2015 NPT Best Places To Work
Mission trumps pay, although compensation does matter

By Mark Hinman

Ask most any employee at a nonprofit why they work there and the answer will almost always come down to mission and believe they are making a difference. But what sets apart the organizations in the 2015 NPT Best Nonprofit To Work? In David Litt’s manner, Best Companies Group (BCG) defined the top 10 key drivers in the NPT Best Nonprofit To Work study:

- I like the type of work that I do;
- I have confidence in the leadership of this organization;
- Most days, I feel like I have made progress at work;
- I feel part of a team working toward a shared goal;
- My pay is fair for the work I perform;
- At this organization, employees have fun at work;
- My supervisor handles my work-related issues satisfactorily;
- This organization provides the technology, equipment and resources I need to do my job well, and;
- I feel I am valued in this organization.

The overall survey average for positive responses in all categories of the Employee Benchmark Report in the NPT Best Nonprofit To Work was 80 percent for those that made the list compared with 77 percent for those that did not. The largest disparity within a category was in leadership and planning (96 percent versus 73 percent), followed by pay and benefits (98 percent versus 73 percent) and corporate culture and communication (98 percent versus 74 percent).

The National Older Worker Center (NOWCC) was number one overall for the second straight year among the 50 organizations ranked in The NPT Best Nonprofit To Work, created from the AMQP in 1992, NOWCC is dedicated to promoting experienced workers 55 and older “as a valuable and critical component of the nation’s workforce,” according to its website.

With only about 24 employees, it wouldn’t take many staff leaving to punch up the turnover rate but even still, NOWCC only had an 8 percent turnover last year and no turnover the previous year. NOWCC traded the highest average annual salary for exempt employees, one of the few that reached six figures ($105,628), “We try to be competitive in our market,” said Greg Merritt, president and CEO of the Arlington, Va.-based, qualified organization, with most employee in Best Places, page 10

Tax Policy Central To Everson’s Run For The White House

By Paul O’Gleary

Mark Everson is running for president and has placed federal tax code reform as the cornerstone of his campaign for the White House. You’d expect that from a former Internal Revenue Service (IRS) commissioner.

As someone who also ran the American Red Cross, albeit for a very short time before being ousted due to an inappropriate relationship, he thinks that tax-centric organizations need to be examined. There’s a difference in his eyes between a direct service delivery organization and entities structured for tax avoidance and manipulation of the system.

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APRIL 1, 2015 THE NONPROFIT TIMES www.thenonprofittimes.com
Revenue For Big Events Starting To Slow

By Max Herrera

Some of the latest, most established fundraising events continued to wane in 2014 as smaller events fueled growth among the top 50 peer-to-peer programs.

Gross revenue for the 30 largest peer-to-peer fundraising programs was down almost 2.5 percent in 2014 to $1,621 billion, driven by a 12.2 percent drop in revenue for American Cancer Society’s (ACS) Relay For Life and Susan G. Komen for the Cure’s 3-Day walk series, which dipped 5 percent.

The Peer-to-Peer Professional Forum released its annual Peer-to-Peer Fundraising 30 — a ranking of the 30 largest peer-to-peer fundraising programs in the United States — during its annual conference in Orlando, Fla. Fourteen of the 30 largest programs, including 11 in the top 20, reported declining revenue. The top five programs accounted for about $712 million of the overall $1.62 billion in gross revenue.

"Whatever activity they focus on, nonprofits trying to grow their peer-to-peer fundraising programs must invest in attracting, training and motivating staff and volunteers, leveraging storytelling and smart marketing to communicate effectively, and giving participants the tools, coaching and support they need to succeed," said David Hessekiel, president of the Ivey N.Y.-based Peer-to-Peer Professional Forum, which has been conducting the study since 2007. Relay For Life still was the largest event by far, growing $35 million but down $15 million, from $360 million in 2013 and $407.5 million in 2012. ACS’ other event, Making Strides for Cancer, overall, down 11 percent to $922.2 million, from $166 million in 2013, and as high as $162.8 million in 2012. Avon Foundation for Women’s Avon Walk for Breast Cancer was flat, with approximately $40 million in revenue each of the past two years, after generating $47 million in 2012.

American Heart Association’s (AHA) Heart Walk grew by almost 5 percent, to $110.8 million, moving up second overall among the top 30. AHA’s Jump Rope/Heart had the biggest jump among large, established events, up almost 32 percent to $71,227 million.

The AHA Association experienced a positive bump from last year’s viral “Ice Bucket Challenge,” which generated nearly $120 million “Ice Bucket Challenge” figures weren't included in the survey because it tracks events sponsored by an organization and the challenge was more of an effort by supporters. Still the organization’s Walk to Defeat AHA saw a boost in participation of 35 percent, as well as gross revenue, which rose 36 percent from $22.5 million to $32 million.

The largest increases among the top 80 events were generally found among smaller and newer peer-to-peer programs, built around regional cycling events or individualized activities, like growing mustaches or shaving heads versus traditional walks.

For example, November grew by 6.5 percent, to $63,406 million, while St. Baldrick’s Foundation head shaving events grew 16 percent to $58 million. Memorial Sloan-Kettering Cancer Center’s Cycle for Survival saw the biggest increase, almost 43 percent, from $14 million to $20 million, while American Foundation for Suicide Prevention’s Out of the Darkness community walks jumped by nearly a third, to $11.5 million.

American Bible Moving With $300 Million In The Bank

By Mark Herrera

After almost two centuries in New York City, the American Bible Society (ABS) has sold its headquarters for $550 million and plans to move to Philadelphia this summer.

The $350 million sale price is nearly three times the charity’s annual budget. Last year, American Bible reported total assets of $528 million, total revenue of $51 million and operating expenses of $89 million. The headquarters building has been fully depreciated, according to its 2014 financial statements.

The new headquarters will be located in Philadelphia’s historic district, encompassing nearly 100,000 square feet of leased space on the eighth and ninth floors of 501 Market St. The vast majority of the roughly 100 employees in the New York and Valley Forge, Pa., offices are being invited to relocate to the Philadelphia headquarters but there’s no final count yet on how many can make the transition. ABS expects to “maintain a presence” in New York.

The organization also has proposed creating a Bible Discovery Center on the first floor, as well as a conference center, Rare Scriptures Depository and scholarly working library on the concourse. The Bible Discovery Center, which would provide quick access to 5th Street — the center point of Independence Mall — is being explored for a 2016 opening. ABS is one of the oldest charities in the country, with its bicentennial coming in 2016.

Philadelphia was selected based on a number of factors, including strategic collaboration opportunities, affordability and accessibility. One of the ministry’s founders and its first president, Elias Boudinot, was a native son of Philadelphia.

ABS has been in the 12-story headquarters building for 68 years, its fourth location in New York City. The building is located on a prime stretch of Broadway near 6th Street, within a block of Central Park, Columbus Circle, and Lincoln Center. It’s expected to be razed and replaced with a residential development. The Board of Trustees approved the sale of the building in June 2014.

