

Nonprofit VOICE

A Quarterly Publication of The Alliance: The Voice of Community Nonprofits

WINTER 2018



*From Collaboration to
Collective Impact*

Highlights



NEW: Alliance Employee
Benefits Program

PLUS: The 2018 Legislative
Session, Donor Cultivation,
Workplace Accountability
and more!





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A Note from the President and CEO

By Gian-Carl Casa

The first issue of the year is a good time to imagine Connecticut without community nonprofits. To give just a few examples, it would be a state

- without downtown live theaters, town-green art galleries or cultural festivals;
- lacking affordable, quality services to people with developmental disabilities;
- in which people in need of substance abuse treatment have no place to go for help; and
- where people without shelter or food would be left to fend for themselves.

It's not a pretty picture to contemplate. It would be a state to which nobody would want to bring a business and very few would want to stay.

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Connecticut has two chief advantages when it comes to competing with other areas: good education systems and a terrific quality-of-life.

Without community nonprofits that quality-of-life would be in danger. Yet funding for programs run by nonprofits is too-often seen by decision makers as discretionary, something they can choose to trim or eliminate when faced with other difficult choices.

They may not be the same as the "fixed" costs of the state or federal budget, but they sure are *necessary* costs.

The State Budget Crisis Is A Crisis For Nonprofits

The "fixed costs" in Connecticut's state budget were estimated to be 53% this year and the projection is for them to rise. Compounding that problem is that forecasts also show massive state budget shortfalls in FYs 19-21, as much as 10% and 13% of the budget.

Put simply, that means the percentage of the state budget subject to cuts is shrinking while the entire budget is getting smaller. Programs provided through nonprofits must compete with municipalities, higher education and a few other sectors for a shrinking share of the state budget.

We know community nonprofits deliver quality programs at costs that are more affordable than if the State were to provide them directly. We also know that without charitable donations and if state assistance is reduced, a nonprofit's only choice is to cut programs.

When nonprofits are put on the table for cuts it's a transfer of the state's budget problems to the people most in need of services. That simply isn't consistent with Connecticut's bipartisan approach to caring about our neighbors, friends and relatives.

Federal Tax Changes Severely Harm Charitable Giving

Often not noticed amid the battles of federal tax reform is that the "charitable donation" part of the

nonprofit revenue stream may be harmed.

By doubling the standard deduction, tax changes eliminate itemization for about 95% of those who deduct for charitable contributions. Filers who itemize give at about twice the rate of those who don't, so this change will have a significant fiscal impact on nonprofits.

Also, there is no question that if federal tax reform increases the national debt by a trillion dollars, as has been estimated, at least some of it will be made up by cuts to the programs on which people depend, including programs provided by nonprofits. Congressional leaders are already talking about that.

We and our national partner organizations pressed the case against these provisions of the tax bill. Connecticut's federal delegation was on our side, but Congress as a whole was not.

What Can You Do?

Community nonprofits rely on government funding and contributions – both are in danger of disappearing.

But that doesn't mean the fight is over. It's a continuing battle that we'll keep taking on. The Alliance emphasizes grassroots lobbying – you, your staff, your boards of directors and the

people you serve getting in touch with legislators and candidates. You've responded well -- you've emailed officials, come to the state and federal capitols, given them tours of your facilities and more.

It makes a difference. I wish I could tell you that once is enough, but it isn't. What works is sustained contact from constituents who inform public officials about what nonprofits do and how government action affects them.

Candidates and public officials want to help the people they represent. It doesn't matter which party or which end of the political spectrum they're on. You can help them learn that nonprofits are not an extra, they are part of government's mission to help its people.

The Alliance will step up our efforts to get the nonprofit message to local and statewide candidates and both party platforms. We'll need you to help with that, too.

There is no substitute for your voice. You are the best person to tell officials, candidates, the media and others what it is your organization does and what your community would be without it.

Connecticut's quality-of-life depends on it.

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One Question that Matters

By David A. O'Brien, WorkChoice Solutions

With few exceptions, most people would choose job satisfaction over job distress by a wide margin. Although many factors influence job *satisfaction* or *distress*, all are driven by either internal or external factors. To be sure, one of the most common external factors is poor leadership where, among other things, employees don't feel respected, valued or significant. While many leaders would agree that there is always room for improvement, they would also agree that internal factors play a significant role in the job *satisfaction* / job *distress* equation.

Like the external factors, there is a wide range of internal factors that influence the degree to which employees derive meaning or frustration from their work. At the core of the internal factors are attitude and behavior, both of which are choices that have tremendous influence on job satisfaction.



When writing my first book, I explored the attitude and behavior link to job satisfaction at a very deep level. One strategy that I shared for expanding awareness about attitude and behavior involved taking stock of your reputation among stakeholders. Do they see you as part of the solution *or* part of the problem? Does your attitude and corresponding behavior support *or* inhibit team success? Would you be the first *or* last person they'd want on a new project?

