



Hawai‘i Island (Hilo) Talk Story + Listening Session: Decent Work in the Nonprofit Sector

Date: May 10, 2019, 9 a.m. to 12:30 p.m.

Location: Hawai‘i Innovation Center at Hilo, 117 Keawe Street, Hilo, HI 96720

NOTES

After some introductory remarks, HANO President & CEO, Lisa Maruyama, shared why HANO is interested in the topic of *Decent Work in the Nonprofit Sector* and gave some examples of subtopics that might fall under the umbrella of Decent Work (e.g., the full cost of doing business as a nonprofit, nurturing the talent pipeline and succession, livable compensation and benefits, Diversity, Equity and Inclusion in the workplace and work opportunities, etc.) to seed the talk story session.

What Does Decent Work Look Like?

Q1: What does Decent Work in the nonprofit sector look like on Hawai‘i Island? Statewide?

The Talent Pipeline/Professional Development/Succession (12)

- We have more skilled labor (lack of skilled labor)
- You are recognized for your work. We have devalued ourselves for too long – it’s hard to get out of that mode (board as well)
- We are fully valuing those who work for us because they work for the community
- Reduced cost of living, housing, gas, etc. (Costs need to be addressed – we have to pay 2xs as much to allow people to afford to live here)
- Affordable, available childcare/eldercare, paid family leave, pay equity, sick pay and vacation (private sector does better with this)
- We have better public transportation
- Reasonable expectations (so many skills required now) with minimal resources
- Rotate conference among islands and annual meetings – showcase unique things about each place (DOE model, Nurses’ Association state mediation center model) rotating “tournaments” model
- Our boards are fully engaged and value staff and professional development
- Positive culture and values based organization creates decent work
 - Staff morale
 - Connecting people who values who work remotely

- Everyone knows values and behaves accordingly
- Training on leadership skills (organizing, public speaking, negotiation, strategic planning)
- For conferences – having full costs paid for neighbor island folks to attend/participate

Understanding and Articulating True Costs of Doing Business (5)

- Nonprofits are recognized as businesses (remove stigma)
- We have the resources we need to thrive
- We need to value our work – speak the truth to funders about it
- Meaningful work – training people to do skilled and heart-centered work of our sector (e.g. it's not bad that fast food jobs with workers are being replaced by technology) and pay them a meaningful living
- Better working conditions – facilities (not having to take our own garbage, etc.), equipment, up to date technology (for cyber security)

Advocacy/Collective Voice (4)

- We have more political power
- We have more availability/capacity to be part of legislative process on Oahu (video conferencing, etc.)
 - Need neighbor island voices in person
 - Appropriate notice (follow Sunshine law) so we can fly over
 - Accessibility/disability rights issues should be attached *(could be dealt with immediately)
- Better communication among partner organizations that are on Oahu/Hawaii Island (within and with policy makers) – geographic distance
- We have a clearinghouse of Hawaii Island nonprofits and what we do/missions, etc. and statewide one (virtual group)

Systemic Issues (4)

- Better government/nonprofit contracting relationship
- We have better ability to plan because the grant cycle works more effectively (remove some of the timing, etc. barriers)
- We are applying for grants & requirements are easy and clear so we can get funds (e.g. less onerous to get \$5,000)
- Necessity to work collaboratively with others (nonprofits, government, private sector)

Compensation and Benefits (3)

- Competitive wage and benefits
- Unite behind living wage for nonprofits

- Everyone's time is precious – don't take for granted what each of us are paid to do for the work we do

Diversity, Equity and Inclusion (1)

- Cultural sensitivity –
 - diverse cultural backgrounds are appreciated/honored/ respected
 - Involves training (person-centered training philosophy)

Other (3)

- More exploration of fee for service opportunity models (Julie's example of mediation center in Texas that got \$ from court fees) (social enterprise)
- Having access to/ability to use technology to meet (some parts of island have no connectivity)
- Goal should be to work yourself out of a job – educate/advocate to resolve these issues

Issue Analysis

*Q2: Describe the **Best Case Scenario** in 2-3 years if the Decent Work issues we just discussed were addressed.*

Compensation (6)

- Living wage bill passed and implemented
- Employers are able to pay minimum wage
- Boards are “on board” with what it takes (to pay min. wage)
- Universal basic income exists here
- Import some for-profit pay structures for appropriate and fair compensation
- We (nonprofits) start from within – look at adding line items to value employees through pay, sick, and vacation leave...make the case effectively to our boards
 - Every year do something – at least one thing that gets you closer
 - Step by step - narrative of model for how to do this

