NPT’s Best Nonprofits To Work For 2014
Compensation, communication and development fuel employee satisfaction

By MARK HIRWIN, PATRICK SULLIVAN & MARTIN C. DAKE

Ask almost anyone who works at a nonprofit to tell you the best part about working there and the answer generally will be: the mission. And, that’s great. But loving the mission doesn’t pay the electric bill.

Employees of nonprofit organizations likely understand that concept. Things such as salary aren’t going to be at the same levels of for-profit companies. They do it for other reasons or find other benefits (monetary or otherwise) that fulfill them in their careers.

Leaders at organizations in the 2014 Best Nonprofits To Work For seem to understand that inclination. What makes an organization a Best Nonprofit To Work For? If you subscribe to the idea of Seven Habits of Highly Effective People, then there are a number of common

Komen Race Revenue Limping Along
Donors still smarting from Planned Parenthood fight

By MARK HIRWIN

Laura Farmer Sherman recalls doing almost 100 events in the months after the very public dispute two years ago between Susan G. Komen for the Cure and Planned Parenthood of America. Whether it was speeches, open houses or “Coffees with Komen,” she would talk to “anyone who’d listen” about what the San Diego affiliate does with donations and what would happen if they didn’t raise the money.

“There were a couple coffees that were really hard for me personally because people were very angry at the time,” said Farmer Sherman, executive director of the San Diego affiliate. “We were as honest as possible. A couple of times people said, you’ve broken our relationship irreparably. With those people I tried three times,” Farmer Sherman said, who estimated that 10 percent of supporters severed ties with the organization. “We just let them go, wished them well, and focused on who we have,” she said.

Komen San Diego was among only 26 of Komen’s 119 affiliates nationwide that increased race revenue from 2012 to 2013, the first full year of races after the February 2012 grant funding dispute. On average, race revenue was down about 15 percent among affiliates, with four out of five affiliates reporting lower numbers, according to Komen’s audited financial statements.

Special event revenue has been a challenge for many large, established organizations. Total revenue for the top 30 event series in 2013 was $1.667 billion, down 2.58 percent from 2012’s $1.711 billion, according to the Peer-to-Peer Fundraising Top 30, released by the Peer-to-Peer Report.
A high-level conference for seasoned executives seeking strategy-level insights from the sector’s best thought leaders

September 15, 2014  •  8:00 AM - 5:00 PM  •  Santa Fe, NM

Three simultaneous content-rich tracks:
- Human Resources
- Risk Management
- Finance

Specific workshops will include:
- Advanced Accounting and Finance for Nonprofit CEOs
- Enterprise Risk Management: The Executive’s Role
- Financial Sustainability: Tough Choices, Necessary Decisions
- Fiscal Oversight: Inspire the Entire Board to Love Finance
- Managing Governance Risk
- Mission Accomplished: Designing or Updating the Risk Management Function in a Nonprofit
- Risk Oversight: Equipping and Engaging Your Board
- Values-Based Management
- Managing and Surviving Organizational Change
- Hiring/Firing/Training: How Staff Reductions Might Cost More Than You Thought

Registration is limited
For additional information and to register online, go to www.nonprofitrisk.org and choose 2014 Conferences from the conferences tab. From there, select Santa Fe or call (202) 785-3891.

A $100 discount is available to Affiliate Members, and customers of Corporate Sustainers of the Nonprofit Risk Management Center, as well as members of the 501(c) Agencies Trust.
SPECIAL FOCUS

1  NPT’s Best Nonprofits To Work For 2014
   By MARK HRYWINA, PATRICK SULLIVAN & MARTIN C. DAKS

14 Large Organizations
   By MARK HRYWINA

16 Medium-Sized Organizations
   By MARTIN C. DAKS

18 Small Organizations
   By PATRICK SULLIVAN

NEWS

1  Komen Race Revenue Limping Along
   By MARK HRYWINA

6  Volunteers Hiding In Plain Sight
   By PATRICK SULLIVAN & PAUL COLERY

COLUMNS

8  GENERAL RAMBLINGS
    What’s Inside
    By PAUL COLERY

9  ON VOLUNTEERS
    Who Is a Volunteer?
    By SUSAN J. ELIS

10  HUMAN RESOURCES
    Retirement Planning
    By STUART KAHN

DEPARTMENTS

20 Resource Marketplace
20 Advertiser Index
23 Calendar
23 NPT Jobs
Komen

Continued from page 1

To-Peer Professional Forum in Rye, N.Y. Komen’s 5-Day Walk series grossed $15.5 million less, almost 27 percent, in 2013 than in 2012, while Race for the Cure events collectively dropped by $20 million, almost 16 percent. The only other top 30 event that declined as much was Avon Foundation for Women’s Avon Walk for Breast Cancer, down 15 percent, to $40 million. Peer-to-Peer Professional Forum President David Hessieck said there could have been some confusion among the public with Komen backsliding possibly even impacting other cancer walks.

Komen remains among the largest breast cancer charities in the nation despite losses in revenue that mirrored the event declines. The Dallas, Texas, headquarters reported total revenue of $146 million last year, down 26 percent, while affiliates reported a total $148 million, almost 17 percent less than the previous year, according to the most recent federal Form 990.

Despite a decline in participants in the past several years, the San Diego affiliate raised about 15 percent more in race revenue last year. “I think that it can be directly related to the fact that we energized our base,” said Farance Sherman. Of the 12,000 participants last year, fewer than 300 were responsible for raising $1.5 million of the overall $2.5 million grossed by San Diego, among the largest affiliates to see an increase.

She also credits the increase in race revenue to working hard on communicating. The San Diego affiliate unleashed a “Cancer Can’t, Komen Can” campaign, featuring local breast cancer survivors. This year, the affiliate plans to focus on those core supporters who are so critical to its fundraising.

How much of an impact the Planned Parenthood funding spat has had financially on Komen can’t be precisely calculated. Many observers contend there’s been at least a residual effect.

“It’s relationships. They [Komen] damaged their relationships with donors. Rebounding [grants to Planned Parenthood] was not a reason why people would go back to caring about them. I doubt it reinvigorated people’s sense of commitment,” said Peggy Sherman Otson, executive director of the Bayer Center for Nonprofit Management at Robert Morris University in Pittsburgh, Pa.

Fundraising is not mechanical, it’s a relationship process. They have had a brilliant career in the way they’ve organized races, the mechanics have been tremendously credible. But we’re also seeing that it’s a marriage between having really good technique and having strong relationships,” she said.

Rebuilding relationships at the affiliate level might be easier if there’s a longer-time, executive in place, rather than someone who’s been in the job barely a year, Otson said. There are some examples of both. Komen Connecticut has been run by Dee Morris for some 15 years and had race revenue increase some 67 percent though it’s unclear why. Morris did not respond to messages.

Despite modest drops in race revenue, Komen Maryland allocated more dollars to its mission during 2013 than 2012, giving about $500,000 to the national research program and about $1 million in local community grants across, according to Executive Director Robin Prothro. “We’re in a kind of rebuilding, rejuvenation mode,” she said. The San Francisco Bay Area affiliate, which used to raise $2 million annually, had a 60-percent drop in race revenue. The affiliate appears to be without an executive director at the moment but it’s unclear. Board President Anita June Brod referred questions to the national office, which had no interest in talking specifically about affiliates, preferring to speak broadly about challenges facing the organization and nonprofits generally when it comes to fundraising and events revenue.

“There’s very little value from my perspective, to go with an affiliate by affiliate, seeing who’s having a better or worse time than others,” said Andrea Rader, a spokesperson at the national office. All affiliates are part of the same headquarters that will help them through these issues and work together on strategies for raising funds, she said, with those discussions occurring internally.

“Some are having better results than others but we think over time, that’s all going to straighten itself out,” Rader said. “As we move through and get further away from these issues from 2012, now two years old, we’re going to see our affiliates working to get their jobs done to raise the funds to serve our mission,” she said.

“Everyone is confronted with the same issues of trying to generate more participation and revenue in their walks and races, Rader said. “What we’re seeing in terms of revenue... requires us to think strategically to raise revenue.”

With national headquarters holding half as many 3-Day for the Cure events in 2014, it’s expected that revenue will be even less than the $1.2 million raised last year. The 3-Day is sponsored by national headquarters while affiliates keep about 75 percent of revenue raised by the local Race for the Cure, typically 5K events.

The impact from a human resources perspective is more clear: several executives at the national office in Dallas, Texas, along with at least a half-dozen chief executives at affiliates, including the largest, Greater New York City, left the organization within six months of the public relations fiasco. Some of the new affiliate executives have been on the job barely a year and Komen in February hired its first permanent vice president of development since 2012.