While each of these questions can produce valuable insight into the impact of our attitude and behavior, there remains *one question that matters* which embodies all three. Specifically, **how easy are you to work with?**

Answering the question, **how easy are you to work with**, like any worthwhile endeavor, takes more than a single effort. Although there are many aspects or dimensions to the question, it's safe to say that at a foundational level, *personal accountability* encompasses most of them.

At the root of personal accountability is a mindset which acknowledges that doing a job well and with a good attitude is not an unreasonable organizational expectation. In truth, it also plays a huge role in job satisfaction and job impact as well.

Over the last 20 years, I have had countless conversations about personal accountability and its link to job satisfaction with employees at every level. The resulting input helped to identify 10 core behaviors that encompass the personal accountability mindset. They include:

1. Accepts responsibility for own performance, success and development.
2. Displays confidence in decisions and commitments, even under pressure.
3. Is proactive in demonstrating initiative and in honoring commitments.
4. Takes responsibility for knowing what's expected of them.
5. Focuses on finding solutions more than finding problems.
6. Demonstrates energy and persistence in tackling challenging assignments.
7. Supports leadership directives even when not in full agreement.
8. Encourages co-workers to excel in their work and lends support when needed.
9. Takes pride in doing good work and in being a positive role model.
10. Never contributes to the rumor mill.

Taking the time to consider how you model or don't model these accountability behaviors may be the first step in fully grasping the scope of the **how easy are you to work with** question. Not surprisingly, there is a direct correlation between your answer to this question and the level of satisfaction or distress you derive from your work.

Five More Things You Can Do Now to Answer this One Question That Matters:

1. Initiate a conversation with a trusted friend at work about how easy you are to work with and what they perceive as your reputation among the team and across the organization. What value can you gain from this insight?
2. Identify your top three stakeholders at work and consider what it is that they expect of you. Do you meet these expectations consistently, sometimes, or rarely? What role does your answer play in your current level of job satisfaction?
3. Initiate a conversation with your peer group and or full team about what role personal accountability plays in job satisfaction and team success. Encourage them to add other accountability behaviors to the list of 10 presented in this article.
4. Invest the time to not only set doable goals, but also to track your progress. Small, consistent steps in the right direction over time go a long way in improving job satisfaction and impact.
5. Download the free *Navigator Inventory 2.0*, assessment from the WorkChoice Solutions website (see Learning Resources, Leadership Assessments) and ask your entire team to complete it. Initiate a follow-up conversation around what the scores mean to group success and satisfaction and include a discussion around how the group can help boost the team's overall score.

*David A. O'Brien, President of WorkChoice Solutions, is a trusted provider of leadership and team effectiveness training, coaching and consulting services. He works with a wide range of corporate, nonprofit and public sector clients to bring sustainable improvements to organizational effectiveness. His first book, *The Navigator's Handbook, 101 Leadership Lessons for Work & Life* is available on-line and in bookstores nationwide. His second book, *The Navigator's Compass 101 Steps Toward Leadership Excellence* was released in 2016 and is also available nationwide. To learn more about the scope of David's work in helping leaders and teams to be more effective or to arrange for David to speak at your next conference or other special event, please visit WorkChoice Solutions on line at: www.workchoicesolutions.com or call him directly at 860.242.1070.*



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2017 Annual Nonprofit Conference: *From Collaboration to Collective Impact – Building on Previous Success & Looking Towards the Future*



The Alliance is proud to continue the long-standing tradition of our legacy associations - to provide extraordinary keynote speakers and presenters who inspire, educate and entertain year-after-year. The 2017 Annual Nonprofit Conference: From Collaboration to Collective Impact provided valuable and unique opportunities for all nonprofit professionals.

This flagship event featured a diverse range of dynamic experts in the field, as well as a variety of breakout sessions relevant to the current climate and that provide vital perspectives to consider moving forward. The day featured two Keynote presenters, three morning seminars, four afternoon sessions and endless opportunities to connect, network and explore solutions with nonprofit professionals and leaders in the field.

We are so pleased that more than 500 participants joined us in discovering new opportunities for organizational growth, networking and exchanging ideas, and exploring different approaches and solutions moving forward.

Luke Bronin, Mayor of Hartford, presented a powerful 'Host City Welcome.' Our plenary sessions provided an opportunity for members to hear from Peter DeBiasi, Chairman of the Alliance Board of Directors and President and CEO of the Access Agency; and Andrea Ferrucci, Vice Chair of the Board of Directors and

President and CEO of Mosaic. Peter, Andrea, and Gian- Carl Casa, President and CEO of The Alliance, introduced our Board of Directors, shared updates and highlights from The Alliance, and exciting directives for the day.

