more important.

If the environment does indeed make it more difficult for your content to reach wide audiences, you need to prioritize posting only on what is most important to communicating the important work you’re doing. Post about the things that are likely to deepen your followers’ connection to your mission, and only those things. Everything else risks limiting your reach.

• **Stay The Course And Consume Data.** As you share results with internal stakeholders, benchmark against your performance to date to stay ahead of the newly adjusted algorithm. Don’t overreact to Facebook’s announcement until you see how it impacts your performance. If you see results decline, take a step back to ask questions such as: “What about this post worked? What didn’t work?” From there, you can take steps to adjust.

• **Optimize For Shares.** With no shortage of data points on Facebook, there is a core belief that the best posts are those that are designed to be shared. To that end, sometimes a simple quote and image is the most effective piece of content to feature. Organizations have had success with shareables featuring quotes from celebrities and historical figures, he said.

For example, a nonprofit focused on retaining teachers and sharing new approaches to effective teaching balanced, one-to-one, simple shareables with more reflective content. The high engagement on shareables created ideal conditions for posts that asked more of the audience’s time and focus. Shareables can take many forms, and there’s likely an iteration that feels true to your brand and story. This is an ideal moment to set about finding it.

• **Be Conversant.** One of the most effective strategies for understanding what your supporters value about your organization is to reach out to them. By posing questions via Facebook and encouraging followers to comment, you’ll develop interactions that benefit your organization on multiple levels by sending positive signals to Facebook’s algorithm and deepening connections to members of your community who are eager to share and grateful to be heard.

• **Prepare With Your Schedule And Your Volume.** Some organizations find success posting daily or even twice a day, while others have benefited from posting less frequently. The update to Facebook’s algorithm has the potential to be really impactful and is likely to have ripple effects on your entire digital strategy.

That being the case, post as you normally would until your results call for doing something different. Don’t panic if performance softens. Try something new — and keep trying until you discover what works. NPT

Bob Albrecht is an executive vice president at Anne Lewis Strategies, a taggroup company. His email is bob@annelewisstrategies.com

---

The NonProfit Times April 1, 2018

**Ethics**

Continued from page 16

narration breakdown. The tips are based on several sources on this topic, which you might wish to reference (e.g., ASHA, 2017; Bayles & Tomoeda, 2013; Joostan & McGhee, 2013; Libinski, 2006; Ripich, Wylke, & Nix, 1995).

Tip 1: Manage the environment.

Managing the environment means that you need to take responsibility to proactively reduce background noise and other distractions, ensure adequate lighting, and face the person with dementia so they can see your “body language” and facial expressions. These are essential cues that will help a person with dementia comprehend your message. In the case of Don and Carol, you might ask the host to seat you in a quieter, well-lit section of the restaurant.

Tip 2: Orient and Introduce. Orient and introduce means one needs to introduce oneself and others. Don’t assume that a person with dementia will remember your name or organization. Next, introduce the topic, and then repeat key information to aid the individual with dementia in maintaining orientation to the conversation. For example, you might say, “Hi Don, I’m Steve Jones from the School of Fine Arts. I want to thank you for your support of the Collins Music Hall. The Collins Music Hall recently presented the opera Carmen because of your generous gift.”

Tip 3: Reduce pronouns. To understand a person, you need to remember her or his referent. That takes memory and attention. An example would be, “Susan longs, sends her regards. Susan is meeting with architects today. The architects are designing a new practice studio in the Collins Music Hall.” This is better than, “My partner sends her regards, and she’s meeting with the architects who are designing a new practice studio for the music hall.”

Tip 4: Provide non-transient cues. Our speech is transient. It is here for a moment, and then gone. To understand speech, you have to remember what was said long enough to process it. Non-transient cues can help a person with dementia comprehend conversation more effectively, because these cues are more permanent.

We all benefit from non-transient cues. For example, using a PowerPoint presentation helps people remember a speaker’s last key point. Non-transient cues that can be very helpful in the previous examples can include our fundraiser wearing a nametag that lists his or her name and affiliation. Another helpful non-transient cue might be the latest brochure featuring photos of the Collins Music Hall and the artist’s renderings of the new practice studio.

Tip 5: Reminisce about the distant past. Talking about the here-and-now is great, especially when there are non-transient cues, conversation pieces, and a context to support the discussion. But when you want to talk about the past, reminisce about the distant past.

Generally, more recent memories are harder for people with dementia to recall, so when talking about the past, ask about growing up on the farm, not about last week’s shopping trip. Avoid questions such as, “What have you been up to lately?” or “Did you do anything special for the holiday last week?”

Instead, reminisce about the distant past, like this: “Don, you grew up in the Mankato area right? I bet you have wonderful memories of Mankato...Did you enjoy fishing on the rivers in the Mankato area?”