"The sale is a strong mission accelerant," ABS Board Chair Nick Athens said via a statement announcing the transaction. "As we prepare to enter a third century of ministry, we believe that now is the time to unlock the significant market value of the mid-Manhattan address and reinvest the proceeds to extend our mission-focused ministry.

The sale could not come at a better time, fueling new growth at the threshold of our third century of missions," said President and CEO Roy Peterson. "The proceeds from this sale will allow us to accelerate our work of uniting missions to experience the Bible’s life-changing message," he said.

"Now that we have realized the long-term investment in our property on Broadway, we are committed to effective stewardship of the proceeds of this sale," Peterson said. ABS will use the proceeds on the relocation of the headquarters, ‘launching of ministry efforts and investments that will promote the long-term stability and reach of the ministry,’ he said.

Global commercial real estate services firm Cushman & Wakefield handled both the sale of the New York property and the search for a new headquarters. NPT
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EVerson

Continued from page 1

Everson is pushing a six-point platform in his bid for the Republican nomination. His "Sure to America" lays out:

• Fundamental tax reform;
• Confronting the lawlessness of the Big Banks;
• Re-establishing the draft to have a shared sense of national service;
• Real, balanced reforms to entitlement programs;
• Reinforcing the American tradition of assimilation through comprehensive immigration reform; and,
• Serving only a single term to keep re-election politics out of presidential decision-making.

The tax plan involves a consumption tax and an income tax for America’s wealthiest citizens. In all, he believes, people will end up paying about the same as they currently do.

I want to keep income distribution intact. It doesn’t ask the well-to-do to pay more. It doesn’t reduce taxes. It keeps things stable," said Everson. "It leaves treatment of the nonprofits substantially in place," he said. In Everson’s eyes “substantially in place” is a 2 percent floor on the charitable deduction, “a modest haircut in terms of treatment. Right now the regulation is ‘malleable.’"
Rights Abuses
Investigations of charities must comply with the Fourth Amendment

Claiming a “yearlong campaign of political harassment, public vilification,” the Humane Society of the United States sued Oklahoma Attorney General Scott Pruitt recently regarding an investigation of the charity. An Oklahoma judge blocked Pruitt from obtaining all but one contested document that he sought.

The Humane Society chose to go public by filing suit. Questionable, unfair, or bullying investigations of nonprofits, however, usually do not get this attention. Most nonprofit leaders believe that just the publicity of a government investigation can hurt the organization. They therefore quietly acquiesce to government investigations, regardless of the matter's merits.

Nonprofit leaders are some of the most effective critics of politicians and government policy. For that reason their organizations are especially vulnerable to government investigations used to intimidate and silence them. In a 1958 decision, the U.S. Supreme Court blocked the State of Alabama from obtaining the NAACP’s membership list because that would have a “chilling effect” on rights of association. NAACP v. Alabama is a landmark First Amendment decision.

In defending First Amendment rights against bullying or questionable investigations, too few nonprofit leaders use the Fourth Amendment, which protects against “unreasonable searches and seizures.” The Fourth Amendment is the Bill of Rights that helps prevent a police state. Indeed, one historic reason why we have the Fourth Amendment is the tendency of government to intimidate and silence expression of conscience.

Investigations by state charity officials often are ripe for Fourth Amendment challenges, but too few charity leaders employ Fourth Amendment rights. State laws governing nonprofits come with authorization to investigate violations of those laws, of course. While authorized by statutes, each investigation nevertheless might not violate the Fourth Amendment, which applies in every state. State charity officials frequently violate this Bill of Rights using “administrative subpoenas,” which are warrants issued unilaterally by state officials, meaning without authorization of judges or magistrates.

The Fourth Amendment includes protection of “papers.” The U.S. Supreme Court more than a century ago determined that a subpoena does become, meaning a search or seizure of papers, is a warrant. The justices also made clear the need for a neutral judge to issue warrants. It would be pointless if law enforcement officials could issue their own search warrants. The Fourth Amendment guarantees this vital separation of powers for searches and seizures.

Since the Fourth Amendment was written in response to what were known as “general warrants,” which authorized random searches, warrants must “particularly describe[] the place to be searched, and the . . . things to be seized.” Some state officials overreach in violation of this legal restriction. Warrants may only be issued by judges “upon probable cause, supported by oath and affirmation.” Probable cause, alternatively called “reasonable cause,” is an objective suspicion that a law has been broken. This is intended to prevent arbitrary or baseless searches that are no more than fishing expeditions used to create havoc and expense.

The Fourth Amendment requires a neutral judge because that step ensures probable cause actually exists. Administrative subpoenas issued unilaterally by state charity officials evade this requirement. That evasion lets searches proceed without probable cause in further violation of the Fourth Amendment.

Unfortunately, nonprofit managers often do not appreciate the protections of the Fourth Amendment. It does not only apply to criminal investigations. The Fourth Amendment also protects businesses and that means nonprofits, too. The Supreme Court has recognized certain limited exceptions to the warrant requirement. Consentting to a search is one exception. Most circumstances under which administrative subpoenas are issued to nonprofits do not fit into any of the allowable exceptions to searches without lawfully issued warrants.

As already noted, many nonprofit leaders agree to provide documents in response to unconstitutional demands by state officials. This consent, however, can backfire. State officials often come back for more documents. By giving consent, Fourth Amendment protections are waived. Nonprofit leaders who consent to unconstitutional investigations might wish to require state officials to sign a statement that the organization has not waived Fourth Amendment rights. That won’t protect documents given under consent, but allows the invoking of Fourth Amendment rights when state officials make subsequent demands.

Good law enforcement begins with law enforcement officials following the law. Ironically, subpoenas issued by state charity officials under the claim of searches to enforce the law often are themselves unlawful.

Mark Fitzgibbon is president of corporate affairs at American Target Advertising, Inc., in Manassas, Va. His email is mfitzgibbon@americantarget.com

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BUSINESS BRIEFS

FEGS GETS $10 MILLION LOAN, FILES FOR BANKRUPTCY

Six weeks after closing its doors, New York City-based human services agency Federation Employment & Guidance Services (FEGS) has filed for bankruptcy protection. FEGS secured an up to $10 million loan from one of its funders to support continuing operations.

FEGS announced that it filed for Chapter 11 bankruptcy in the U.S. Bankruptcy Court for the Eastern District of New York. Meanwhile, U.S. Department of New York will provide a loan facility of up to $10 million to support continued operations as programs are transferred and to ensure payment to suppliers and service providers. FEGS will seek immediate approval of the borrowing from the court.

"The filing will provide the best opportunity for the uninterrupted continuation of FEGS programs and services to clients under different agencies," according to a statement.

FEGS had revenues of $20 million last year and millions in city contracts but an unexpected $19.9 million shortfall was discovered this past December. The organization says the deficit on a number of things, including an unsuccessful mission-related venture in SinglePoint Care Network, "poor financial performance on certain contracts, contracts that did not cover their full costs, write-offs of accrued program revenue, and costs resulting from excess real estate." SinglePoint is a for-profit care management company one of 16 for-profit and nonprofit subsidiaries, affiliates, social enterprises and ventures within the FEGS network.