Our Featured Keynote Presenter was Jacob Harold, President and CEO of [GuideStar](#) - the world's largest source of information on nonprofit organizations. Mr. Harold is a leading expert in philanthropic and nonprofit strategies and has written extensively on new and creative ways for nonprofits to partner together and maximize opportunities.

Mr. Harold's Keynote Presentation - 'The Next Generation of Social Change Data' - spoke of the tools needed to drive even greater social change today, through increased, collective impact. He discussed the impact large-scale 'information scaffolding' can have to improve the efficiency and effectiveness of both the sector and individual organizations. Mr. Harold also touched on the importance of lessening the use of "overhead ratios" as primary indicators of nonprofit performance.

Our Morning and Afternoon breakout sessions were full of compelling and energetic speakers who provided participants with valuable insight and ideas to be applied directly to their organizations. We strived to incorporate new presenters - joining us for the first time - as

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well as seasoned presenters, back by popular demand.

The day was not without a bit of drama surrounding our morning Keynote presenter, Tim Delaney, President and CEO of the National Council of Nonprofits.

Due to the timing of the US Senate vote on the tax reform plan, which carries major implications for our sector, it was critical that Mr. Delaney remain in Washington to continue the fight for all nonprofits. With only 24-hours' notice, Mr. Delaney was able to join us remotely, thanks to modern technology and the Convention Center's Audio Visual Team. While the sound quality may have been less than ideal, Mr. Delaney's passion, vision and expertise were clearly apparent.

Mr. Delaney spoke of the new realities in Washington DC. Since the 2016 elections, the U.S. has experienced remarkable shifts in policymaking. With more than 1.8 million nonprofits spread over 50 states, he touched upon the effect these changes have had on the nonprofit sector, how the sector is responding, how the nation establishing priorities, and what advocacy strategies are working.



Many of our Conference Sponsors also participate in the new [Alliance Allies Vendor Program](#). Please be sure to review our [complete list of 2017 sponsors](#), for detailed information.

The 2017 Annual Nonprofit Conference attracted the largest number of Sponsors in the event's history. Fifty-two sponsors spent the day with us! These partners exemplify the conference theme every day, as they "collaborate" and work with nonprofits towards a greater "collective impact" and a better CT and society for all.

From Collaboration to Collective Impact was developed with a focus on bringing your organization to the next level. It was centered on the intentional and collective work of nonprofits to positively impact individual organizations, the communities served, and the state overall.

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Post University and The Alliance: Partners in Education

By: Shawn Whisenant and Dr. K. Baruth, Post University

Post University is pleased to be an education partner to The CT Community Nonprofit Alliance and serve the nonprofit sector by offering a **20% reduced tuition rate**. This exciting partnership extends to not only the Alliance employees but also all member organizations and their immediate family members.

This special tuition rate is available for all undergraduate and graduate certificate and degree programs, as well as the Master of Science Human Services program with a concentration in Non-Profit Management. This will enable participants and organizations to continue to provide valuable services to the public while developing advanced knowledge and skills needed to advance personally and professionally. *Dr. Katey Baruth, Director of the Master of Science in Human Services at Post University shared, "this partnership supports the overarching goals of many non-profits in making a collective impact. As we know, and more*

now than ever, the collective impact approach is paramount in our ever changing world. No single policy, government department, organization or program can adequately address our increasingly complex social problems alone. We need to work together." Courses in the MS Human Services program offer students the opportunity to develop or enhance skills in grant writing, planning and managing of people, preparing program budgets, and implementing information systems. These skills are critical for success in any non-profit organization where dedicated staff work tirelessly to make a difference in our state.

For more information about the MS in Human Services, with a concentration in Non-Profit Management or any of Post University's other programs of study please contact Admissions at: 800.660.6615 and mention your membership in the CT Community Non-profit Alliance to receive the 20% reduced tuition rate.

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Penn State World Campus Brings Resources to Nonprofits

One of the critical needs in human services is the development of leadership skills at all organizational levels," says Antone Aboud, Professor of Practice at Penn State's School of Labor and Employment Relations. "Both the bachelor's degrees in organizational leadership and master's degree in the psychology of leadership provide important resources, which many staff have access to through the relationship between Penn State World Campus and the Alliance. These degrees, and others, will help each student to more effectively manage their own careers."

"Penn State is pleased to help support the Alliance's goal of making a collective impact. Penn State World Campus' degree programs can add unique value that can help nonprofits, its members and the community tackle contemporary issues in Connecticut. For example, one of the critical needs in human services is the development of leadership skills at all organizational levels. The online bachelor's degrees in organizational leadership and the master's degree in the psychology of leadership provide resources to which many staff will have access because of this educational partnership. These degrees, and others, can help each student make a collective difference in their communities."

Penn State World Campus offers more than 150 online degrees and certificates to students around the globe. Antone Aboud, professor of practice at Penn State's School of Labor and Employment Relations, says the University's programs can add unique value to Alliance members.