Those five tips that can be effective in preventing communication breakdowns during visits with individuals who have dementia. While “prevention is the best medicine,” recognize that bumps in the road still occur. NPT

Robert P. Hoffman, MA, CRC, is senior development officer at the University of Minnesota Duluth School of Fine Arts. His email is RHoffman@d.umn.edu. Jolene Hyppa Martin, PhD., CCC-SLP is assistant professor at the University of Minnesota Duluth College of Education and Human Service Professions. Her email is JHyppa@d.umn.edu.
PEOPLE

Kaitlyn Balsewicz

Kaitlyn Balsewicz is the new development officer at The DuPage Foundation in Downers Grove, Ill. Balsewicz will coordinate foundation events and assist with all aspects of donor engagement, as well as the foundation’s marketing and communications efforts.

She previously worked at Interfaith Youth Core in Chicago as its foundation relations manager. She is also a volunteer to and past development intern for Bridge Communities, Inc., in Glen Ellyn, Ill.

Tiffany Dena Loflin was appointed director of the youth & college division of The National Association for the Advancement of Colored People (NAACP) in Baltimore, Md.

She joined the NAACP from the National Education Association where she was senior program specialist in community advocacy and partnership engagement at the Center for Social Justice. Previously, she served as the racial justice program coordinator for the Civil, Human, and Women’s Rights Department, where she played a central role in guiding the work of the AFL-CIO Labor Commission on Racial and Economic Justice. She has also worked at the American Federation of Teachers.

Alesia Soltapanah is the new U.S. executive director of World Animal Protection in New York City.

Soltapanah has more than 20 years of executive leadership, financial, operational and program development experience in a variety of nonprofits, including multiple animal welfare organizations.

Most recently, Soltapanah was executive director of VHIS in Long Island, where she created new programs on domestic violence law, witnesses to homicide, human trafficking, and pet therapy.

During her tenure, she more than doubled the number of clients served.

She also served as vice president of development at the Ms. Foundation for Women, and the chief development officer at Safe Horizon and vice president of development and marketing communications at Eldercare.

Jeff Todd is the new president and chief executive officer at Prevent Blindness in Chicago, Ill.

Todd began his career in the Governor’s Office of the State of Indiana, where he coordinated a statewide community-development initiative supporting county-level health and safety interventions. He later moved to positions with the Washington, D.C.-based Center for Youth as Resources, engaging young people in matters that impact their communities, and the National Youth Violence Prevention Resource Center, overseeing information dissemination aimed at reducing rates of youth violence.

Todd joined Prevent Blindness in 2003 as director of public health and later served as chief operating officer.

Dennis Vega is the new chief operating officer of America’s Promise Alliance in Washington, D.C.

Vega spent the past nine years in the federal government, serving in senior positions at the U.S. Agency for International Development and the Department of State. Most recently, he served in the Department of State’s Office of U.S. Foreign Assistance Resources as the managing director for regional and global issues and, previously, as the managing director for planning, performance, and systems.

Prior to government service, Vega worked for the 2008 Obama Presidential Campaign, the Mexican American Legal Defense and Educational Fund, and Missouri State Public Defender.

CALENDAR

APRIL


Info: www.ncrc.org

11-13 The Nonprofit Technology Enterprise Network (NTEN) will hold its annual Nonprofit Technology Conference at the Ernest N. Morial Convention Center, New Orleans, La.

Info: www.nten.org


Info: www.cof.org

12-13 The Council for Advancement and Support of Education (CASE) will hold its Conference on Diverse Philanthropy at the Georgetown Conference Center in Washington, D.C.

Info: www.case.org

16-17 The Association of Fundraising Professionals will host the annual international fundraising conference in New Orleans at the Ernest N. Morial Convention Center.

Info: www.aofp.org

23-25 Southeast Tourism Society’s Connections Conference “One Meeting, Twelve Ideas” will be held at the Hilton Mystic Beach Resort, Mystic Beach, S.C.

Info: www.southeasttourism.org

30-MAY 2 Grantmakers for Effective Organizations (GEO) will hold its national conference at the Hyatt Regency San Francisco, San Francisco, Calif.

Info: www.geofounders.org

MAY

1-3 Latham Services in America will hold its annual conference at the Omni William Penn Hotel, Pittsburgh, Pa.

Info: www.lathamservices.org

JUNE

17-19 Planet Philanthropy, sponsored by the Association of Fundraising Professionals Florida Chapters, will be held at the Westin Hotel in Fort Lauderdale, Fla.

Info: http://www.planetphilanthropy.org

18-20 The ServiceUnites Conference on Volunteering and Service, convened by Points of Light, will be held at the Omni Atlanta Hotel at CNN Center in Atlanta, Ga.