The organization waited to fill that post so that the new national CEO Judith Sacco, who started in September, could participate in the search. Rader said Komen has received a search for a vice president of marketing after Dorothy Jones left the organization in December, after less than two years in the position.

Komen made some changes to its board, adding a second affiliate representative, while founder Nancy Brinker transitioned from CEO to chair, global strategy.

Board and governance changes have made the organization stronger, Sherman said, most notably the new Affiliate Leadership Council. Two affiliate representatives are elected from each of Komen’s seven regions and the council can report to the national board.

“Governance changes that national has made make it so it’s a shared decision,” Former Sherman said. Some affiliates felt blindsided by the Planned Parenthood decision two years ago and others publicly stated opposition to it before it was rescinded. Prothro of Komen Maryland said the new structure has improved, helping affiliates to look across the system at what can be shared, be expenses or expertise.

On the network and headquarters level, one of the things Salerno has been undertaking is a complete look at how the organization operates, and aiming for areata that can be streamlined, Rader said.

“Where we’re trying to do, as we always do, in look at our operations and services, at all aspects of how we do what we do to ensure we’re providing the widest range of services most effectively,” Rader said.

Some of the smallest Komen affiliates have merged or dissolved during the past two years. Komen North Dakota, which raised only $5,000 annually in race revenue, was dissolved as of April 2015. Effective April 2012, Coeur d’Alene, which had raised about $150,000 annually, merged with Boise, which typically raised more than $1 million. Aspen merged with Denver in Decem-

April 1, 2014 THE NONPROFIT TIMES www.thenonprofittimes.com
ber to form Komen Colorado, though there’s also a Colorado Springs affiliate.
Aspen was among Komen’s smallest affiliates, raising less than $200,000, while Denver is among the largest, typically raising upwards of $5 million.

A drop in case revenues did not instigate the Colorado merger, according to Michelle Ostrom, longtime executive director for the Denver affiliate. It can be difficult for a small affiliate to meet requirements set forth by headquarters, she said.

The two boards began discussions last summer after Aspen’s chief executive and board president both stepped down.

Rader dismissed specific questions about potential affiliate mergers, only to say that the charity is always examining for efficiencies, particularly as Salmone continues to learn the organization.

There’s a natural tension between affiliates and a national organization, according to Ostrom. “One of the ways national sort of justifies its existence is in making the case why affiliates need them, by signaling a clear listening posture, that’s represented in the composition of the board,” she said.

For all of Komen’s changes, some observers still believe the breast cancer charity’s national board did not go far enough, particularly in the area of governance and when it comes to its founder’s leadership, now in a paid position as chair.

“Something needs to happen,” said Ostrom. “We need to move forward.”

“With absolute 100 percent conviction, that’s just bad policy,” he said. “If they were to be really successful, they would take drastic action. What they’ve done is good,” he said regarding adding board members and affiliate representation.

“It’s been a sea change, that’s nothing but window dressing,” he said.

Cynthia Rowland, an attorney specializing in nonprofit law with Braun & Martel in San Francisco, Calif., said lifetime board seats are common, especially for organizations created by one person who has a strong vision. “It’s common for active organizations, fundraising from the public, to have a founder retain that right. It’s more of a personal philosophy question than a legal issue; they can do it either way,” she said.

Founders can stay involved but organizations do have to be on the lookout for whether it’s a good idea, according to Veronica Walker, chief governance officer and vice president of programs for BoardSource in Washington, D.C. Some organizations will approve the founder’s vision.

“One of the things we want to maintain control, that’s where I see real distinction. Some are great and remain intimately involved and engaged but don’t stand in the way of the organization,” she said. In terms of having power and control, they understand they are one of several voices and feel a deep connection and passion for the organization.

“Some founders who are a presence, it’s a positive and well-received presence, there are others who really want to have their fingerprints on everything the organization does – that sets up a completely different dynamic,” Walker said.

There are organizations that have been around a long time but are still vibrant, people-oriented, contemporary organizations. “Whatever the organization, no matter how great the board members and founders were, there is a future and the future does not include these people,” said White, author of “Housing Donor Interns: The Robertson Family’s Epic Lawsuit Against Princeton University.”
Volunteers Hiding In Plain Sight
Flawed federal counting might be missing volunteer activities

BY PATRICK SULLIVAN & PAUL CLOUTIER

Drivers were marooned on Atlanta highways when the city was paralyzed by snow this past February. One stranded motorist created a Facebook group asking others what they needed. According to Tracy Hoover, president of Atlanta-based Points of Light, thousands of people soon posted their needs for blankets, gasoline, food and water.

Eventually the SnowedOutAtlanta group grew beyond capacity and split into seven regional groups, each with between 500 and 1,200 of members. "At that moment, the government couldn't help," said Hoover. "But an individual identified a problem and used her social network to create an immediate response that in that moment was more effective."

Is that volunteering? The U.S. Bureau of Labor and Statistics (BLS) would probably say no and, "I'm not sure when asked (the page creator) would say she was volunteering," said Hoover.

So, where are all of the volunteers? According to a February report by the BLS, volunteering is at a 10-year ebb. The rate of volunteering declined 1.1 percent to 25.4 percent of the population. Roughly 62.6 million people volunteered through or for an organization between September 2012 and September 2013.

While Hoover acknowledged that traditional volunteering is down, "There has been a real explosion in people volunteering in new and different ways like online, ways that allow them to use their skills in new ways that aren't captured in the BLS report. It's a very bad thing when there's a slowdown, but it's incredibly encouraging when individuals are using their full suite of assets. I care about education, I might find a classroom project through DonorsChoose.org, I might volunteer for a pro bono project, or volunteer through my company."

BLS released the numbers as a supplement to its September 2013 Current Population Survey (CPS), a monthly survey of about 60,000 households on employment and unemployment in the country's civilian non-institutional population age 16 and older. Volunteers are people who did unpaid work (except for expenses) for or through an organization.

"On our way with coffee, bagels, water and munchie cakes. If you're on 295 near I-75, let me know. We're coming to you and it's free. -From: J. D. Brown/Poliana"

I think it's very troubling to see any decline, particularly when there's so much evidence about how citizen response to a public problem can be incredibly effective," said Hoover. "The thing I'm not troubled about, or I do not read in those statistics, is any lessening in the impulse to serve. Our experience in working with millions of volunteers verifies that the impulse to help is alive and well, and in, I think, as strong as the need for help."

Hoover and others contend that the nature of volunteering is changing enough that the statistics and even nonprofit managers can't keep up. "I think we might not have evered as quickly as the population has demanded," said Hoover. "We know millennials are one of the most active generations (of volunteers) and they have an inclination to volunteer. Yet, in the BLS survey they seem to be underrepresented. I think equipping nonprofits to more effectively engage millennials particularly, but really each of us, in a way that taps into our assets to create change in the most natural and effective way is really important."

The rate of volunteering for those aged 16 to 24 declined from 22.6 percent in the September 2012 survey to 21.8 percent in 2013.

Nathan Dietz is a senior research associate at the Center on Nonprofits & Philanthropy of The Urban Institute in Washington, D.C. It publishes The Nonprofit Sector in Brief and tracks giving and volunteering. Dietz recently joined the organization from survey sponsor Corpora-
VolunteerMatch in San Francisco, an organization that matches nonprofits with opportunities with individual and corporate volunteers. Despite the decrease, there isn’t worry. “It all makes sense to me. The decline is just a little bigger. I’m sure we’ll see similar dips and rises in the future, and there are still millions of people volunteering and millions more looking for ways to volunteer.”

When it comes to actual hours spent volunteering:

“No matter what happens with the rate, the total number of total tended to be very, very consistent over time,” said Diets. There was a large increase between 2010 (6.1 billion hours) and 2011 (8.5 billion hours) otherwise the numbers have been consistent, he said.

Volunteers who gave the fewest number of hours tended to drop out of the picture with the more active volunteers picking up the hours, he said. According to the BLS numbers, most volunteers were involved with either one or two organizations — 7.5 percent and 19 percent, respectively. Individuals with higher educational attainment were more likely to volunteer for multiple organizations than those with less education.

The element of the study most troubling to Diets, other than the raw number, was the decline in volunteering among educated people with a bachelor’s degree or greater. It plummeted from 12.8 percent in 2009 to 9.8 percent in 2013. “This could be the canary in the coal mine,” he said, as an indicator something is very wrong. “That number had been stable a long time and all of a sudden the drop doesn’t look good.” Education is the single best predictor of volunteering. “It’s people with a job and a good one,” he said.