Academic Discounts for Alliance Members



Alliance member employees are entitled to a 15% tuition discount when enrolled in an Undergraduate or Graduate Studies program.



Alliance member employees who matriculate into a specific degree program are entitled to a 25% tuition scholarship provided that they are in good standing with their employer.



Alliance employees, member employees, spouses, and legal dependents are entitled to a 5% tuition reduction on all Penn State World Campus programs.



Alliance member employees and immediate family members are entitled to a 20% discount when pursuing certificates, and graduate and undergraduate degrees.

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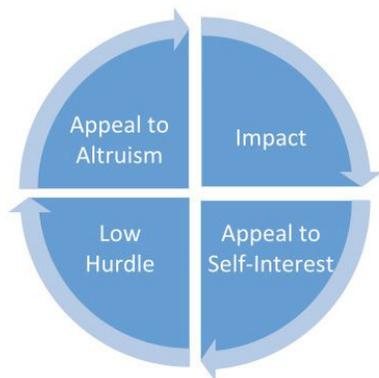
By Rob Leighton, iMission Institute

Your nonprofit may have built a large list of potential supporters — people who have shown interest in your organization but who have not yet been moved to give.

You've emailed them. Sent them letters. Maybe you've even met with them. They know and like you and your organization, but they have not yet given to your organization.

How do you bring this potential new supporter from interested to invested?

It's all about crafting a solid and multifaceted "first ask."



The Four Elements of a First Ask

An "ask" is more than a general request for the donor to give — it's an offer to satisfy specific donor desires in exchange for their support.

There are four basic elements to a first ask. The more of these you can build into your asks, the more you can offer your potential first-time donor.

1. Desire for Altruism

Your potential donor wants to make the world a better place. A spirit of giving and activism is already within them — your job is to appeal to this spirit with your organization's unique, impactful initiatives.

This is where almost every nonprofit donation request starts. But the data is clear: If this is where your appeal stops, only a small number — often a very small number — will take action by opening their wallets.

Time and time again, the campaign data shows that adding other elements to your first donation ask sharply increases the number of people who will give.



2. Desire for Impact

Supporters want to see a cause-and-effect linkage between their gift and a charitable outcome.

Take the World Wildlife Federation, for example. WWF's mission statement is "to stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature, by: 1) conserving the world's biological diversity; 2) ensuring that the use of renewable natural resources is sustainable; 3) promoting the reduction of pollution and wasteful consumption."

That's a big, bold, altruistic appeal to making the world a better place. But for fundraising, WWF appeals address the imminent threats of extinction for specific species, like the panda, polar bear, and tiger.

This concept also applies to community nonprofits. Holiday food drives and homeless shelter appeals provide donors with a cause-and-effect linkage. Donate food, feed the hungry. Make a monetary donation, pay for someone to spend the night off the street.

Your donor craves an array of social benefits, including connectedness, social support, and social stature.

Your donor craves an array of social benefits, including connectedness, social support, and social stature.

3. Your Donor's Self-Interest

Yes, your potential donor wants to make the world a better place, but there are other, more personal factors that drive a person's philanthropy. Your nonprofit's next task is to appeal to a new supporter's self-interest. These desires can be fulfilled with a t-shirt, a fancy mug, or a magazine subscription. These are the social benefits that include the need for connectedness or community standing.

A first ask that invites participation and engagement in organized runs, bike rides, golf outings, and other events provides a benefit of social connectedness. Showcasing donors on a website or celebrating their involvement across your social media channels provides community standing.

4. The Low Hurdle

The appeals to altruism, impact, and self-interest should be factored into all your asks. A fourth element, the low hurdle, is especially important for new donor acquisition.

Giving is a two-part decision process. The first step is to decide to give; the second is how much to give.

Create a low hurdle by asking for a small donation. Five dollars is a much lower hurdle to clear than one of \$50 or \$100, inspiring many more people to decide to give.

The good news is that online transactions are driving down processing costs, so the low hurdle can be economical.

But here's the trick: Once the decision to give has been made, you can ask for more — either as an "upsell" during the check-out process or in a follow-up appeal. Once you can get people to give, they are much more likely to give again.

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A Look at the 2018 Legislative Session

By Ben Shaiken, Manager of Public Policy & Advocacy

The Connecticut General Assembly convened on February 7th for the 2018 Regular Legislative Session, which runs until May 9th. With a state budget in deficit, a legislature that remains closely divided by party, and a Governor in his final year in office, this article will give you an idea of what to expect this Session.

The Biennial Budget – Four Months Late and in the Red

The biennial state budget for Fiscal Years 2018 and 2019 was finally passed in late October, nearly four months after the constitutional deadline of July 1st. Almost immediately following its passage, the Office of Policy and Management and the Comptroller projected it to be in deficit.