The organization said it "fully expects" to continue to operate during the process, including maintaining wages and benefits for employees, with full protection under federal law for qualified retirement plans, continuing to deliver service for clients, and payment to vendors and suppliers for all goods and services provided after the date of the Chapter 11 filing.

ABILA LAUNCHES ELEVATE FUNDRAISING PLATFORM

Abila software has launched Abila Elevate, a cloud-based fundraising platform. It is designed as a service (SaaS) system with intuitive design and drag-and-drop configuration. It includes donor scoring that tracks and grades a donor's activity with the organization. The platform has customizable dashboards with drag-and-drop functionality that allows fundraisers to create a snapshot of upcoming tasks and track campaign performance. Elevate’s Curate feature provides an at-a-glance visibility into a donor’s relationships and communities. It includes donor scoring unique to the donor's activity with the organization, according to the firm.

The system allows fundraisers to see giving cycles and donor behavior to capture the maximum gifts at key intervals. Elevate allows fundraisers to identify trends in timing and frequency to better time appeals. Industry research shows that organizations lose 64 percent of donors each year and more than $25 billion in donations are at risk of going to another organization. While organizations have mountains of data in their databases, 74 percent of organizations aren’t able to use that data to make strategic decisions. Abila Elevate turns data into knowledge so fundraisers can treat every donor like a major donor,” said Krista Eldredge, CEO of Abila. To learn more, visit www.abila.com/elevate.

BLACKBAUD STARTS PARTNER MARKETPLACE

Blackbaud launched Blackbaud Partner Marketplace, an online area for the nonprofit, charitable giving, and education communities featuring products that extend and enhance Blackbaud solutions.

The new marketplace, which highlights a set of offerings from across the Blackbaud Partner Network, allows customers to compare and select value-added products based on their unique needs. Customers can browse product reviews from peer organizations, rate their own experiences and directly request follow-up.

It features products spanning more than 50 vertical markets, including those by launch partners Adele M. Treadon, Inc., DonorPoint, Grantworks, PaperVice, Paramount Technologies, PushUp Social, Small World Labs, SMART-THING, Social Tables, VolunteerHub, WebThriveStore, and Zoomerang Development.

"We’re already building out phase two functionality and working through a robust pipeline of new marketplace candidates, as we remain committed to adding new products regularly that help more customers and partners connect to make a positive, collective impact on the industry,” said Chris Clinton, vice president of Blackbaud’s Global Channels and Partner Ecosystem.

To learn more, visit www.blackbaud.com/Marketplace.

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Continued from page 1

Arlington, as well as several others in Denver and Dallas. "You have to be competitive when looking for staff," he said.

"We invest in our staff, which is also a contributing factor to how some folks are fairly compensated, and part of a very dynamic team that they believe in the mission, and make it happen," said Merrill. "Compensation is one part of the award for that. Other parts include working with people they like in a place that is comfortable, respects them, and gives them opportunity to grow and grow."

NOWCC excelled its internal performance review management process this past year, which was designed with the help of a team of about five employees. "They helped design it, explained it to the colleagues, so folks would understand that it is focused on helping every member of the staff improve their professional development and their performance," he said. "Of course, management also worked with supervisors teaching staff and their peers. "The objective was to get to any area that needed to be improved." Employees talked to their colleagues about what worked and what didn’t with the previous process, and what was considered not helpful. They compiled feedback that helped create a new, more responsive and effective resource to aid the organization by members of the staff, he said.

With only two dozen employees, Merrill aims to have a conversation with each member of the staff every year. "One of those questions was always historically about the performance review process," he said, and he provided feedback he received, without attribution, to the team that helped revamp the process.

"There is a kind of qualitative input that goes into it," he said of employee reviews and evaluation. "We discovered that over time, it was too general, a step in the direction of a more helpful approach. It’s an evolving process, based on what we do, what we don’t do, and potential sources of confusion," Merrill said. "People have input from the supervisor level but also from the staff. It’s small enough that we can do it in a way that is not disruptive," he added. Merrill said that a small staff makes a huge difference and contributes to the culture and community they try to create at NOWCC.

"We don’t need to do all the interviews very often," Merrill quipped, although they are conducted when an recie is going to occur significant feedback.

While impressive health and retirement benefits on a long-term trend among many organizations a direct result of the work, some of the most well-received benefits don’t necessarily cost much, if anything.

Nonprofit CEO and President El Segundo, CA, sponsored local Toastmasters membership for employees to encourage and improve their public speaking. To develop professional speaking and writing skills, employees also are required to write long posts, as well as story-sharing presentations. Seventy percent of the employees at St. Louis, MO-based Mission Continues take advantage of the organization’s pro-bono partnership with Engaged Health Solutions, according to President Spencer Krumpton. Every staff member has the option of having a personal coach, focusing on health and nutrition or professional life. There’s the one-on-one relationship but the company also provides access to some training.

"We prioritize having strong health, retirement and supplemental insurance benefits. It’s been key to our benefit policy," Krumpton said. "We’re also trying to not be a place where folks feel they need to work overtime, and not have a lot of people in the office on the weekends."

Step Up has three offices nationwide, with four employees in each: Chicago, New York City, and Los Angeles, which also raises funds within the national office located there.

The annual retreat in Los Angeles is a great opportunity for staff in Chicago and New York City to escape from the stresses. It always includes team-building activities, some of which get pretty creative, such as escape rooms, to improve and do something that might get staff out of their routines. "It’s big on new media, or the social media activity," said Anca Zile, vice president of communications.

In addition to a focus on providing five lines for employees, Step Up created what it calls its Staff Acknowledgement Strategy. To help with internal and external communications, the employee’s first day at Step Up, regardless of which office, will include an email from the managing director introducing them to employees, their desk set up with Step Up, a week, on top of lunch with the entire team, filling in the office as well as calling in for a meal with Chief Executive Officer Jeryl Eto, a card from the vice president and acknowledgement on the monthly staff call.

Even on a birthday, they can expect a card from the CEO and an email from the managing director acknowledging the day, as well as a card from the regional team and a lemon lunch or gift andEnd for the Step Up. Get a promotion? Expect an email from the managing director to all staff acknowledging the move.

Angie Franchino started out as a volunteer at Step Up before holding a number of positions, and now is vice president, operations and fundraising strategy. The staff acknowledge staffs were always done informally but there was nothing documented that ensured the organization was doing it equally. "It came to my attention that there wasn’t any structure around it; someone might get a call, someone might not," she said. One value of the organization is continuing success.

Annually, there has been a shift in staff morale. Franchino said, citing a combination of factors ranging from lack of pay to job satisfaction. "It was focused last year to make sure that all staff understand their part in the bigger picture, intentionally communicating in a way that their efforts are tied to the strategic plan," she said. "I would like to think that’s helping them feel valued and that role is really important." Franchino. Feedback was re-routed last year that there was a lack of clarity so efforts in the past year focused on crystallizing clarity in roles and responsibilities.