According to the BLS statistics, among persons age 25 and older, 9.8 percent of college graduates volunteered compared with 27.7 percent of persons with some college or an associate’s degree, 16.7 percent of high school graduates, and 9 percent of those with less than a high school diploma. The rate of volunteering was unchanged for people with less than a high school diploma while the rate declined for persons in all other educational attainment categories.

“We’re seeing an increase in volunteering in the past five years,” said Tamika Smith, national director of volunteer services for Volunteers of America (VOA), based in Alexandria, Va. “I think that may be normal and is certainly in consideration of the economy. People think with the economy down and people unemployed, there’s more opportunities to volunteer, but people are looking for jobs and want to be able to work.”

Smith said the decline in young volunteers is not surprising, considering many of that cohort would be college students. “(College students) were once a population that may have been able to more freely volunteer,” she said. Now, with the rising cost of tuition, more may be working. “They’re looking for ways to cover the cost of school and expenses,” she said.

The volunteering statistics seem to be tracking with overall philanthropy numbers that show a shrinking donor pool but those who still donate give more. As an example, participation in large special events declined year-over-year between 2012 and 2013.

Total revenue for the top 30 events in 2015 was $1.667 billion, down $14.2 million, or 0.8 percent, from 2012’s total of $1.711 billion, according to the Peer-to-Peer Fundraising Forum in Ithaca, NY. More than half (17) of the 30 events reported either flat fundraising or increases for their events last year. The 2.58 percent overall loss was driven primarily by three events, which accounted for $86 million less in revenue.

American Cancer Society’s Relay for Life was down $17.5 million, Susan G. Komen for the Cure’s Race for the Cure series did $20 million less than 2012, and Komen’s 3-Day Walk series earned $15.5 million less in 2015 than in 2012.

According to the BLS survey results, the volunteer rates for both men and women (22.2 percent and 28.1 percent, respectively) declined for the year ending in September 2015. Women declined to volunteer at a higher rate than did men across all age groups, educational levels, and other major demographic characteristics. By age, 35- to 44-year-olds were the most likely to volunteer (33.6 percent). Volunteer rates were lowest among 50- to 54-year-olds (18.5 percent). For persons ages 45 years and older, the volunteer rate tapered off in age.

That’s Pretty Long for an article...It is not a good idea. A volunteer is someone who helps without expectation of pay. Volunteer is someone who helps others.
What’s Inside
Method of conveyance is unfortunately taking priority

J ohn Salk did not invent the hypodermic syringe. Just the anti-polio medication that went in it. Adolph Coors, who changed his name to Coors, did not invent the glass bottle or the aluminum can, but improved the beer that went into them. William Randolph Hearst did not conjure the idea for a printing press but his team crafted what went onto the pages in newspapers and magazines that shaped world opinion and policy. Al Gore did not invent the internet and probably won’t take responsibility for some of the things transmitted via it.

The hypodermic syringe, glass bottle, aluminum can and printing press are all methods of conveyance. While sipping beer from your hands isn’t the best method of going from kid to mouth (yes, probably most of us have done this at some point) it can get the job done. The bottle and can are so much better. They are also multifunctional. You can place information on them, such as ingredients.

Last month SXSW interactive and the

NTC 2014 technology conferences took place in Austin, Texas and Washington, D.C., respectively. Amid all of the gadgets, most of which were in the “cloud,” there was talk of what to put through these tunnels. It’s about time these types of conversations took place in a tech gathering.

Tech-heads can yap about this new technology or that new app that can send fundraising appeals and feed the new puppy at the same time. Of course, none of the gadgets or apps could deal with the stress when the puppy didn’t make it outside in time.

A recent study of 4,100 nonprofits large and small showed that only 6.4 percent of revenue was generated online. All of the cash spent on technology and apps is not exactly the best return on investment when you see such low numbers. A chief financial officer can make the case that the ROI doesn’t support the expense.

Technology is more than delivering the cute story, the fundraising appeal or the call to action; it infiltrates every part of an organization.

Nonprofit tech leaders need to start talking more about process improvement, advocacy and program support. Fundraisers and others have been using these assets for technology in the system. It’s now time for the technology people to get involved in the defense and broader understanding of the conveyance.

The Nonprofit Technology Network (NTEN), Idealware and TechSoup need to put their clouds together and come up with a universal method of calculating the worth of technology in the furthering of mission. It can’t all be about fundraising and email advocacy. There must be an element of organizational cohesion. The human resource element needs to be added – or subtracted – in the calculation. And, surprise, technology might need more people, not fewer, to be at its optimal level.

Technology is more than delivering the cute story, the fundraising appeal or the call to action. It seeps into every part of an organization. The case must be made that nonprofits have long been a training ground to see successful work and what produces an error message or blue screen.

The case must also be made that technology isn’t going clean up after the puppy, but that’s all right – for now.

Volunteers

Certified from page 7

(1.1 percent)

The BLS survey questions ask, “Since September 1st of last year, have you/have anyone in the household done any volunteer activities through or for an organization? The person is then prompted with: “Sometimes people don’t think of activities they do infrequently or activities they do for children’s schools or youth organizations as volunteer activities. Since September 1st of last year, have you/have he/she done any of these types of volunteer activities?”

Because the BLS survey asked for people who volunteered within an organization, the decline might be seen because volunteering is changing. For example, virtual volunteering numbers are not captured and community organizing on a local level might not fit the description offer in the survey.

“I think we’re seeing a shift in the nature of volunteering,” said Ives. “VolunteerMatch is responding to that shift by promoting virtual volunteers, matching skills and helping people to look at volunteering as more integrated into their lives, something that becomes who they are instead of what they do. More and more, people want the opportunity to volunteer from anywhere, and putting in that filter (for virtual volunteering) was really important.”

As of early March, there were more than 4,500 virtual volunteering opportunities on VolunteerMatch.

Ives said the most important way to increase volunteering for your organization is to think strategically. “The first step is minded planning,” she said. “Come up with how volunteers can help first and make sure it aligns with your goals and mission because then you’ll get staff buy-in and resources.”

Thinking strategically extends to the volunteers as well, said Ives. “Think about the type of person you want to engage. Who do you need, who do you want? Reach out and tell them what benefits they can provide you and you can provide them,” she said.

“We’re all seeing a lot of increase in skill-based volunteering,” said Hoover. “It’s this desire to be as effective as possible. If have a particular skill, it might be a higher-leverage service.”

Don’t forget about the volunteers you already have. stewarding volunteers is similar to stewarding donors. “Make sure they’re appreciated, show them their impact and say thank you over the phone or in person,” said Ives. “Give them ownership. Let them know how they can become more involved. Giving volunteers more responsibility is a great way to keep them engaged.”

People are still willing to help, said Vicki Smith, “but you have to customize the ask and the task. Tap into passion. The overall decline is something we need to be aware of in the volunteer sector and ways organizations can continue to work we do, connect to our mission or cause (and) enable them to give, whether that is of their time or financially.”
ON VOLUNTEERS  SUSAN J. ELISE

Who Is A Volunteer?
Are nonprofits colluding regarding the federal definition?

The Corporation for National and Community Service (CNCS) is closest to becoming a questionable job program — aided and abetted by financially strapped nonprofit organizations. What's the evidence for this provocative assertion? Let's start with some history.

The original federal agency focused on volunteering was ACTION. ACTION (not an acronym, but possibly the greatest federal agency name ever) was started in 1971 by the Nixon Administration and was called the "Domestic Peace Corps." It brought several programs under one roof, including the Peace Corps (which withdrew soon after), Volunteers in Service to America (VISTA), the Retired and Senior Volunteer Program (RSVP), Foster Grandparents, Senior Companions, and the National Center for Student Volunteering.

Note the frequent use of the word "volunteer." One of ACTION's special projects with long-lasting impact was the funding of what were called "Governo's Offices of Volunteer Services," rewarding those states wanting to support community volunteering.

At that time, both the Peace Corps and VISTA were designed as full-time, one-to-two-year, volunteer opportunities, supported by a cash living allowance. The money was in no way meant as remuneration for time, but enabled people to serve regardless of their financial situation. Without the living allowance, only the rich could afford to give up a year or two of earning a salary. Further, VISTA participants were not permitted to hold any other job, paid or not, during their term of service. The intent was to be available to the community as necessary. America had other models from which to choose.