On the opening day of the Session, Governor Malloy presented his proposed adjustments to the Fiscal Year 2019 budget. The legislature will try to meet its obligation to both end the current fiscal year with a balanced budget and make adjustments to next year's budget to bring it into balance.

Partisanship and Bipartisanship – What's Next in an Election Year?

With a thin 78-72 Democratic margin in the State House of Representatives and an 18-18 tie in the State Senate, controversial partisan legislation has gotten rarer. Each legislative committee has a narrow one-vote Democratic majority, and a procedural maneuver can stop Senate bills from proceeding through committee. Once a bill hits the Senate floor, Lieutenant Governor Nancy Wyman can cast a tie-breaking vote, but she only did so on

13 pieces of legislation in 2017.

This fall, however, legislative leaders from both parties came together in historic form to negotiate and pass the state budget –and they did so without the Governor. Since October, legislative leaders have been holding joint press conferences and have mostly shied away from hyper-partisan rhetoric.

In 2017, the tight partisan divide meant that only a few controversial bills were passed and that the General Assembly did not tackle very many significant policy changes. Political gamesmanship and rhetoric dominated the first six months of budget negotiations. The bipartisan budget negotiations might signal that compromise is possible on a wide range of issues where it was not before. But 2018 is an election year, and this goodwill may not last.

What Can You Do?

Now more than ever, it is necessary for you to develop a relationship with your state legislators. Contact them frequently and educate them about the work you do. If you receive state funding, let them know which line items in the budget fund your programs. Speak loudly against proposals to tax nonprofit property or purchases. Make sure that legislators understand the impact you have on their district, and understand what it would look like without your services. Our power is in numbers, so get your consumers, families and board members involved in advocacy, too.

The Alliance will continue to help connect you with your legislators and will be your constant, collective voice at the State Capitol. Here's what you can do today:

- Use our website to [send emails and tweets to legislators](#).
- [Register](#) and attend our upcoming Advocacy Day on March 21, 2018 from 10:00am - 2:00pm.



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Member Highlight



FAMILY ReENTRYSM

"The Community Justice Sector's voice is severely underrepresented, and the information we get from The Alliance helps us create an impact in the community. With the Alliance looking at the budgets, they're staying up late when those sessions go forever and then they're back on their computers putting together the key points of what was said, and then they're helping us compare and contrast. That piece of the Alliance's work is incredible. It helps us educate board members, it helps us to educate our staff, because these are uncertain times, and people are asking, "What's going on with this budget? Is this going to affect my job?" and we're able to talk to our staff and let them know what's going on, and it's not possible unless we're getting all of that great information from The Alliance.

Also, the Alliance gives us a legislative directory that has photos of the representatives and senators and their office numbers. That's terrific, because I look at that when I'm at the Capitol to memorize faces and put faces and names together. And when the Alliance does its email blasts, action alerts, etc., they're giving us materials that we can add our own voice to, which is a tremendous help in the whole process."

**-- Tony Corso, Program Director/Compliance
Coordinator, Family ReEntry**



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- 16 | Employment Law 101 for Supervisors
- 21 | Co-occurring Mental Health & Substance Abuse Disorders
- 22 | Treating Trauma & Stress-Related Disorders

APRIL

- 03 | Best Practices in Financial Reporting (NFP)
- 04 | What Nonprofits Need to Know to Be Reimbursed for Indirect Costs
- 06 | Sexual Harassment Prevention
- 18 | Time Management Skills
- 19 | Managing the Employee Life Cycle as an HR Department of One!
- 20 | Servicing the Aging Community - Challenges & Practical Solutions
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Announcing The Alliance's New Employee Benefits Program

We are excited to share a new program to help you combat rising costs for healthcare and employee benefits, the **Alliance Employee Benefits Program**.

The new program is a partnership with The Schuster Group, one of the region's largest and most innovative employee benefit consulting/brokerage firms. After due diligence, we chose to work with the Schuster Group because of their history of working with nonprofits and the exciting ideas they have for making a difference in the healthcare and benefits markets.

The current portfolio includes proprietary plans specifically built for nonprofits. They include:

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- Retirement Plans [401(k) & 403(b)]

Our programs also include support for Worksite Wellness, HR Compliance and Benefit Administration.

We are excited about our partnership with The Schuster Group and this new program. You'll be the beneficiary of the combined strength of our two organizations.

We encourage you to contact the Schuster Group to see how this program can help your organization and its employees -- contact Rollin Schuster at rschuster@schustergroupne.com or call him at 800-388-9771 x 102. You can also contact Josh Lipshitz at the Alliance at jlipshitz@ctnonprofitalliance.org or 860-525-5080 ext. 1014.



The Alliance Employee Benefits Program

As a member of The Alliance you now have access to our Employee Benefits Program. This program has been developed specifically for the unique needs of Connecticut's nonprofits.