"Our feedback of the theme of Step Up is consistent across a number of years, with little variation in staff morale. We heard a combination of factors ranging from lack of pay to job satisfaction. "It was focused last year to make sure that all staff understand their part in the bigger picture, intentionally communicating in a way that their efforts are tied to the strategic plan," she said. "I would like to think that’s helping them feel valued and that role is really important." Franchino. Feedback was re-routed last year that there was a lack of clarity so efforts in the past year focused on crystallizing clarity in roles and responsibilities.

"Pay Your Position" was the theme of Step Up’s recent two years ago, with the idea that everyone must have options, but that your team member is doing their role, and not do more. Franchino said. "When we don’t do that, we tend to jump on the bandwagon, and we have to pay attention to it. This is what happens when you don’t trust in teamwork, don’t pay your position."
Best Large Organizations
Performance Management Standards Rule At Biggest Nonprofits

By Martin C. Dole

When CAP Tulsa wanted to deepen its connection with employees, the anti-poverty agency took serious steps to ensure that employees understood their roles in the organization and were aware of the ways the managers value their contributions, according to Executive Director Steven Dow.

“We start off with an initial hiring process that screens for job-related technical knowledge, and also consider whether a candidate shares our belief in our mission,” Dow explained. “That is reinforced by our on-boarding process, which greets new employees in our organizational mission, strategy and the expectations that the organization and employees have of each other.”

The state’s largest organization of its kind, CAP Tulsa provides support and guidance to low-income families, offering early childhood education services and comprehensive enrichment programs for the entire family.

CAP Tulsa, which ranked 44th on the list and fourth among large organizations with 250 or more employees, provides ongoing feedback to workers with an online performance management system that clearly defines their job and that tracks their achievements and goals. Performance management was a primary theme among the large organizations making the Best Places list for 2015. Some 83 percent of employees at large organizations on the list said that leaders were open to input from employees, compared to 68 percent of workers at groups not making the list. Benchmarking and communicating standards was key, with 81 percent of respondents saying leaders give enough recognition for work that is well done versus just 61 percent at groups not making the list.

Other benchmarking in large organizations that made the list versus those that did not include:

- There is adequate follow-through of departmental objectives 84 to 69;
- This organization treats me like a person, not a number 96 to 73;
- My supervisor handles my work-related issues satisfactorily 89 to 84;
- My supervisor handles my personal issues satisfactorily 63 to 86; and,
- I believe my job is secure 84 to 69.

“Mentors, supervisors and employees also sit together for a review,” explained Dow. “In addition to going over some points and areas that need to develop, we use the review as a way to further sketch out how an individual’s role integrates with the overall organization. Ongoing coaching and a mentality of continuous improvement are also part of the mix here.”

Because CAP Tulsa is dedicated to early childhood education and family support, Dow said the organization has a particularly vital commitment to maintaining an environment and learning tools that help employees to do their job even better.

Implementing means offering plenty of employee support, and building state-of-the-art facilities with classrooms that give children a “stimulating, clean, safe, secure, and bright environment that makes it easier to learn.”

Compensation is also part of the equation. “We compete with the public school system for teachers, so our pay scale has to be market-based,” Dow said. CAP Tulsa pays up to 89 percent of employees’ health-insurance premiums, and matches employee contributions to their 403(b) retirement plan by 50 percent up to 8 percent of an employee’s salary.

The nonprofit established a wellness program roughly four years ago with incentives that include up to $500 a year savings for healthcare insurance, and up to one day off with pay.

“We also offer tuition reimbursement for employees from day one,” he said. “That’s supplemental to the overall mission.”

Continued on page 12
NPT's Best Nonprofits to Work—2015

Employees at the Alzheimer's Association (AA) headquarters in Chicago "believe deeply in our mission and our strategies to address it," according to CEO Harry Johns. He said that's one reason that AA keeps making the best nonprofits to work list.

"The association, which ranked first among large organizations and 25th overall, offers plenty of opportunities for workers even as it promotes work-life balance. The efforts are acknowledged by an approach that encourages employees to share ideas and concepts, while training managers to be listeners," Johns said. "We are all our success and have identified the significant work we are leaving behind.

"The organization has built trust by being transparent and keeping staff up-to-date on our work from the global scientific advances we drive, to public policy successes and local Walk to End Alzheimer's gains," he added. "Because no matter what their individual roles, our colleagues make our advances possible for the people we serve—now and in the future."

Managers also seek to retain in employees with diverse talents, and then keeps them with a "total rewards program" that includes paid time off, competitive base pay, a retirement savings plan supported through strong employer contributions, health care choices and leave of absence programs.

"Success and compassion are prevalent at the Alzheimer's Association as we work to serve our constituents," Johns said. "It's driven by our mission and it's delivered by our great people."

APRIL 1, 2015 THE NONPROFIT TIMES WWW.THENONPROFITTIMES.COM

Marilyn Dean is a freelance business writer in Beverly, Mass., and a regular contributor to The Nonprofit Times.

Harry Johns

A Model Worth Copying

Participates in the Alzheimer's Association Walk in End Alzheimer's

Salary and benefits. "We also offer tuition reimbursement, and NPT pays 100 percent of the healthcare insurance premiums for employees and their eligible dependents," said Pearlman. "There are all effective ways to attract and retain high-quality employees, and those initiatives help them to focus on their work instead of worrying about benefits and other issues."

A year ago, a Boston-based nonprofit with sites in 14 states, matched out to a diverse group of individuals, and "literally, we try to attract a diverse workforce," said Julie Santiago, the organization's senior director of strategic human resources. "It was up 48th on the overall list for four groups among large organizations.

"We start by familiarizing each new employee with our 'identity statement,'" Santiago said. "Then we utilize a Predictive Index Assessment [a methodology that measures work-related behavior] to gain a better understanding of their unique needs and how our infrastructure can best integrate them."

"We keep the organization transparent and ensure that employees are in the loop," Year Up boasts periodic webinars, where executives report initiatives and other issues. Santiago said a variety of approaches is utilized to encourage employees to develop their skills.

"Every two years we have a company-wide retreat to build alignment around our strategy," she explained. "Then, reach your between, we have separate departmental retreats that help individuals to become better at their jobs. We also encourage them to prepare for a position they'd like to grow into by offering every employee an annual budget of $2,000 which can be used for education, certification or other skill and knowledge building activity."

A separate leadership development program pairs employees with cohort in different departments in "learning buddy" sessions for a three-day period each quarter.

"Each quarterly session is broken up into three modules," explained Santiago. "In module one they explore leadership concepts, then in module two the cohort explores ways to manage change, head to head module three focuses on the ins and outs of running a business. Employees who believe they understand their role in the organization, and feel valued are more likely to perform better and to be committed to the organization. Developing our staff helps to bring this about and to maintain it."