The Civilian Conservation Corps started during the Great Depression — with some vestiges still around in some states today — providing federal- funded employment for thousands to build bridges, decorate public buildings, clear parks, and more. Jobs Corps was founded to give job training and paying work to young people who needed alternatives to the military, prison, or college. VISTA and Peace Corps were focused on volunteering.

The CNCS (note the absence of the word "volunteer") was created by the Clinton Administration in 1993. One of its first decisions was to launch AmeriCorps, leaving VISTA as only a sub-program, and as a compromise with Republican opponents, merged some elements of federal scholarship awards into the mix to save them.

AMERICORPS GAME CHANGER

The finances of national service have changed dramatically over the years, for both political and economic reasons. Today's AmeriCorps participant receives a living allowance, full medical insurance, and an after-service educational award — monetary benefits that in total equal the minimum wage on which millions of adults are expected to live. And AmeriCorps members only have to provide service for a set number of hours per week, without restrictions on what else they do in their off-time.

There's not anything inherently wrong with this process. Most AmeriCorps members are justifiably proud of doing work with a social purpose. However, is AmeriCorps still a "volunteer" placement? This is an ethical consideration that has taken on greater meaning as the job market for recent graduates tightens and many turn to national service as alternative, if low-paying, employment. Nonprofits are eager to obtain full-time staff for only the cost of matching funds, so they welcome AmeriCorps placements. The word "volunteer" is rarely used by either side, unless it's time for public recognition.

Does it change the result if national service is approached as a job by the participant and the host agency? What might be lost treating the AmeriCorps member as an employee rather than a volunteer? Where is the boundary between genuine volunteering and crummy pay?

CNCS's budget requests to Congress focus mainly on raising the funds available to AmeriCorps, while cutting back on such truly volunteer programs as RSVP. During the last budget cycle, the CNCS eliminated its Learn & Serve program, which supported public school children to learn about and do community service. It was arguably the agency's most effective program, as it affected the attitudes of the next generation towards civic obligations.

Even more unsettling is the government's approach to the Foster Grandparent and Senior Companion programs. These important services date back to 1965 and 1974 respectively, and were designed to be win-win for all involved. There were many children and older Americans with specific needs. At the same time, there were low-income seniors in good health struggling to live on minimal pensions or Social Security.

Created as an income supplement project, the people recruited as Foster Grandparents and Senior Companions were required to meet the criteria of low-income and had to work a minimum of 15 hours per week to obtain a stipend of $1.65/hour, which was raised in 1975 to $2.65/hour. The federal minimum wage was $1.60/hour in 1973. So, originally Foster Grandparents and Senior Companions were receiving meaningful and deserved recompense.

Here's the problem: The hourly stipend for both programs remains $2.65. Why? The figure was written into law in 1975 and would require an act of Congress to change. So what began as a visible income supplement is now almost an insult. And, participants still must serve a minimum of 15 hours a week. Would it be worthwhile for you to give 15 hours for $39.75?

The Official Foster Grandparent sponsor organization information uses the term "volunteer" liberally, as do most of the recruiting documents. For example, here's how it's presented by North Coast Opportunities in Ukiah, Calif.: "The program provides a small tax-free stipend of $2.65 per hour as an employer to volunteers. Volunteers also receive a token reimbursement for travel and other related benefits." All of this would be fine if there were no more requirements associated with the service. RSVP still has real...
Retirement Planning
You might need to catch up in a hurry

Do you remember September 29, 2008? It was the biggest one-day drop in stock market history, some 777 points on the New York Stock Exchange, which launched the global economy into the worst financial crisis since the Great Depression.

The nonprofit industry wasn’t spared, either. Three-year trending data from The NonProfit Times and Bluewater Nonprofit Solutions’ annual Nonprofit Organizations Salary and Benefits Report exposed the picture: Employees of nonprofits took a hit off participating in retirement plans because they simply needed the money to pay their bills.

According to an ING report, if an executive had a non-qualified deferred compensation plan with a $1 million account balance that was aggressively invested in October 2008, by February 2019 the value of that account could have fallen to $600,000 or less.

Here in 2014, with the economy turning the corner somewhat, it might be time to catch up on retirement planning.

Thomas Lanning, top partner in the Nonprofit Industry Practice at JLL Colvin in New York City, first pointed to the obvious: Employees of nonprofit organizations now plan their retirement well in advance of the methods that are some of the things we consider the key elements of financial and retirement planning,” he said.

Those include using adequate budgeting, setting aside funds in 403(b) or 401(k) retirement plans, avoiding credit card debt, getting substantial health care benefits and coverage, and other financial planning services.

The fact of the matter, said Lanning, is that nonprofit executives should be exploring ways to update the overall compensation package in a variety of ways. These include getting a bigger salary (especially if the leader has been with the organization for some length of time) and foregoing areas that are of little importance such as a parking space and time off. “Return to money,” said Lanning.

Top executives don’t get stock options or grants that resume in the for-profit corporate world but they can negotiate packages that can result in large payoffs at retirement. For example, Ronald Lagoon, principal with for-profit Omni Health in New York City, noted the importance of these nonqualified plans. “At what stage of their career should one start to plan retirement?” he asked.

In addition, Lagoon, who is located looking at competitive benefits, particularly from the nonprofit sector: “Is there a way of doing this and again, ask, he said.”

“You can get a better vacation, it’s free, all the benefits are free, the more you get involved in the executive’s personal financial plan,” he said.

ADD ONE AT THE END

Many nonprofits have adopted Section 457(b) plans for their executives. These plans are for a select group of managers or highly compensated employees to defer additional compensation over and above what they can contribute to a 403(b) or 401(k), said Tane.

Suppose the executive wants to continue working a little longer and the organization concludes that it is in its best interest to provide a strong incentive for that executive to remain until a specific age or fixed number of years. That’s where a Section 457(b) plan might be useful for planning. The executive’s rights would vest immediately. The maximum eligible contribution to a Section 457(b) plan is $170,500. The remaining contributions after subtracting the Section 457(b) contribution, would go into the Section 401(k) plan under which the executive’s right to the accumulated payments, plus earnings thereon, would be subject to the person’s continued employment until a certain age (assumed to be age 55) or number of years, except in the event of death, disability or termination of employment by the organization without cause.

According to Michael Mollahan, principal-in-charge of Northwest CBO Practice, Grant Thornton LLP in New York City, while there are restrictions on some of the administrative practices that are available to nonprofit entities under these type of plans, they typically can serve to supplement the retirement benefits funded through the broader retirement plans such as 401(k) or 403(b).

Mollahan suggested that executives take a hard look at any matching contributions. A survey conducted by Grant Thornton last year of more than 1,000 nonprofits across the U.S. indicated that some organizations are re-examining a form of a matching arrangement in retirement vehicles.

Overall, the amount contributed to employee’s pension by some nonprofit employees is less than 5 percent on average (4.8 percent), depending on organizational size. “Because of that cultural environment where a number of nonprofits either reduced or halted employee contributions, it becomes incumbent on the executive to bring this to the table so that any package more accurately reflects a combined effort by the employee and the employer to plan financially for the executive’s retirement,” he said.

It is noteworthy to review an extensive study of the leadership requirements of nonprofits with revenues greater than $250,000 (including hospitals and institutions of higher education). The Bridgespan Group, with offices in Boston, New York City and San Francisco, found that during the next decade these organizations will need to attract and develop some 640,000 new senior managers – the equivalent of 2.4 times the number currently employed. In fact, according to the study organizations will require almost 80,000 new senior managers per year in the next two years.

The projected leadership deficit results from both constrained supply and increasing demand. The key factors include the growing number of nonprofits, the retirement of managers from the vast baby-boomer generation, the movement of existing nonprofit managers into different roles both within and outside the sector, and the growth in the size of nonprofits.

September of 2008 was a horrible time. September 2014 is looking better if planning is in place.

Stuart Sabban is a freelance writer living in Long Beach, N.Y., and is the former executive editor of NonprofitHills in New York City.
Leadership
Since 1945, Mutual of America has successfully served the pension and retirement needs of our customers as they plan for a financially secure future. They recognize our dedication to the values that also make our country strong: service, leadership, trust, innovation and caring.

Visit mutualofamerica.com or call us at 1-866-954-4321 to learn more.

Mutual of America
Your Retirement Company
Mutual of America® and Mutual of America Your Retirement Company® are registered service marks of Mutual of America Life Insurance Company, a registered Broker/Dealer. 320 Park Avenue, New York, NY 10022-6836.
Continued from page 1

traits among nonprofits on this year’s list, regardless of their size, with the best organizations focusing efforts on:

* Pay, Benefits and Incentives: Some organizations benchmarked at higher-than-average percentiles for salaries while others provided generous benefits to try to offset potentially lower salaries. Some employees receive incentives and healthy bonuses for reaching goals or going above and beyond.