For a no obligation comparison, please contact our partners @ The Schuster Group, one of New England's premier nonprofit focused benefit advisors.



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Federal Tax Reform Will Harm Connecticut

By Jeffrey Shaw, Director of Public Policy & Advocacy

As this article goes to press, Federal tax changes passed late last year hold the possibility of harming Connecticut's nonprofit community.

The new legislation decreases the number of taxpayers who can itemize their deductions, such that 95% of taxpayers would receive no tax benefit from charitable giving. The bill also increases the standard deduction for individuals (to \$12,000), couples (to \$24,000), and heads of households (to \$18,000), reducing the number of those who can itemize from 30% of taxpayers to less than 10% of taxpayers. A recent analysis by George Washington University found that the impact of federal tax reform on giving will result in a loss of at least 220,000 jobs in the charitable community alone.

To minimize the damage, charitable and philanthropic organizations did not oppose the increase in standard deductions, but proposed changes to the bill that would create a "universal charitable deduction." This solution would create a giving incentive for all taxpayers, while holding the work of charitable nonprofits harmless. Unfortunately, those efforts were not successful. The increase in the standard deductions expire after 2025.

Second, the House version contained language that would eliminate the Johnson Amendment, the provision in the tax code that requires 501(c)(3) nonprofits to be nonpartisan. Fortunately, national advocacy efforts voicing outrage at the idea of politicizing nonprofits made repealing the Johnson Amendment so unpopular that the majority leadership removed the repeal from the conference committee bill. While this is a big win for our sector, similar language has been included in three other bills, and – more worrisome – that language could be slipped into other bills at the last moment.

Finally, the 503-page tax bill creates significant, permanent tax cuts for corporations and other businesses, and temporarily lowers taxes and repeals many deductions for most individuals - all at a cost of as much as \$1.5 trillion over the next decade. Many popular provisions will expire after 2025, making their renewal likely, thus deepening the federal deficit even more. To offset tax cuts, more than \$300 billion in revenue will be generated by repealing the Affordable Care Act's individual

mandate to purchase health insurance, which will cause 13 million Americans to lose insurance

and hike health insurance premiums.

The consequences of this bill could be devastating to the millions of people around the country and in Connecticut, who rely on community nonprofits for everything from food and shelter to job training to a safe place to escape domestic abuse and enrichment through the arts. By necessity, spending cuts will be the immediate result of tax cuts, ensuring that organizations that already have been stretched too far are simply going to have to turn people away, reduce programs, and even close their doors entirely. These are the foreseeable results of a bill that fails to look past the short-term 'win' of cutting taxes to recognize the very high price the public will pay.

The ripple effect of the massive federal changes onto Connecticut may lead to revenue cuts and other unintended consequences. We remain concerned that the State may shift more unfunded work onto nonprofits and proposals to tax nonprofits (in desperate search of revenue) will re-surface.

"The consequences of this bill will be devastating to the millions of people around the country - and millions in Connecticut..."

Member Highlight



The Alliance helps us have a voice for ourselves on a bigger level than we would have doing it ourselves. The Alliance's work spearheads what we're trying to do and puts more faces to our cause. That in and of itself is valuable, but also, we benefit from the resources that we get when we come for trainings at the Nonprofit Center, and the different rallies that the Alliance hosts at the LOB have helps us gain really great exposure to the legislators in a way that we wouldn't have otherwise.

Advocacy is a numbers game - legislators are looking for how many of their constituents believe in certain causes, and The Alliance's web page has different email campaigns where you can write to legislators on both the state and national level. They have different templates that you can send in as-is, or you can modify to be a little more personal. We have our staff at MARC, our self-advocates, our program participants and our families use that template regularly. So even if it's as simple as that, you're still reaching the legislators, and I think it's vitally important.

-- Ben Davies, Advocacy and Outreach Director, MARC



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John J. McInerney III
Franchisee, Burger King

Sexual Harassment Claims and Other Employee Lawsuits: Protecting Your Nonprofit with Employment Practices Liability Insurance

By Paul Brian, GoodWorks

If one of your employees is accused of sexually harassing another employee, your nonprofit could pay a very heavy price. How can you protect your organization from a potentially ruinous lawsuit?

The solution is employment practices liability insurance.

EPLI is a specialized form of insurance covering claims of sexual harassment and other employment-related claims. They include claims of wrongful termination, sexual harassment, discrimination, retaliation, failure to employ or promote, deprivation of a career opportunity, negligent evaluation, defamation and wrongful infliction of emotional distress.

EPLI provides solid protection. First, it pays for hiring a defense lawyer, which can be very expensive. It also covers any judgments or settlements, up to the policy limits.