Year Up takes in its approach to employee review. Instead of limiting evaluations to a formal, annual report, managers meet individually with their direct-report employees weekly, with team meetings held on a periodic basis.

“We also incentivize employees with reasonable salaries and good benefits, including a 100 percent match up to 5 percent of employee contributions to a 401(k) plan,” according to Santiago. "And every two years we engage a compensation consultant to benchmark our salary and benefit scales with our peers, and we reenter our compensation as needed.

Nonprofits often seek a significant commitment from their workers, but Santiago says a "Year Up tries to balance that with a welcoming environment."

"The Year Up has launched a wellness program during 2013 that focuses on issues such as managing stress and integrating work and life rhythms," she said. "A wellness agent at each of our locations coordinates these and other activities, and many of our locations also have a "wellness room," an area where people can relax in a zero-late, stress-free environment. It's all part of a comprehensive effort to demonstrate our commitment to employ as well as to the communities we serve," said Santiago.
Best Medium-Sized Organizations
Involving Staff in Decision-Making Fuels Job Satisfaction, Growth

By Patrick Sullivan

I

f you work for Communities in Schools, the organization wants to give you $1,000. In fact, it insist. Its professional development opportunities are outstanding, $1,000 per employee per year. We ask employees to make that out,” said Sherrif Reggio, the organization’s vice president of human resources.

Medium-sized organizations might sometimes lack the resources of larger organizations or the agility of their smaller counterparts. Focusing on developing employees is one way to gain a competitive advantage while making sure employees are engaged with the organization and its mission.

“We think of ourselves as a learning organization,” said Eason Vincent, CEO of Pathways Homes in Fort Lauderdale, Fla., which ranked 22nd overall and sixth among medium organizations. “We put a lot of emphasis on staff going back to school for advanced degrees, license and certification,” Vincent said. Pathways Homes recently added a tuition reimbursement battery. Once a quarter, eligible staff can earn funds to pay for the equivalent of a three-credit graduate course.

Organizations with between 50 and 249 employees were the most heavily represented group on the year’s Best Places to Work list, with 24 winners out of 50. Medium organizations on the list outscored medium organizations on the list by an average of 11 percentage points in the satisfaction survey that determines rankings, overall 46 percent to 37 percent.

The most pronounced difference, 15 percentage points, was found in the category of Leadership and Planning, with winners reporting a 90 percent satisfaction rate. There was an 11-point discrepancy between those on the list and those not on the list in the Training, Development and Resources category.

When it comes to professional development, the Arlington, Va.-based Community in Schools is “very open minded as to what that looks like,” said Reggio. “We take a holistic approach, things that may help improve your development in or out of the workplace.” Whether it’s job skills or parenting skills, managers at Communities in Schools are just happy their employees are learning.

There are many ways to learn and Nancy Lubin, executive director of DonorsChoose.org in New York City believes one of the best ways is to, well, do something. That’s why DonorsChoose offers a sabbatical to volunteer for a month to any employee who has been with the organization for more than two years.

“We’ve got more people take sabbaticals,” Lubin said. “We’re helping these other organizations, and our employees learn new things and come back stronger.”

DonorsChoose was number 11 overall and third among medium organizations. The organization existed in the “top 10” last year, and added enough employees to be bumped from the small category in 2014 to the medium category. Lubin said the organization tries to have new hires start at the same time as “classes” to create a shared experience. Doing something makes sure to engage its new employee from the start.

“The first day of the job is the only day anyone remembers. That’s the most important day,” said Lubin. “There’s a whole day of activities, business development, and a digital developer. ‘Everybody gets to know each other and it fosters terrific mutual respect,’” she said.” I get you up off of your chair, if you have to go talk to a team member across the floor. That’s great, too. Nobody gets stuck and nobody’s desk gets too jumbled up.”

2015 Medium Nonprofits (50 - 249 employees)

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<thead>
<tr>
<th>Rank</th>
<th>Organization Listing</th>
<th>U.S. Employees</th>
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<tbody>
<tr>
<td>1</td>
<td>DonorsChoose.org</td>
<td>78</td>
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<td>2</td>
<td>ANO</td>
<td>66</td>
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<td>3</td>
<td>DoSomething.org</td>
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<td>Keener Foundation</td>
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<td>5</td>
<td>Communities in Schools</td>
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<td>6</td>
<td>Pathways Homes</td>
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<td>7</td>
<td>Metropolitan Family Service</td>
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<td>8</td>
<td>Center for Community Change</td>
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<td>9</td>
<td>PBH</td>
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<td>10</td>
<td>The Achievement Fund</td>
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<td>11</td>
<td>Navy-Marine Corps Relief Society</td>
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<td>12</td>
<td>Partnership for Public Service</td>
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<td>Commonwealth Community of Pittsburgh</td>
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<td>14</td>
<td>Community Food Bank of Southern Arizona</td>
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<td>Emegency Center Against Domestic Abuse</td>
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<td>16</td>
<td>Directions for Youth &amp; Families</td>
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<td>17</td>
<td>Burner Centre</td>
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<td>Christian Community Foundation</td>
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<td>19</td>
<td>Brighton Center</td>
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<td>20</td>
<td>Community Legal Services of Mid-Florida</td>
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<td>21</td>
<td>New York Cares</td>
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<td>40th of Academy County</td>
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<td>23</td>
<td>Catholic Dioceses of Dallas</td>
<td>131</td>
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<td>24</td>
<td>Career Path Services</td>
<td>93</td>
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DonorsChoose.org in New York City, number one among medium organizations and number three overall, also has an unconventional training arrangement. “Managers sit with the staff,” said Melanie Dupins, senior director of policy and human capital.” “We try to find our corner offices. There are none. It通风 excellent a culture where people are available to you.”

Existing is open at DoSomething and DonorsChoose, and doors are open at Pathways Homes. “We have a formalized open door policy,” said Lubin. “It’s something the leadership team has put a stamp on. We want our agency to be one where anyone can walk into any office, right up to the CEOs.”

DoSomething has innovation meetings every Wednesday morning. Lubin said a number of campaign ideas such as using animated GIFs or photos on the organization’s website came from the innovation meetings. “There are so many different ideas. That’s the whole point,” she said. “Anyone can present and anyone can attend.”

At the Center for Community Change (CCD) in Washington, D.C., “People have the opportunity on their team to lay into people in the leadership,” said Managing Director Mary Lassen. “There are things we do that ensure the leadership is spending time with our staff across the board.” Lassen said that could range from a leader going on another team’s retreat, to brown bag lunches with employees. “It’s a lot of open勇 meetings with individual staff, people who do not report to me, to see how they’re doing and check in on their plans,” said Lassen.

The engagement strategy of the Keser Foundation in West Orange, N.J., number 12 overall and number four among medium organizations, starts with people. The right people.

“If you begin with the right people, you can adapt to the fast changing needs of the market you’re in,” said President and CEO Roger DiBose. “Secondly, if you have the right people you don’t really need to motivate them. They’re self-motivating people. Nothing beats being part of a team expected to do great things. If you recognize how the wrong people, they don’t matter what you do. Having a good vision with mediocre people will still produce mediocre results.”