* Employee Engagement and Communications: Leaders at the best organizations often ask their staff what they want, and keep them abreast of what’s going on and where the organization is heading.

* Staff Development and Growth: When organizations ask their employees what they’re looking for, very often it’s the ability to grow and learn.

The National Older Worker Career Center (NOWCC) ranks No. 1 overall on this year’s list, beating out fellow Baltimore, Va.-based AIC, Inc., and Wounded Warrior Project (WWP). Jacksoville, Fla.-based Wounded Warrior had taken the overall crown in the Best Nonprofits study three years running.

The top three organizations overall were an equal mix of the small (15 to 49 employees), medium (50-249) and large (250 or more) categories. Among the 50 organizations in the Best Nonprofits 2014 study, 18 were categorized as small, 25 as medium and seven large.

**Picking the Winners**

The Best Nonprofits To Work For wasn’t a simple nomination process or picking names out of a hat. The program was open to all nonprofits with 501(c)(3) statuses that have a facility with a minimum of 15 employees, in the United States. Organizations had until Oct. 31, 2013 to register to go through the 2014 assessment.

The assessment process was managed by The NonProfit Times for Best Companies Group in Haddonfield, Pa., an independent workplace research firm specializing in identifying and recognizing great places to work throughout the United States, Canada and the United Kingdom.

The BCG Employer Questionnaire (EQ) is an 81-question gauntlet used to collect information about benefits, policies, practices and other information. It comprised 25 percent of an organization’s overall evaluation. The other 75 percent of the evaluation came from a confidential “Envision Employee Engagement & Satisfaction Survey (EES3),” which was used to evaluate the workplace experience and organizational culture. More than 10,000 employees working for the nominated organizations were surveyed.

Leaders at organizations that topped the list of Best Places to Work appear to share some common approaches, such as empowering employees and encouraging them to find their own creative solutions.

The operational strategy at NOWCC revolves around cooperation. As a $24-million operation with 600 constituents and a staff of 24, the No. 1 Best Nonprofit To Work For has to be nimble. That’s a lot of work for 24 people to manage,” Chief Financial Officer Gerard “Gio” Vanegas

NOWCC had struggled with internal communication, Vanegas said. When Gregory Merrill joined in 2006 as the new chief executive officer, he listened to employees’ needs and concerns. “Communication was one of them. We started using teams from different departments to tackle challenges,” Vanegas said.

At The Partnership for Public Service in Washington, D.C., CEO Marc Siegel said there’s a work environment that encourages employees...
Employees at DonorChoose can take advantage of the Playground – a social area at its New York City headquarters that encourages teamwork across departments. Melanie Dupins, senior director of policy and learning, said staff can "treat their creativity by working from the Playground." Employees also can arrange to arrive a little early or stay late or work from a standing desk or a yoga ball.

Satisfaction with pay and benefits at organizations with fewer than 50 employees tracked with the aggregate of nonprofits on the Best Places list this year, at 89 percent for both. Respondents at small organizations on the list were significantly more satisfied with their pay and benefits than small organizations that did not make the list, which only had 70 percent positive responses, and all organizations that did not make the list, which scored 69 percent.

Small organizations can find it within their budgets to competitively pay employees. High pay is necessary to attract and retain employees, especially in the technology-focused Bay Area in California, according to D.J. Brodsky, deputy director of Young Community Developers. The San Francisco-based nonprofit ranked 10th overall on the Best Nonprofits To Work For and was 6th among small organizations. "We have a very educated staff and we make sure to treat them correct," he said. Of the 22 employees at Young Community Developers, at least half have college degrees, and three have advanced degrees.

Some 92 percent of respondents at small organizations on the list said they were satisfied with their employee's benefits package, compared to 74 percent of small organizations that were examined but did not make the list. That's only one percentage point off from all organizations on the list. 95 percent of which responded positively. Of respondents from all organizations not on the list, 69 percent were satisfied with their benefits package.

For organizations that might think their salary offerings lag competitors, they make a point to try to make it up to staff on the benefits end of things.

The Mission Continues in St. Louis, Mo., added a suite of new benefits since last year. "Our health care package is phenomenal across the board when you consider employees are only spending $5 per month," said President Spencer Rympton. Benefits include vision and dental. Between last year's Best Places survey and this year's, the organization added an employer match of up to 3 percent for its 401(k) plan, as well as long-term disability and life insurance at no cost to workers. It also did not increase health insurance premiums for staff. Rympton said, in spite of rising healthcare costs this year.

Large organizations such as the Alzheimer's Association and the American Diabetes Association made commitments to offering generous matching contributions to retirement plans. While matching contributions were sealed back or suspended after the economy declined in 2008, the nonprofits were able to eventually restore them retroactively.

The board of Year Up has made 100 percent employee-paid health benefits a key priority for the organization, even reallocating money elsewhere after the recession to keep health benefits, according to Sara Holt, director of capacity building and recruitment at Year Up in Boston, Mass. "I'm not sure how much it attracts people, but it definitely helps hire people," she said, as well as retain employees. Year up employees at Year Up get three weeks vacation in their first year, which increases to four weeks after the first year. "The balance people can find between their work and life is well met, and we're also really careful about the early application process to assess what someone's needs are," Holt said.

"We don't just say what your minimum qualifications, we ask how would your lifestyle be impacted by joining as a member of the nonprofit group and taking a significant pay cut. So we're pretty direct about the fact that nonprofits are notoriously trying to sell themselves on the value of the mission but we really need you to be on board financially and supported, and make sure that's part of the conversation," she said.

Kessler Foundation
Changing the lives of people with disabilities

Through research in stroke, brain injury, multiple sclerosis, and spinal cord injury and by funding innovative programs that promote employment for people with disabilities.
Large Organizations

It’s all about staying connected to message

By Marc Hershon

Large nonprofits are faced with unique challenges when it comes to things such as communication, transparency and employee engagement. You can’t typically just walk down the hall and ask a colleague a question or stick your head out of your office and shout an update to the handful of staff. Large nonprofits might have as many staff in a new orientation program as some charities have in their entire organizations.

Leaders at the American Heart Association (AHA) in Dallas, Texas, believe that understanding the organization’s mission as part of an employee’s foundational knowledge is critical to success. “We make sure that tools are available to really develop that foundational knowledge,” said Katherine Nevins, vice president, human resources and corporate learning. Having staff dispersed around the country can pose a challenge, she said, making it all the more important to do it consistently for all.

AHA, the largest organization in the study with more than 2,800 employees, ranked 16th overall in the 2014 Best Nonprofits To Work For and 1st in the 250-employee category. Large organizations in the study emphasized training and development for staff and the ability to be competitive with the pay and benefits, with many contributing 75 percent, if not all, healthcare care benefits.

AHA has shifted some of those training resources to deliver information electronically, available to new employees online, with a mix of activities and experiential learning. AHA rolled out a new onboarding program for new employees.

American Heart University is a training program where employees can author their off-the-shelf courses, with training that they can both attend in person as well as participate in online. It also helps minimize costs. Nevins said, in some cases cutting down on the need for trainers to travel.

“What makes American Heart a great place to work – it’s really the focus on developing our staff, to be the best that they can be and make sure they’re able to communicate our mission,” said Nevins. “Whether in the form of training and development, or making sure there’s greater interaction with supervisors or that they’re being paid appropriately for the job they’re doing.”

Training is critical at the national office of Alzheimer’s Association in Chicago, Ill., as it has folded eight traditional chapters into the organization since July, adding some 100 full-time employees. Chapters were able to eliminate back-office and administrative tasks, such as benefits processing, while enjoying the national office’s benefits and focusing on planning, fundraising and awareness.

Some 26 chapters have been folded into the national organization in recent years, leaving approximately 60 chapters in all, according to Mary E. Grisby, director, human resources operations. Because of so much growth, she said, that training is “high on the radar” for the organization, focusing on staff training such as leadership and office skills as they conduct a needs assessment survey to evaluate what staff are seeking and developing a plan to move forward.

“We’re leaders in looking at total compensation, in our ability to attract and retain the best employees,” Grisby said. “We’re able to bring in the right talent because we have those programs to support the talent,” she added.

“We see ourselves and what we hear from brokers, our benefit programs are very rich compared to competitors.”

Whether cash or extra time off, Grisby said the association has come a long way in making sure employees are taken care of since she started there 10 years ago. The organization provided for a handful of employees during some recent bad weather, ranging from hotel rooms to covering cab fares to ensure a safe commute.