Specifically, it covers your costs stemming from proceedings (civil, arbitration, regulatory and administrative), settlement agreements and trials, including defense costs and judgments. It covers charges brought by or on behalf of past, present or

even prospective employees (who can claim they weren't hired because of discrimination).

Coverage can be extended to third-party claims of discrimination or harassment by employees while they are representing the insured company.

Some tips:

Look for a standalone EPLI policy. Separate EPLI policies have broader coverage than add-on insurance.

For instance, you can buy an add-on (and endorsement) to your directors & officers (D&O) liability policy for employment practices claims. It may be less expensive than an EPLI policy. But the endorsement covers *only* directors and officers, leaving your organization vulnerable if a non-officer is accused of harassment or discrimination.

Take steps to prevent sexual harassment. Here are a few measures to implement as part of your employee training and behavioral-safety guidelines:

- Develop a zero-tolerance mindset with regard to sexual harassment.
- Have a written procedure in the employee handbook.
- Review policies with all new hires and have them sign off on the anti-harassment training.
- Conduct annual refresher training with all employees to review the procedures.
- Train supervisors and managers on behaviors that are not permissible and the importance of following those procedures.

Reduce the risks of hiring and firing

- Make sure that you have and adhere to written procedures on hiring, promoting and firing employees. Be able to prove that your organization "goes by the book."

Visit [The Alliance's Member Marketplace](#) for more information.

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Corporations & Charity: A Collaborative Opportunity

By Ify Aduba, Harbor Compliance & Tim Sarrantonio, NeonCRM

With recent changes to the tax law in the United States, nonprofits are facing an uncertain future regarding once-reliable revenue sources. The ability to create sustainable revenue must be rooted in flexibility of ideas and strategies. While nonprofits are not businesses, their ability to interact with corporations in a collaborative way has exciting potential.



Corporations invest in their communities in a variety of ways and understanding how they operate charitably will help nonprofits navigate an increasingly complicated set of options. One of the most well-known ways that corporations invest charitably is by setting up a corporate foundation. The U.S. is home to more than 86,000 foundations with roughly \$865 billion in assets, according to recent statistics from the [Foundation Center](#). More than 2,500 are corporate foundations.

So what exactly are corporate foundations, and what opportunities do they represent for nonprofits and the communities they serve?

Private Foundations and Public Charities

The [IRS](#) divides 501(c)(3) nonprofits into private foundations and public charities. The main difference between them is “the level of public involvement in their activities.” Generally, charities get their support directly from the public by soliciting donations or grants, while foundations rely primarily on one funding source.

Corporate Foundations

A corporate foundation is a private foundation formed by a company to channel money into causes that serve the public good, usually through grant awards. The foundation is a separate legal entity,

not just a division of the parent company. The foundation’s board of directors usually consist of company officers and other high-level employees. Often employees of the parent company also volunteer for the foundation. Some examples of large corporate foundations are the Walmart Foundation and Ford Motor Company Fund.

The foundation’s directors are responsible for making grant decisions. Because their boards are usually made up of company employees, companies that form corporate foundations retain significant control over how and where their charitable funds are spent.

Corporate foundations are subject to relatively stringent regulations, including many provisions designed to guard against conflicts of interest.

Other Options for Corporate Philanthropy

[Forming a foundation](#) is just one of many options available for corporate leaders who want to have a substantial and lasting impact on their communities. Other options include:

Direct Giving: Companies make donations to charities. This sometimes takes the form of matching funds for employee contributions. These gifts are generally tax deductible.

Commercial Co-Ventures: Companies can also engage in [commercial co-ventures](#), or cause marketing campaigns, with nonprofits. Some examples include sales of co-branded merchandise with a share of proceeds going to charity, point-of-sale donation campaigns, public events, charity auctions, and coupon nights.

Donor Advised Funds: A company can contribute funds to a charity while retaining the right to advise or recommend how the funds should be spent. The company may also have the right to name the fund.

For-Profit Entities: Some corporate philanthropists are choosing to forgo tax deductions in favor of greater flexibility and control over their charitable contributions by forming limited liability companies or business corporations instead of nonprofits. An example is the [Chan Zuckerberg Initiative](#) formed by Facebook founder Mark Zuckerberg and his wife, Priscilla Chan.

Benefit Corporations and Low-Profit Limited Liability Companies (L3Cs): Some states have introduced new types of corporate entities to recognize for-profit companies that exist in part to serve a public benefit. These companies combine various aspects of nonprofit and for-profit entities.

Corporate Philanthropy: Top Three Strategies For Nonprofits

With limited time in the day, nonprofits need to focus their energy on the most impactful options for partnering with corporations. Here are the three key ways that nonprofits and corporations can work together.

Grants: The process for applying to corporate foundations is typically less elaborate than federal or state grant proposals. Many times the corporation is looking for a simple letter that outlines what the nonprofit will achieve and how they will utilize the funds.