Keser is committed to its people is said to good times in and out. Many nonprofits had to lay off staff when the Great Recession hit. Not so with Keser. “We are fortunate enough to have a large endowment but we were impacted by 30 percent,” said DiBose. “We did lay off one person. If a person did not have any performance issues, they were assured they had a job.”

For DonorsChoose, communication extends far beyond the executive suite. The organization subscribes to a different decision-making model. “We believe people on the front lines should be influencing the direction of the organization,” said Dupins.

The organization’s managers recently pondered the question of allowing the platform to fund professional development projects for teachers. “Founder and CEO Charles Best would have said, ‘We’re doing it.’ Instead, he reached out to me and said to determine a process to include the staff,” said Dupins. DonorsChoose did staff surveys and focus groups, and reached out to teachers and directors, then handed those results in a presentation to the board. The board ultimately decided to allow those projects to be funded.

“The employee love it,” said Dupins. “What we see happening is greater ownership from the employees because they get to be involved from the top. They’re using an open door policy more than it is to. They’re always thinking outside their departments and job descriptions on how to make the organization better.”
Best Small Organizations
Small Often Doesn’t Mean Nearby For Dispersed Staffing

By Mark Herrmann

Small nonprofits probably have it easy, you’re thinking. They probably have staff and operations that are more manageable than the giant, national charities. Indeed, there is no way to get through a pro-

fessional network and approve from multiple higher-ups to get something done, most employ-
eses at a small nonprofit can probably stroll down the hall to talk to their boss or CEO.

In some cases that might be true, but not for some of the small organizations recognized in the 2015 Best nonprofits To Work by The Non-

profit Times and Best Companies Group (BCG).

Several nonprofits named in this year’s report have multiple offices scattered about the country, with anywhere from two to 10 employees in each outpost, in addition to the national office, despite having fewer than 50 employees (the cut-off to be considered a small organization category).

While telecommuting or flexible hours have become more popular during the past couple of decades, the small nonprofits’ employer engagement report reinforces just how much that means to staff members. Among small organi-

zations, some of the largest disparities between those that made the ranking and those that did not, were on questions about telecommuting, flexible hours or compressed workweeks.

Among organizations ranked this year, 76 percent of employees said their employer offered telecommuting as a standard practice versus just 40 percent at nonprofits that didn’t make the cut. As for flexible hours or a compressed workweek, 57 percent of staff at small organizations said their employer offered it as a standard practice compared to just 40 percent at nonprofits not on the list.

Most of the employees at the National Older Worker Career Center (NOWC) are located in the Arlington, Va., headquarters but the organization also has about four staff in a Denver, Calif., office and two at an outpost in Dallas, Texas.

NOWC has one employee who works some 400 miles from headquarters. The staff member is a permanent telecommuter in Washington, D.C. That was the result of a pilot project to try working permanently off site after her husband was relocated. “We looked at what she did, how she did it. It’s been going on for four years. It’s worked out very well,” said Greg Morrill, president and CEO of NOWC, which for the second year in a row ranked No. 1 in the Best Nonprofits.

“We look at it with an open mind when it comes to flexible work arrangements. When the staff understands, is able to participate, and increases their investment in NOWC too, it’s part of why they believe this is a good place to work,” he said.

Another area where small nonprofits separated themselves in the Best Nonprofits was pro-

viding facilities to promote exercise and fitness (57 percent versus 40 percent) and wellness programs or practices (67 percent versus 20 percent) in the workplace.

NOCS (a Nebraska Older Worker Career Center) headquarters includes a gym, balance balls and a pool table. But it’s not all physical challenges to build camaraderie: Thursday are movie nights. There’s also Taco Thursdays, the occasional happy hour as well as beach frisbee.

The organization started as an international disaster relief organization, primarily doing med-

ical work overseas, and visiting Haiti to help after the 2010 earthquake. It has shifted toward more domestic work because “we realized this type of continued service is beneficial for mili-

tary veterans,” he said. Veterans returning from military service often lack a community or pur-

pose. Team Rubicon provides a framework to guide the reintegration into civilian life and ensur-

es it’s very therapeutic, he said.

Veterans service organizations (VSOs) draw from military culture and a lot of staff are veter-

ans and holdovers from military service and so people are very task and team oriented. Lee said, “Mission Continues is an organization we have a lot of affinity towards the way they treat veterans to change the ecosystem around the veterans space. They’re not a严肃. They don’t need charity. They need a challenge. They are assets for civil society,” he said.

Physical training is part of what staff at Mis-

sion Continues do, not so much to prepare for volunteer efforts in the field as to bring the team together, particularly during retreats.

“Through pain comes growth,” quoted Presi-

dent Spencer Kympton, whether it’s frappo-

cino dodge ball, frisbee tennis, or CrossFit courses under the St. Louis Arch. “I think every-

one enjoys the settings and getting together with team members in a different way,” he said.

F ewer than 20 of the approximately 40 em-

ployees of Mission Continues are based in the St. Louis, Mo., headquarters, with other staff scattered in New York City, Houston, Washington, D.C., and southern California, along with an em-

ployee in Boston and Indianapolis.

In the face of spreading out and regionaliz-

ing, moving to regional offices, one of the things we worried was having some of that connection lost and begin to erode,” Kympton said. The or-

ganization is moving toward all employees hav-

ing the option of working remotely at least one day a week, and with that focus on strengthen-

ing internal communications in the coming year.

The organization has expanded from two to four offices during the past two years, aiming to move toward a national program that operates regionally rather than through a central office.

“With that spread it becomes harder to commu-

icate consistently across the entire organiza-

tion,” Kympton said.

Mission Continues made a commitment to two full-time vehicles each year, flying all em-

ployees to one location (usually St. Louis where they spend three days together, doing team-

building activities, reconnecting to core values, and to each other. “It’s a time and travel commit-

ment but one that’s highly valuable and highly valued on the staff,” Kympton said.

In daily operations, too, Mission Continues aims to bring co-workers together in simple ways, providing breakfast every day and setting aside schedule too time. “The intent behind some of these is just that there are opportunities to pick their heads up, and take a moment to connect with their co-workers, in a way that’s not 100 percent driven by work that they do,” Kympton said.

In Their Own Words
Hear directly from the leadership at several of the NPT’s Best Places To Work — 2015 To go: www.thenonprofittimes.com and turn up your speakers to listen in on how these executives are helping their staffs make a difference.
Tips & Trips

Claims against nonprofits on the rise

There is risk incurred by simply getting out of bed every morning. You can insure against almost anything and probably should. The topics of risk and insurance are hot right now as litigation increases against nonprofits.

Here’s what’s getting organizations sued, what organization leaders should consider for coverage and tips on monitoring one of the hottest areas of contention.