REPEAT PERFORMANCE

Among large nonprofits (250 employees or more), four organizations repeated as a Best Nonprofit To Work this year: Wounded Warrior Project (WWP), which ranked first overall last year; Alzheimer’s Association, Year Up and AHA. Others ranked among large companies this year were Public Health Institute in Oakland, Calif., and The Children’s Home of Cincinnati.

Honor the organizations that are most notable in the categories of pay and benefits, leadership and planning, and corporate culture and communications (numbers represent percentage of positive responses). See the accompanying chart.

Large Best Nonprofits scored better than 95 percent in every subcategory within Pay and Benefits. Even among two subcategories that didn’t score 90 percent (“My pay is fair for the work I perform,” and “Initiation reimbursement benefits”) large organizations that made the list were still 20 percent better than those that did not.

American Diabetes Association (ADA) is competitive with its benefits, not only with other nonprofits but against for-profit companies as well, according to Don Laing, senior vice president, human resources at the Alexandria, Va., headquarters.

ADA pays more than 80 percent of the cost of healthcare premiums for employees while also adding a number of features into the plan around wellness benefits and preventive care. Part of it is a more holistic approach, making sure people have opportunities to have various preventive care and physical tests, Laing said.

Several benefits are targeted toward fitness, such as reimbursement for gym memberships, smoking cessation programs and Weight Watchers.

“IT’s about increasing one’s healthiness,” Laing said. About 55 to 60 percent

In their own words ... hear from executives at the best nonprofits about their workplace strategies. Go to http://bit.ly/1dtyy6G

On Best List
Not on List
1. Year Up
2. Wounded Warrior Project
3. American Heart Association
4. American Diabetes Association
5. The Children’s Home of Cincinnati

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Listing</th>
<th>U.S. Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wounded Warrior Project</td>
<td>400</td>
</tr>
<tr>
<td>2</td>
<td>Alzheimer’s Association</td>
<td>397</td>
</tr>
<tr>
<td>3</td>
<td>American Heart Association</td>
<td>2,807</td>
</tr>
<tr>
<td>4</td>
<td>Year Up</td>
<td>325</td>
</tr>
<tr>
<td>5</td>
<td>Public Health Institute</td>
<td>686</td>
</tr>
<tr>
<td>6</td>
<td>American Diabetes Association</td>
<td>626</td>
</tr>
<tr>
<td>7</td>
<td>The Children’s Home of Cincinnati</td>
<td>596</td>
</tr>
</tbody>
</table>

Large Best Nonprofits scored better than 95 percent in every subcategory within Pay and Benefits. Even among two subcategories that didn’t score 90 percent (“My pay is fair for the work I perform,” and “Initiation reimbursement benefits”) large organizations that made the list were still 20 percent better than those that did not.

American Diabetes Association (ADA) is competitive with its benefits, not only with other nonprofits but against for-profit companies as well, according to Don Laing, senior vice president, human resources at the Alexandria, Va., headquarters.

ADA pays more than 80 percent of the cost of healthcare premiums for employees while also adding a number of features into the plan around wellness benefits and preventive care. Part of it is a more holistic approach, making sure people have opportunities to have various preventive care and physical tests, Laing said.

Several benefits are targeted toward fitness, such as reimbursement for gym memberships, smoking cessation programs and Weight Watchers.

“In their own words ... hear from executives at the best nonprofits about their workplace strategies. Go to http://bit.ly/1dtyy6G

APRIL 1, 2014 THE NONPROFIT TIMES www.thenonprofittimes.com

Continued from preceding page

of the workforce takes advantage of
ADA’s reimbursement-type programs,
compared with the more typical 20 per-
cent that an insurance broker typically
sees, he said.

As part of ADA’s retirement plan, em-
ployees get a contribution equal to 4
percent of base salary and can get an
additional 4 percent based on their own
contributions. Regardless of economic
times, employees, I think, appreciate
we’re still making those kinds of contri-
butions to a retirement plan,” Laing said.
ADA cut back contributions after the
economic downturn in 2008 but was
able to restore the cuts.

“One thing it’s a balance between ben-
efits, salary and the mix of those two
things,” Laing said. “We’ve had for the past
couple of years, a 97 percent merit pool.
That’s probably lower than what you’d
find in some other places, particularly
comparing to the commercial world. Part
of how we’ve managed this is we’re looking
at it from a total compensation standpoint.
How much do you want to give to Uncle
Sam, or take in other forms?” Laing said.

For Steven Narduzzi, executive direc-
tor of Jacksonville, Fla.-based Wounded
Warrior Project (WWP), successful or-
ganizations had to focus on the culture
and alignment with mission and
attracting, retaining, engaging and sup-
porting incredible people. Growing or-
ganizations must give employees
opportunities to grow, increase profes-
sionalism and build skills, whether
they’re in management, technology or
programs. “We’ve spent a lot of time over
the past three years continuing to add
components necessary to add to the or-
ganization and to grow,” he said.

Growth is one of the most critical
challenges for WWP which has opened as
many as five new offices annually and
now has 17 offices and counting. To keep
up with expansion and keep employees
engaged, “team leads” are designated in
each office, in addition to their regular
jobs. They “take on the responsibility of
ensuring there’s a healthy culture in each
of our offices,” said Narduzzi. They could
be managers, coordinators or in some
cases staff who answer phones. It’s who-
ever might be the best fit in that office to
keep the office engaged.

Team leads get a budget for team
building among staff, which is increas-
ingly important, he said, as WWP adds
more offices around the country and
overseas, “making sure program staff are
aligned, working as a great team.” The
nonprofit surveys team leads to keep up
on how offices are doing, to ensure tools
and resources are available to staff, and
keeping a healthy office environment
that’s “aligned with core values and con-
stantly committed to mission,” he said.

“I imagine when you’re 20 or 40 peo-
pile, it’s very easy to keep everyone in
good communication and working well
as a team, aligned with mission and val-
ues. You start getting to 100, 400, 500,
you need to be a lot more thoughtful and
purposeful in ensuring that that
happens,” Narduzzi said. “It’s why we
added these office leads, why we focus
on culture in performance evaluation
and staff training,” he said. NPT

FREE WEBINAR SERIES

Facebook for Nonprofits: 
You Want Love, Not Just “Like”

For too long, organizations were told that Facebook was
only for “building awareness.” Today, we all recognize
that awareness alone does not have a far-reaching
impact on our mission. Impact is the result of
action, whether it’s supporters lending their voice
time to a campaign or making a donation to
support your cause.

Today, nonprofits are getting more value from
Facebook than ever. The key to success on
Facebook is less about collecting Fans and
much more about reaching and building real
relationships with people that care about
your work.

We’ll walk through some case study
examples showing how to successfully
grow your Facebook page and build
stronger relationships with Facebook
supporters. We’ll also talk about when
and how to capture data so you can
engage supporters outside the walls of
Facebook.

Join us for a webinar as we answer these questions:

• What is the real potential of Facebook for your
organization?
• How do you know if your Facebook efforts are
working?
• How do you grow your reach and attract new
supporters through Facebook?

• What is the best way to follow-up with
these new supporters?
• Once I get new supporters on Facebook,
how do I get them into my database?

Speakers

Drew Bernhard
Founder & CEO
ActOnSprout.com

Christina Schaefer
VP, Community & Marketing
Salsa

Thursday, April 17, at 2:00 p.m. EST
Register now at bit.ly/1ewMtlU
Medium-Sized Organizations

Decisions made where they are implemented feed satisfaction

By Monica C. Davis

Leaders at PHS Inc., offered to help when they found out that Washington, D.C., officials were struggling to implement effective programs for young adults living with serious mental illness.

“We had developed a model in northern Virginia, where we had operated for 50 years, that provided improved outcomes for 18-to-35-year-old clients regarding their return to work and school,” said Wendy Gaudion, CEO of PHS in McLean, Va., which focuses on assisting adults who suffer from mental illness, substance abuse and other disorders.

“We worked with the District of Columbia Department of Behavioral Health to implement a pilot program that started in April 2013, and that is now a part of the certified programs in D.C.”

Gaudion credits the organization’s employees for the success of this program and others. “They’re the ones who help to transform lives, one relationship at a time, with each client,” she said. “Their partnership with each client is, simply, the key ingredient to our clients’ success.”

PHS ranked 6th on the list of medium-sized organizations (50-249) and 6th overall in the 2011 Best Nonprofits To Work For.

Encouraging employees to have that kind of empathy and creativity requires an effort on everyone’s part, she added.