Info: http://www.volunteeringandservice.org

18-20 The American Institute of Certified Public Accountants (AICPA) will hold its annual not-for-profit industry conference at the Gaylord National Resort & Convention Center, National Harbor, Md.

Info: http://bit.ly/2CIas5Q

22 The annual Fundraising Day in New York, sponsored by the Greater New York chapter of the Association of Fundraising Professionals, will be held at the New York Marriott Marquis, New York City.

Info: www.nyacfp.org

JULY

18-19 The American Marketing Association (AMA) will hold its annual Nonprofit Marketing Conference at the Fairmont Washington, D.C., Georgetown, in Washington, D.C.

Info: www.ama.org

17-19 Southeast Tourism Society’s Congressional Summit on Travel and Tourism will be held in Washington, D.C.

Info: www.southeasttourism.org

31-AUG 2 The annual Bridge to Integrated Marketing & Fundraising Conference will be held at the Gaylord National Hotel and Conference Center, National Harbor, Md.

Info: www.bridgeconf.org

If you would like to have your annual conference or educational event be considered for this listing, please send the information to editor@thenonprofittimes.com at least 12 weeks before the event.
# Resource Marketplace

## Accounting Services

<table>
<thead>
<tr>
<th>CRAIG MORRIS &amp; COMPANY</th>
<th>516-681-1121</th>
</tr>
</thead>
<tbody>
<tr>
<td>350 South Oyster Bay Rd., Syosset, NY 11791</td>
<td><a href="mailto:craig@craigmorris.com">craig@craigmorris.com</a></td>
</tr>
</tbody>
</table>

## Auction Services

Add More Unrestricted Income To Your Next Benefit Auction

The American Fundraising Foundation, a 501 (c) (3) nonprofit can provide incredible no-risk, high profit concierge-level trips for your next event! Call 202-895-8000 for more information.


## Background Screeners

<table>
<thead>
<tr>
<th>ASURINT</th>
<th>800-606-2215</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.asurint.com">www.asurint.com</a></td>
<td></td>
</tr>
</tbody>
</table>

## Charitable State Registration

<table>
<thead>
<tr>
<th>COPILEVITZ &amp; CANTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are a full service law firm with over 25 years of experience specializing in state registration compliance for charitable organizations, professional fundraisers, fundraising consultants and cause marketers.</td>
</tr>
<tr>
<td>810 W. 20th Street, Suite 200, Kansas City, MO 64108</td>
</tr>
<tr>
<td>816-472-9000</td>
</tr>
<tr>
<td><a href="http://www.copilevitzandcantenlaw.com">www.copilevitzandcantenlaw.com</a></td>
</tr>
<tr>
<td>Tel: 816-472-9000; email: <a href="mailto:registration@copilevitzandcantenlaw.com">registration@copilevitzandcantenlaw.com</a></td>
</tr>
</tbody>
</table>

## Computer Software

<table>
<thead>
<tr>
<th>CRESCENDO INTERACTIVE, INC.</th>
<th>800-908-9104</th>
</tr>
</thead>
<tbody>
<tr>
<td>110 Carmen Ave, Carmel, CA 93922</td>
<td></td>
</tr>
</tbody>
</table>

## Computer Software/Planned Giving

**Gift Illustration Software in the Cloud**

Engage with your donors & close more gifts.

Crescendo's online software offers a wide variety of planned & bequested gift programs.

For a free trial, call 800-908-9104 or visit crescendointeractive.com

## Computerized Fund Accounting

**Nonprofit Accounting Solutions**

Available on-premise or cloud

877-872-2228

sales@accufund.com

www.accufund.com

#dt#norperfect

Raise More Money, Save Time, Work Together

www.donorperfect.com

800-220-8111

## Computerized Fundraising Systems

**resultsplus**

Donor Management CRM Software

Works Like You. Works for You.

Software to help expand the mission and future of your organization.

www.ResultsPlusSoftware.com

## NonProfit CareerMatch

Connecting people who want to make a difference, with the jobs that do.

**Click Here to Find Your Jill**

FindYourJill.com

To place an ad in this section, contact us at 973-401-0202 x207

---

20 APRIL 1, 2018 THE NONPROFIT TIMES www.thenonprofittimes.com
Senior Supervising Attorney, Children’s Rights
Southern Poverty Law Center
Location: Montgomery, Alabama

Southern Poverty Law Center (SPLC), a leader in the fight against hate and bigotry in the United States.

The Senior Supervising Attorney, Children’s Rights (Alabama) works in collaboration with the Deputy Legal Director to execute the SPLC’s vision and strategy for children’s rights work in the state. With the DLD, the SSA will build and supervise a dedicated team of staff attorneys, policy counsel, advocates, support staff, and others as they use every possible tool to challenge the privatization of public education and the structural inequalities that disproportionately affect vulnerable children from the classroom and toward prison, educate them in racially inequitable schools, and prevent them from accessing the services they need to flourish in their communities.