During a recent Nonprofit Risk Summit, John Fingestolo, of Arthur J. Gallagher & Co., said that claims against nonprofits, those that involve an insurance carrier in one way or another, are on the rise. And, they are coming from everywhere. It’s not just the big bad wolf or the wicked stepmother. Everyone is getting into on the act.

Claims against nonprofits include: Professional liability; Challenge to nonprofit status; Regulatory; Antitrust; Mergers and acquisitions; Management of assets; Claims from landlords or doctors to the organization, aka “Stakeholders;” Beneficiaries of “clients” of organizations; States’ attorneys general; Securities holders of assets held by nonprofits; and, The entity itself, believe it or not.

Fingestolo said this has caused insurance carriers to re-evaluate what they are doing about providing coverage, especially with Directors and Officers (D&O) insurance. For example:

- Premises has firmed for each of the past two years;
- Larger percentage increases for smaller risks;
- Reinsurers might rise; and,
- Exclusions are being added for contract claims, professional liability claims, antitrust claims and absolute bodily injury exclusion.

Buying insurance can be a daunting task for an individual, but getting the right insurance for a nonprofit can be especially bewildering. During the same conference, Jillian Romer-Goen of Rorer, Romero & Associates insurance brokers and Peter Andrew of Council Services Plus, in a session moderated by Ron Boggs, tried to help clear through some of the confusion.

They outlined some of the most common types of insurance most nonprofits should consider. Among these are:

- Commercial general liability (CGL). Insurance that typically addresses acts of negligence that result in bodily injury.
- Umbrella and excess liability.
- Property. Replacement cost vs. actual cash value.
- Automobile liability. Owned, hired and non-owned.
- Special events coverage. To include liquor liability.
- Miscellaneous professional liability. Social service professional (SSP) and human service professional (HSP).
- Sexual misconduct. Improper sexual conduct (ISC) and abuse/molestation.
- Crime/employee dishonesty/fidelity bonds. Volunteer endorsement? Blanket?
- Directors and officers liability (D&O). To include employment practices liability and fiduciary liability.
- Volunteer coverage. Accident (medical reimbursement).

In addition, nonprofits should be aware of the following items:

- Claims Made vs. Occurrence Policy. Claims made coverage responds only to claims during the policy period (or extended reporting period). Occurrence policy is liability coverage that responds during the policy period even if the claim is brought months or years after the policy expired.
- Per Occurrence and Aggregate Policy limits.
- Coverage. Replacement costs vs. actual cash value.

It can be argued that people are an organization’s largest liability. Many organizations have learned to their great cost something about dealing with accusations of the abuse of children in the following ways: Ignoring, denying, covering up, blaming the victim.

Lesson: They don’t work. They don’t work so much that they cause almost as much damage to the organization as abuse does to victims.

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April 1, 2015

THE NONPROFIT TIMES www.thenonprofittimes.com
Your Check's Not In The Mail

Choosing software to process nonprofit payroll

Although payroll is an essential function of every organization, it's easy for nonprofit managers to make it a low priority as they pursue their core missions. Managers at many small nonprofits struggle to meet human resources (HR) needs, lacking the funding for dedicated staff and the experience that comes with it. However, not giving enough attention to HR functions can make staff feel as though they're being overlooked.

One obvious option is to outsource payroll functions. If the staff is small enough, farming out this specific task to a business or individual that provides bookkeeping and payroll services and expertise might make more sense than taking on the cost or training associated with hiring a full-time bookkeeper or an HR staffer.

However, many software solutions can make it easy to manage payroll in-house, especially if the organization needs its system to perform other HR functions and resources. An integrated system that includes payroll and HR functions such as the storage of employee data, benefits management, and employee performance management might be more efficient than separately managing each of these areas.

There are a number of things to consider when selecting software to manage payroll. A number of experts were consulted and their advice was condensed here.

**WHY PAYROLL IS MOVING TO THE CLOUD**

A central part of payroll management is the movement of information. An employer must send employee data—often provided by the employees themselves—to a bookkeeper or payroll vendor to issue checks or deposit funds. Data must also be sent to government agencies for tax purposes. It can be slow and expensive for these processes to be carried out by delivering paper files.

Software installed on a local computer rather than accessed via the Internet used to be the norm and it comes with certain downsides.

For example, every time the vendor updates the software, users have to download the updates and install them on their own. They also have to provide their own tech support to troubleshoot the software. In addition, access to the software is usually limited to the machines on which it is installed.

**Cloud-based payroll services, which store your information on their servers and allow access via a web browser, can simplify the management and transfer of data.**

Cloud-based payroll services, which store your information on their servers and allow access via a web browser, can simplify the management and transfer of data. Users can access it from any computer with an Internet connection, and the vendor manages updates and support.

An additional benefit: Many cloud-based systems offer the opportunity for employers to log in and change personal data or input hours on their own, eliminating the need for their employers to collect and input this information manually.

Many payroll experts are also finding that cloud-based systems allow employers to meet the needs of younger, mobile, and information-hungry employees who expect to be able to get the information they need instantly and on multiple devices.

**FEATURES TO CONSIDER**

The basic functions of a payroll system include paying employees and reporting data to government agencies. There are features that all employers need. Nearly every system offers direct deposit, standard. Some provide check printing and reloadable pay cards, but might charge extra for these.

Time and attendance can be inputted in various ways across systems. Not all are user-friendly, intuitive, or flexible enough to meet the needs of organizations whose employees have complex work schedules. Integration with other financial software such as QuickBooks is often available, with many systems bundling financial and payroll management into one solution.

Beyond the basics, some systems offer customized features including general ledger and accruals, advanced report-writing, and custom integration with other software. Some systems also allow users to create custom templates and checklists. Self-service features for employees are becoming more common and some vendors even offer mobile apps that allow employees to input timekeeping and HR data.

**HOW TO PAY FOR PAYROLL**

There's a wide range of pricing models for payroll systems, from those affordable for even the smallest nonprofits to enterprise-scale systems. Organizations with existing HR systems might find that add-ons for modules for payroll are more affordable and integrate better than a separate system.

Most vendors charge per-employee and per-processing fees in addition to a base rate. Some also charge for additional services per item. For example, a vendor might charge for weekly processing or data transfer to a third-party flex spending account. There also may be penalties for not processing a payroll at a scheduled time.

**SERVICE AND SUPPORT**

Vendor support is one of the most important factors to consider in getting value out of a payroll system. Employees often bring unusual circumstances to their organizations, and a vendor willing to work with those nonprofits to find solutions can save a lot of time and headaches.

Most software will have glitches or occasional breakdowns—a responsive vendor can help HR professionals keep their data secure and make sure employees aren't left behind in the event of a system failure. Getting a good sense of how the vendors interact with organizations through software enhancements or a malfunction is just as important as any software feature.

**LOOKING BEYOND PAYROLL**

Regardless of the size of the organization, cost and ease-of-use are the top concerns when choosing a payroll system. Many experts also believe it's important to find a system that integrates with existing accounting and HR systems. In addition, they recommend keeping the employee experience in mind during the selection process—especially if employees are interacting directly with the software.