“We require face-to-face supervision a minimum of every other week for every employee,” Gaudion said. “We also focus on employee well-being and satisfaction in many ways, including providing state-of-the-art equipment, so employees can work with the client in an office, in the community, or in the client’s home. We periodically do ‘pulse checks’ to determine staff satisfaction on several key variables that they told us really matter to them.”

PHS employees’ job knowledge, supervisory skills, and professional intelligence are enhanced via internal and external training that uses face-to-face contact, online wellness courses, classroom settings, and group case studies.

“We also find many ways to say ‘thank you’ and show our appreciation in a number of ways, including closing the agency one day a year for Staff Appreciation Day, and giving personal notes and gifts to employees’ anniversary date of employment that are delivered by the CEO,” she said. “We also communicate the fact that PHS is always a work in employees’ autonomy, mastery and flexibility,” said Drupsteen. “To be clear, the project is designed to support and improve the federal government by improving the next generation of service and by transforming the way government works. Leaders at the Washington, D.C.-based organization have also thought a lot about the best way to structure their open positions.

“As a mission-based organization we need talented people to do good things,” CEO Matt Stier said. “Early on, we realized that you have to create the right environment to attract, retain and stimulate those individuals.”

That means having conversations with employees about the way their activities fit into the organization’s goals, and shifting with staff, in real time, information about why the nonprofit’s leaders choose to do things in a certain way, and then incorporating their feedback.

“The goal is to get employees to feel responsible for the whole organization,” Stier said. “We also encourage employees to come forward with initiatives and suggestions, and we carefully consider them.”

One young woman had an interest in promoting healthy lifestyles, and was encouraged to design an employee wellness program. “She launched a series of workshops that focus on shopping for healthy food, exercising, meditation and other topics,” Stier said. “It’s become very popular.”

The Partnership for Public Service continues to examine its employee motivation programs and continues to look for ways to improve efforts. “You have to be like a shark,” Stier said. “If you don’t keep pushing forward, you’ll drown.”

Establishing an environment where collaboration is a hard-wired value has helped to promote employee satisfaction and efficiency at the National Institute of Aerospace (NIA), according to Douglas O. Stanley, president of the research and graduate education institute. The Hampton, Va.-based organization (number 5 on the medium list and 12th overall) conducts leading-edge

Continued on following page
aerospace and atmospheric research, develops new technologies and helps inspire the next generation of scientists and engineers.

“We’ve established an atmosphere where employees feel the value of collaboration,” he said. “Our approach takes its cue from Major League Baseball; the executives and managers are the ‘staff’ that supports the researchers and educators, who are the ‘talent’ that really makes things happen.”

To enhance the culture of collaboration, NH maintains a relatively flat organizational structure. “Our goals are set forth on a single page, and we maintain open communications among all employees at all levels,” said Strickley. “Many of the people who are attracted to our organization are self-motivated to begin with, and our structure affords them a great deal of autonomy and decision-making authority.”

When employees share a common goal of wellness and teamwork, it spills over to their work and performance, since “there is a more positive, human interaction,” according to Stan Ha Romain, director of human resources at NH. Inc. The Arlington, Va., nonprofit topped the list of medium-sized organizations and was number 2 overall. It develops affordable housing in the mid-Atlantic region.

Approximately 75 percent of staff participate in a wellness rewards program. “Officially, it provides a year-end monetary incentive for employees to adopt a healthy lifestyle by engaging in Zumba, kickboxing, mental health, nutrition and other activities. But the exercise programs also encourage staff members to hang out with each other and to communicate more, benefiting everyone by getting them more involved,” Romain said. NH immerses employees in a “culture of customer service” from the start. She added, noting that the organization’s new-birth orientation program spells out its commitment to teamwork and communication, dedication to the environment, and a pledge to offer opportunities, respect, and accountability to employees.

“We engage everyone here with consistent communication, and solicitation of their thoughts and suggestions,” Romain said. “We encourage employees to send in suggestions by email or on paper, and we recognize their contributions at a year-end party when we distribute gift cards to everyone who submitted a suggestion.”

Employees go above and beyond in a number of ways, she added.

“We work with a number of communities, and at Thanksgiving we hosted celebrations at our housing centers across the region,” Romain said. “Many employees participated, cooking and serving 500 turkeys to residents. It gave our employees a chance to meet the families we serve, which meant a lot to everyone who participated, and also gave the people who work behind the scenes, like the accountants, a chance to step out and be seen.” NPT

Martin Duka is a freelance business writer in Bethesda, Md., and a regular contributor to The NonProfit Times.
By Patrick Sullivan

Rich Sagall, M.D., president of NeedyMed, will treat you 100 percent if you’re an employee of the organization. It’s up to you to boil it. “I once had an employee ask me, ‘How do you know I’m doing what I should be doing?’ Because you tell me,” Sagall recalled telling a staff member.

NeedyMed’s, a Gloucester, Mass., nonprofit that helps people with medical costs, ranked number 28 overall and 120 among small organizations on The NonProfit Times’ 2014 Best Nonprofits To Work For. The policy is an earned time off model. “We get rid of holidays, vacation days, sick days, personal days. Everyone just has days,” Sagall said. “We prefer planning (to take time off), but sometimes it just works that way (on short notice).”

NeedyMed’s staff has a large amount of freedom when it comes to the hours worked. It all comes down to trust. “We strive for a very flexible situation in terms of hours,” Sagall said. “Most of the things we do are not emergencies, so employees have flexibility with their hours.”

Flexible working arrangements make employees happy, and they’re a hallmark of organizations that scored highly on 2014 Best Nonprofits To Work For. Some 89 percent of the smallest: Best Places, those with fewer than 50 employees, have flexible hours, compared to 73 percent of small nonprofits that competed but did not make the list.

Small organizations have an advantage by virtue of size in that it’s easy for the C-level executives to stay plugged-in to staff. Instead of annual or even quarterly reviews, executives at the National Older Worker Career Center (NOWCC), the number one best place to work overall, meet with staff every month. “It’s really great for communication,” said Cito Vanegas, CEO of the Arlington, Va.-based NOWCC. “People know what’s going on, and it makes people feel involved.”

Frequent assessments help employees refine and reach their goals, and give executives a better idea of how employees are faring in their roles, where they’re struggling and how they want to grow. NOWCC’s assessment program is called CAMP, Coaching, Assessment and Monitoring Program. “We assess how people are doing so we can provide good feedback,” said Vanegas. “We have individual development programs to help people develop their careers, on the list were happy with their organization’s training and development programs, compared to 82 percent of all organizations on the list, 69 percent of small organizations not on the list and 67 percent of all organizations not on the list.”

“Each employee gets at least three trainings a year, pending funding, to enhance everybody professionally and personally,” said DJ Brooker, deputy director of Young Community Developers in San Francisco. “We CD gets some of the best training in the country.”

The company-wide motto of Jams Midwest in Minneapolis, Minn., according to External Relations Manager Anne Romens, is to be curious. “Jams Midwest continues to nurture a lot of growth among our staff,” she said of the number 17 overall organization and number seven small nonprofit. “We have many opportunities for professional development and opportunities in the organization for different teams to collaborate with each other, which fosters an open environment where we exchange ideas, help out on projects, learn from each other and work as a group for common goals.”

Romens said professional development opportunities range from casual conversations to formal training. “They really vary depending on employees’ interests and needs,” she said. “It could be scheduling time to have an informational interview with someone you want to add to your network, or more formal workshops and conferences. We also have webinars and online courses to dig into new technology. Professional development is not seen as something exclusively as a workshop for entry-level employees, but everyone has the opportunity to enhance their career.”

The familiarity between executives and staff allows for sharply targeted development opportunities, said Laura Ross, finance and human resources director for the PENCIL Foundation in Nashville, Tenn., number 11 overall and fifth among small organizations. According to Ross, the organization’s budget is $250,000 and $1,000 per person per year for professional development. “We try to gear (professional development) to the needs of the individual and the job,” she said. “It’s not one-size-fits-all.”

Ross said employees hash out goals each quarter, both on an organization-wide level and as individuals. The cozy atmosphere of a small nonprofit allows organization leadership “to know each employee on a personal level, where their strengths are and how to capitalize on the assets in a way to benefit both the

In their own words: hear from executives at the best nonprofits about their workplace strategies. Go to http://bit.ly/1fdYbG5

April 1, 2014 The NonProfit Times www.thenonprofittimes.com

person and the organization," she said.