The ideal candidate will be an exceptionally talented impact litigator, strategist, and manager with a deep personal passion for pursuing justice on behalf of vulnerable children. He/she will have an understanding of the challenges facing children in Alabama or states with similar demographics, social, and legal contexts and a natural intellectual curiosity to pursue new learnings and knowledge. He/she will bring at least seven (7) years of litigation experience and two (2) years successfully managing and leading a highly-talented team and be barred or willing to sit for the next bar exam in Alabama.

TO APPLY:
This search is being conducted with assistance from Katherine Jacobs, Colleen Carroll, and Erica Nicole Griffin of Nonprofit Professionals Advisory Group. Candidates are encouraged to apply as soon as possible, and applications will be reviewed as they are received. Please send nominations and/or applications including cover letter describing your interest and qualifications, your resume (in Word format), and where you learned of the position to: SPLC-ChildRights@nonprofitprofessionals.com. Southern Poverty Law Center is an Equal Opportunity Employer. Candidates of all backgrounds are encouraged to apply.

Nonprofit Professionals Advisory Group is a national executive search and consulting firm dedicated to serving the mission-driven community. We partner with global mission-driven clients to deliver highly-tailored, innovative, and strategic senior- and executive-level search services.


Chief Executive Officer – CEO
Lighthouse Guild
Location: New York, New York

Lighthouse Guild is the leading not-for-profit healthcare organization dedicated to addressing and preventing vision loss through coordinated vision and health services. With Lighthouse Guild, people who are at risk for, or affected by, vision loss have access to the resources necessary to lead full, independent, and productive lives.

Vision Serve Alliance, the leading association of organizations serving people who are blind or with severe vision loss, is searching for a dynamic leader to serve as President and Chief Executive Officer.

Serving as an architect of the organization’s next era of growth, the successful candidate will be a skilled relationship builder and strategist, and possess a proven track record of raising awareness and funds. This is an ideal opportunity for an executive in the blindness or low vision space, who has an entrepreneurial mindset, or for an individual with experience in a related field or as an association executive.

Position location is flexible and can be based anywhere within the U.S.

We offer a competitive salary and comprehensive benefits package. For consideration, please forward your resume to the search committee by contacting Mark G. Ackermann, Chairman, VisionServe Alliance, at: mackermann@lighthouseguild.org

VisionServe Alliance
Equal Opportunity Employer
M/F/D/V
true collaboration delivers effective solutions.

PUBLIC FINANCE | As you focus on your mission, you need coordinated financial ideas and insight, aligned with your goals. PNC serves nonprofits through a seamless business model that integrates banking and financial solutions. We offer the size and capabilities of the largest banks with the values and community focus of a Main Street bank. Whether you need insights on credit products, treasury management or capital markets, we can deliver comprehensive solutions with a collaborative, relationship-oriented approach. When you need a bank that cares deeply about your mission, know that PNC is here to help.

For more information, please visit pnc.com/publicfinance or contact Rob Dailey, Head of Public Finance, at 215-585-7357 or robert.dailey@pnc.com

FINANCING | CAPITAL MARKETS | TREASURY MANAGEMENT | RISK MANAGEMENT | INVESTMENT MANAGEMENT

PNC is a registered mark of The PNC Financial Services Group, Inc. ("PNC"). Bank deposit, treasury management and lending products and services, and investment and wealth management and fiduciary services, are provided by PNC Bank, National Association ("PNC Bank"), a wholly owned subsidiary of The PNC Financial Services Group, Inc. ("PNC"). Member FDIC. Foreign exchange and derivative products (other than commodity derivatives) are obligations of PNC Bank. Equipment financing and leasing products are provided by PNC Equipment Finance, LLC, a wholly owned subsidiary of PNC Bank. Merchant services are provided by PNC Merchant Services Company. Investment banking and capital markets activities are conducted by PNC through its subsidiaries including PNC and PNC Capital Markets LLC. Services such as public finance investment banking services, securities underwriting, and securities sales and trading are provided by PNC Capital Markets LLC, a wholly owned subsidiary of PNC Bank.

PNC Bank is not registered as a municipal advisor under the Dodd-Frank Wall Street Reform and Consumer Protection Act ("Dodd-Frank"). Investment management and related products and services provided by a "municipal entity" or "delegated person" regarding "proceeds of municipal securities" (as such terms are defined in the Act) will be provided by PNC Capital Advisors, LLC, a wholly owned subsidiary of PNC Bank.

©2018 The PNC Financial Services Group, Inc. All rights reserved.

ODPF 0218-966-719601