[Keeping things succinct and organized](#) will increase your chances for obtaining corporate grants. Keep in mind that this money isn't solely an altruistic gift, but also a marketing opportunity for the corporation. Check the corporation's website to see if they list a set of missions they invest in as well as the commitment length of the grant. Most corporate grants are going to be one-time investments as opposed to multi-year pledges.

Matching Gifts: [65% of Fortune 500 corporations offer a matching gift program](#), with upwards of \$3 billion annually dispersed to nonprofits because of matching gifts. Yet up to \$10 billion is unclaimed each year in matching gifts, which represents an amazing opportunity for nonprofits.

Managing a matching gifts program can be relatively simple for a nonprofit. Encourage donors to review their employer's matching gift opportunities and take advantage of them. Nonprofits can add a section about matching gifts to their donation pages and thank you correspondence. Consider finding a corporate donor that will tie their matching gifts to a recurring donation program, [which studies have found can lead to three times as many gifts](#).

In-Kind Donations: Donations don't have to be outright monetary to help drive revenue. In-kind donations from corporations can be a powerful way to drive revenue up while also obtaining services for free or at a massive discount. There are two ways to best leverage in-kind donations.

[The first is to obtain donations that will be utilized at an event auction](#). Corporate sponsors can provide items directly for the event itself (e.g. catering) or they can provide items for the auction (e.g. flights,

wine, celebrity meetings). Remember that your organization is building a relationship with the corporation, so going beyond putting a logo on your website is important for a long-term commitment from the corporation around an event.

The second is through obtaining goods and services. One of the most prominent service grant programs is [Google For Nonprofits](#), which provides free software and advertising through the Google platform. Cloud-based technology that connects all stakeholders in a nonprofit's operations is vital for growing an organization's capacity.

Corporate Charity Trends

[More than one in three American workers today are Millennials](#) (adults ages 18 to 34 in 2015), and in 2015 surpassed Generation X to become the largest share of the American workforce, according to new Pew Research Center analysis of U.S. Census Bureau data.

[Three out of four Millennials](#) have donated to a nonprofit, which means there is a massive amount of opportunity for change in how corporations interact with nonprofits. Millennials have been prioritizing community involvement in how they approach their employment, which means that nonprofits will need to stay flexible with their ideas and strategies when interacting with their corporate partners. Yet this represents an amazing opportunity that can reshape the ways that nonprofits fund their missions for years to come.

Authors

Ify Aduba brings more than 20 years of experience in nonprofit leadership to her position as nonprofit partnership manager with Harbor Compliance. She currently serves as president of the board of the Pennsylvania Association of Nonprofit Organizations (PANO), and board member of the Bucks County Women's Advocacy Coalition. Ify holds a B.A. in politics from Mount Holyoke College and a master's degree in nonprofit management from Eastern University.

Tim Sarrantonio is a team member at NeonCRM and has more than 10 years of experience working for and volunteering with nonprofits. He has raised over \$3 million for various causes, engaged and enhanced databases of all sizes, procured multiple successful grants, and formulated engaging communications and fundraising campaigns for several nonprofits. He volunteers heavily in his home of Niskayuna, NY.

A Vendor Program that Works for You: The Alliance Allies Vendor Program

The Alliance Allies, The Alliance's new vendor services program, connects nonprofit members with businesses, service providers and consultants who share our vision of a strong and healthy nonprofit sector in CT. Businesses that participate in the Alliance Allies program have experience working with nonprofits and the expertise to understand the unique challenges and needs that nonprofits deal with every day.

Consistent with our role of providing capacity building resources to our members, participating Allies provide member-only discounts, access and other opportunities, while providing excellent customer service and meeting the various needs of our diverse membership. Get the services and products you need to be effective, create new efficiencies and save your organization money.

With nonprofit budgets getting tighter every year, now is the time to find creative ways to save money, while receiving the services and products necessary for your day-to-day operations. Look for the Allies in our online [Member Marketplace](#), email & social media, at our in person trainings and online webinars and throughout the pages of this magazine.

Consider doing business with them. They support The Alliance's efforts on behalf of nonprofits - and it's a way to use your Alliance membership to save!

If you are a nonprofit and have suggestions for services or vendors to add to the program, have questions about your specific needs or just want more information, please do not hesitate to reach out: Josh Lipshitz, Director of Business Development - jlipshitz@ctnonprofitalliance.org or 860-525-5080x1014.

Member Highlight



The information provided by The Alliance at the Public Policy Division Meetings is unlike anything else you can get. The insights provided by Alliance staff are irreplaceable - you just don't get that level of detail anywhere else. As far as making it easier to advocate, I love the website - that I can send a link to our board members and to our staff and they can email their legislators, and even sometimes Congress, in 30 seconds or less. The easier we can make it for them, the better.

-- Emily Granelli, Chief Business Development Officer, BHCare



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