Another advantage small nonprofits have compared to their larger counterparts is the case of cross-support and communication among the different departments in the organization. Small nonprofits on the Best Nonprofits list rated highly for satisfaction regarding communication and corporate culture, with 92 percent of respondents at those organizations responding positively. That’s 16 percentage points more than small nonprofits not on the list. Only 76 percent of those respondents were satisfied with their organizations’ communications and corporate culture.

Increased interaction between people of different roles adds to company cohesiveness. Executives at The Mission Continues, a veterans services nonprofit, must work particularly hard to keep everyone focused, as only 60 percent of employees work at headquarters in St. Louis, Mo. The rest are split between both coasts and Texas.

"There’s only so much you can do virtually," said Spencer Hampton, president of the number 22 overall and number 11 small nonprofit. "We want to ensure everyone has an opportunity to engage with each other and reconnect to our core values. That often means we have to be together. We find opportunities to bring the entire staff together. Whether that’s around mission-driven like service projects and orientations, or organization-driven like team retreats and retreats, we consistently make investments in opportunities for team to come together."

Some organizations go beyond cocktail hours and holiday parties to bring employees together. Every six months, the New York City office of DoSomething.org is the setting of a game of musical chairs. "You get 15 seconds to pick a desk," said CEO Nancy Lublin. "You can move entirely different teams and nobody gets stuck in one spot. It fosters a mutual respect for each other, allows you to always be learning, and it’s fun."

Something else DoSomething.org, the eighth ranked small nonprofit and number 18 overall, does differently. "There’s no human resources. "We have made a conscious decision not to have HR," said Lublin. "If you’re frustrated with your manager or not getting enough feedback, you need to talk to your manager. That’s fostered good communication."

Making the work environment fun is a concerted effort for Lublin and her full-time staff of 17. "Too many people think fun is going to a baseball game or drinks after work or cupcakes on your birthday," she said. "We believe the job itself should be fun. You shouldn’t have to leave the office to have fun."

Working at a small nonprofit can be enjoyable, and the best small nonprofits to work for do everything they can to make it that way. "It’s a matter of the atmosphere I want to foster," said NerdlyMedia’s Sagal. "If you treat your employees well and treat them like adults and make them part of the process, they’ll give you more back. I don’t want to be the domineering running things. It’s no fun for me." NFT
ACCOUNTING SERVICES — COMPUTERIZED FUND ACCOUNTING

NPT ADVERTISER INDEX

To place an ad in this section, contact Mary Ford at 973-401-0202 x206 or mary@nptimes.com

RESOURCE MARKETPLACE

FUNDRAISING LISTS — VOLUNTEER MANAGEMENT

FUNDRAISING LISTS

Mary Elizabeth Lammer
Professional

Knowledgeable and experienced list professionals
trusted to meet the direct mail needs of the nonprofit
community.

- List Brokerage and List Management
- Acquire: Mail Plus Development Implementation
- Strategic Planning & End-End Campaign Analysis
- Cooperative Database Modeling
- Copywriting Services Package Options

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

- Aristotle

Kris Matthews – President
Tel: (410) 541-5170 Fax: (410) 541-5185
www.maryelizabethlamer.com

FUNDRAISING / MAJOR GIFTS

MAJORDONORS.COM
800-820-0220

Everything you need to build a strong major gift revenue stream.

FUNDRAISING PRODUCTS

Largest Source of Cause Merchandise

Retail Items for Websites
Giveaways/Promos
Custom Merchandise
Over 2,000 Items – Wholesale Prices

Save 10% on your order – Coupon Code: NPTAPR
FundingForACause.com
Call toll free 1-888-599-2814

FUNDRAISING SOFTWARE


GRANT WRITING

S.L. Edwards
Grant Writing & Non-Profit Development Group

Grant writing you can count on...
9030 W Sahara Avenue #219, Las Vegas, Nevada 89117
702-202-8501
http://alsinewardsgrantwriting.com

INSURANCE

The best thing about teamwork
is that our team works.

At Philadelphia Insurance Companies, we’ve raised
money and pledged time for Ronald McDonald
House Charities, the American Red Cross, the
Child’s Hospital of Philadelphia, Force to Face,
and the Philadelphia Foundation. We’ve shown
these organizations and the nonprofits we
insure every day that teamwork works. Because
our team works, Learn more. Call 855.411.0797 or
visit PHILY.com/socialservice.

INTERNET PRODUCTS/SERVICES

CRESCEO INTERACTIVE, INC
110 Commerce Dr., Wayne, PA 19087
800-805-9754

PG CALC
150 Mill St, Cambridge, MA 02138
617-497-4600

LEGAL SERVICES

PERLMAN & PERLMAN, LLP
212-880-0275
41 Madison Ave., Suite 4900, New York, NY 10016
Fax: 212-749-8228
www.perlmanperlman.com

LIST OWNERS, MANAGERS, BROKERS

Infogroup
Your Best Source for Nonprofit Lists
infogroup.com

MAIL MONITORING

Get Actual In-Home Delivery Data
Malware Intelligence Benefits:
- Pinpoints Mail Delivery Inconsistencies
- Provides Real-Time Trend Analysis
- Delivers Actionable Data to Investigate USPS Issues
Track your mailing with the Intelligent Mail Barcode and
Strategic Decays to confirm Actual In-Home delivery
Go to usmonitor.com/infoprint or call 845-875-4005

UNEMPLOYMENT

www.energizeinc.com/NPEx

VOLUNTEER MANAGEMENT

ExecutiveDo you have a volunteer
involvement strategy that leads to real results?
Hands On Connect is a best in class volunteer management solution from the experts at Phase 4 and Lightsail Network. It’s built on Salesforce.com and manages, tracks, and reports on people, programs, and projects in real time. Find out more and get a free report on best practices at www.HandsOnConnect.com

To place an ad in this section, contact Mary Ford at 973-401-0202 x206 or mary@nptimes.com

22

APRIL 1, 2014 THE NONPROFIT TIMES www.thenonprofittimes.com
**Director of Development in NYC, New York**

**Salary:** Open
**Type:** Full Time - Experienced

Behind The Book is a growing literary nonprofit that seeks a full-time Director of Development with the skills and vision to garner support and funds for our school programs. The DD will manage all aspects of fundraising for the organization including cultivation and solicitation of donors, personal solicitation of major gifts, and stewardship of donors and other high-impact supporters.

**Responsibilities:**
- Building the organization's fundraising plan and developing strategies to achieve fundraising goals
- Managing a team of development staff
- Identifying, researching, and cultivating potential donors
- Managing and streamlining systems to support fundraising efforts
- Developing a comprehensive stewardship plan

**Essential Qualifications:**
- 5 years of development management experience
- Proven success in cultivating major gifts
- Experience building and managing a development team
- Excellent written and verbal communication skills
- Strong organizational and project management skills

**Excellent Benefits:**
- Competitive salary
- Health insurance
- Paid time off
- Retirement plan

**Tulsa, Oklahoma - ResourceOne**

**Account Executive:**
- Primary responsibility: generating new business opportunities by meeting and exceeding sales goals
- Requirements: 3+ years of experience in the real estate industry
- Excellent communication and interpersonal skills

**Bowie, Maryland - CDR Fundraising Group**

**Senior Account Director:**
- Role: managing and supporting a team of account managers and junior account directors
- Responsibilities: developing and implementing fundraising strategies for clients
- Requirements: 3+ years of experience in fundraising

**Digital Marketing Specialist:**
- Role: working on digital fundraising for clients
- Responsibilities: developing and implementing digital marketing campaigns
- Requirements: 1+ years of experience in digital marketing

**To place an ad in this section**
- Contact 973-401-0202 x206 or mary@nptimes.com
The 2014 Nonprofit Organizations Salary & Benefits Report

Enrich your organization’s competitive edge with the nonprofit sector’s most comprehensive, data-rich Salary and Benefits Report

Published by The NonProfit Times, in conjunction with Bluewater Nonprofit Solutions, the newly released 2014 Nonprofit Organizations Salary and Benefits Report provides current salary information on 236 nonprofit positions from entry level to the executive office— including detailed trend data for 2014—and complete data on 94 employee benefits including healthcare, retirement, executive perks, vacation, and much more.

What can our Salary and Benefits Report do for you?
- Avoid trouble with the IRS by being able to check YES on your Form 990 regarding salaries for your chief executive and key employees set using comparability data for similar positions.
- Learn about 94 employee benefits, going way beyond dental plans and summer hours.
- Get data by nonprofit field, budget size, number of employees, and region throughout the U.S.
- Attract and retain the best employees by knowing how to offer fair and competitive compensation.