Payroll is a basic function of every nonprofit, but the right software to manage it is often part of a bigger organizational solution. Looking beyond the basic functions of a system may be more in line with what an organization really needs.

Dan Rivas is managing editor at Idealware, a nonprofit in Portland, Maine where staff members help other nonprofits make smart decisions about software. For more information, visit www.idealware.org.
April
2 The Nonprofit Capacity Conference will be held at the Renaissance Arlington Capital View Hotel, Arlington, Va.
Info: www.nonprofitcapacityconference.com

19-22 The Philanthropy Southwest spring meeting will be held at the Marriott Marquis in San Francisco, Calif.
Info: www.philanthropyouthwest.org

24-28 The Council on Foundations will hold its annual meeting at the San Francisco Marriott Marquis in San Francisco, Calif.
Info: www.cofo.org

May
4 The New York State Society of CPAs will hold its Employee Benefits Conference at the Ramada at New York City.
Info: http://www.nyscpa.org/cb/15

5-8 The Essential Grant Skills program of the Grantsmanship Center in Los Angeles will be held in Dallas, Texas at the Dallas Public Library.
Info: www.gci.com

10-22 The Grantsmanship Training Program will be held in Santa Fe, N.M. at Santa Fe Community College.
Info: www.gci.com

27-28 The Cause Marketing Forum will hold its annual conference at the J.W. Marriott hotel in Chicago.
Info: www.causemarketingforum.com

June
12 Fundraising Day In New York, sponsored by the New York City chapter of the Association of Fundraising Professionals, will be held at the Marriott Marquis hotel in Manhattan.
Info: www.nyafp.org

15-17 The American Institute of Certified Public Accountants will hold its Non-Profit Industry Conference at the Gaylord National Resort & Convention Center, National Harbor, Md., near Washington, D.C.
Info: www.aicpa.org

24-25 NAOE, the conference about Millennials and their involvement with causes, will be held at the Museum of Contemporary Art Chicago, Ill.
Info: www.naeconf.org

July
7-9 The 10th Annual Bridge to Integrated Marketing & Fundraising Conference will be held at the Gaylord National Hotel & Convention Center, National Harbor, Md., near Washington, D.C.
Info: www.bridgeconf.org

13-15 The American Marketing Association will hold its nonprofit marketing conference at the Fairmont hotel in the Georgetown section of Washington, D.C.
Info: www.amta.org

August
4-5 The Direct Marketing Association Nonprofit Federation will hold its annual New York conference at the New York Hilton in New York City.
Info: http://nonprofitfed.org

September
13-14 The National Catholic Development Conference will hold its annual conference in Lake Buena Vista, Fla.
Info: www.ncdc.org

9-22 The Nonprofit Risk Management Center will hold its annual conference at the Hard Rock Chicago, Chicago, Ill.
Info: www.nonprofitrisk.org

October
5-8 The Direct Marketing Association will hold its annual conference in Boston Convention & Exhibition Center, Boston, Mass.
Info: www.dmca.org

To get your event added to the calendar, email it at least eight weeks before the event to edeckoff@rpmtimes.com

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YWCA of Greater Lawrence

The YWCA of Greater Lawrence is seeking an enthusiastic and dynamic Director of Development and Communications who will report to the Executive Director and serve as a member of the senior management team. The qualified candidate will provide leadership, strategic direction, oversight, coordination, and reporting in the areas of promotions, communications, and events. The Director will be responsible for overseeing the overall fundraising and communications strategy of the organization, as well as implementing and evaluating new strategies to meet the needs of the organization. The Director will also be responsible for managing a team of fundraisers and communications professionals.

Responsibilities:

- Manage and lead a team of fundraisers and communications professionals.
- Develop and implement comprehensive fundraising and communications strategies.
- Oversee the planning and execution of all fundraising campaigns.
- Manage the organization’s marketing and communications efforts.
- Work with the Executive Director and other senior staff to develop and execute strategic initiatives.

Requirements:

- Bachelor’s degree in Communications, Marketing, or a related field.
- Minimum of 7 years of experience in fundraising and communications, with at least 4 years in a leadership role.
- Strong writing and communication skills.
- Ability to manage and lead a team of fundraisers and communications professionals.
- Familiarity with donor databases and other fundraising tools.
- Strong organizational and project management skills.

Please send your resume and cover letter to: Rachel Dean, Human Resource Manager at rachel@yawlawrence.org

Associate Vice President of Educational Programs

Nonprofit Talent Match is looking for an Associate Vice President of Educational Programs. This position is responsible for overseeing the development and delivery of a suite of programs designed to improve the quality and accessibility of educational programs for historically marginalized populations. The Associate Vice President will work with the Senior Director of Development to develop and implement strategic plans for program expansion and development. The ideal candidate will possess a deep understanding of the non-profit sector, and experience in program development, marketing, and communications.

Responsibilities:

- Develop and implement strategic plans for program expansion and development.
- Oversee the development and delivery of educational programs.
- Work closely with the Senior Director of Development to develop and implement strategic plans for program expansion and development.

Requirements:

- Master’s degree in Education or a related field.
- Minimum of 5 years of experience in program development and delivery.
- Strong writing and communication skills.
- Experience in fundraising and communications.

Please send your resume and cover letter to: Rachel Dean, Human Resource Manager at rachel@nonprofittalentmatch.com

Major Gift Officer

Position: Northeast Region

MedShare is seeking a results-driven, motivated, and highly organized Major Gift Officer to support the organization's growth initiatives. The Major Gift Officer will be responsible for identifying, cultivating, and soliciting major gift prospects. This position requires strong organizational and interpersonal skills, as well as the ability to work independently and as part of a team.

Responsibilities:

- Identify, cultivate, and solicit major gift prospects.
- Develop and implement comprehensive major gift strategies.
- Manage a portfolio of major gift prospects.

Requirements:

- Bachelor’s degree in Nonprofit Management or a related field.
- Minimum of 3 years of experience in major gift fundraising.
- Strong writing and communication skills.
- Experience in donor management systems.

Please send your resume and cover letter to: Rachel Dean, Human Resource Manager at rachel@medshare.org

The NonProfit Times April 1, 2015

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Required Skills
• Excellent computer skills in the operation and functioning of all programs used by organization including Excel, Word and PowerPoint.
• Experience preparing financials, financial budgets and analytical reports.
• Excellent writing, verbal and interpersonal communication skills.
• Hands-on functional experience in government contract accounting software and time and expense systems.
• Required Experience:
  • Bachelor’s degree in Accounting or related field or an equivalent combination of education and experience required, CPA preferred.
  • At least five years of experience in accounting and/or federal government contracting with responsibilities in managing the accounting and financial process.
  • Strong experience with government regulations as they apply to government contractees and for-profit organizations.
  • Knowledge and experience with federal acquisition regulations (FAR) and compliance with 4-33-13 laws preferred.
  • Knowledge of QuickBooks and Crystal Reports.

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