True Costs of Doing Business (5)

- Funders/donors paying full cost
- Multi-year, flexible, simplified, streamlined funding, unrestricted (for operations)
- Termed funding from foundations (e.g. 3 years) to meet minimum wage – after that nonprofit figures out how to do on own
- Lending capacity at lower interest rates for nonprofits (gap financing)
- The “holding out a cup” visual of nonprofits goes away – it is understood we are deserving

Funder/Grantee Relationships (4)

- Funders willing to look at outcomes differently – hard to quantify outcomes of our work in same way
- Funders and nonprofits are speaking the same language about outcomes/indications of success
- Funders are open to using different metrics to assess success (e.g. FLEX, etc.)
 - It helps nonprofits think differently too
 - Applying the concept of “accountability” differently
- There are strategies to communicate accountability, outcomes, and measures (on funder side) (can be qualitative)

Systemic Issues (4)

- Common document bank of state agencies (DOH, DHS, etc.) that have your 990s, financials, etc. so you don't have to submit to all. E.g. HCE – build on
- Funders are going to a repository of all our nonprofit info and seeing who of us they'd like to work with
- We have looked at and better understand the systems view and how our work impacts each other's and the sector
- Pooled/shared back office services (IT, bookkeeping, compliance, legal, PR, grant writing, etc.). Grant writing – issues specific knowledge

Advocacy/Collective Voice (3)

- Effective advocacy capacity/wherewithal of nonprofit sector
- We're having a different conversations – speaking truth to power
- Chambers & nonprofits working together – we have bridged gap and can address critical issues together (evolve, see bigger picture)

Nonprofits are Respected (2)

- NPOs are respected and trusted as professional organizations
- A “Chamber of Nonprofits” – paying attention to nonprofit issues/entrepreneur issues (smaller, more diverse) – common voice

Alternative Financing/Social Enterprise (2)

- Innovation and earned income strategies/social enterprise happening more
- Foundations are less risk averse – i.e. PRIs

Other (3)

- Board is comprised of at least 1 person on staff (not Executive Director) – to provide staff perspective in discussions
- Clearing house of grants, fed, county, foundation
- Universal healthcare

*Q3: Describe the **Supporting Forces** that are in place (or should be in place) to move things closer to the Best Case Scenario and the **Restraining Forces** (or barriers) that would need to be addressed in order to move things closer to the Best Case Scenario around Decent Work in the nonprofit sector.*

Supporting Forces	Restraining Forces
<ul style="list-style-type: none"> • Information on # of staff who qualify for SNAP (speaks to low wages) • More data on our own employees • Tax rebates that support social indicators of health • Put benefits into a salary package perspective and amounts • Diverse ways of thinking/innovating thinking on part of (boards staff/volunteers/funders) around fundraising, etc. – less fear • We need to educate our own community and messaging to take out to for profits and public (minimum wage) • Investors willing to take on risk – of pool back office services – provide gap funding • eCivis (requires subscription) County R&D • Using examples from cities that did raise minimum wage and world didn't end • Pooling with other nonprofits to afford 1 FTE staff • Counter the idea that we must all work – allows parents to care for kids since we can't afford to pay others 	<ul style="list-style-type: none"> • Boards not representative enough of our constituencies • We need to pay \$ - make real job for folks to create (clearinghouse) • Childcare/eldercare costs and home healthcare (raising reimbursements rates +) • Issues are nuanced, you can't put them on a bumper sticker • Advocacy "sell" for minimum wage – wasn't at the same level as for-profits against it • Chamber of Commerce/for-profit businesses are against minimum wage • Fear of all costs going up if we raise minimum wage • Classist view of how much "I" should make vs. "you" based on what we do • Rising healthcare costs (going up about 20% per year)

Next Steps

*Q4: Given all that we've talked about this morning, especially from the supports to build on or barriers to remove, what are some **natural next steps** or "low hanging fruit" steps that could be taken to address the Decent Work issues you identified?*

- Get video testimony bill passed
- Create a nonprofit listserv
- Nonprofit alliance to support universal healthcare in the state
- Pooling of shared back office services (building capacity for nonprofits and service providers)
- Commitment to continued level of conversation on this
- Networking groups on Hawai'i Island that meet regularly
- Bridging relationship between Chamber of Commerce and nonprofits on Hawai'i Island because our issues overlap
 - Nonprofit committee
 - # of seats on board that are nonprofit seats
 - Market the compelling case for this or create our own Chamber of Commerce for NPOs because issues/concerns are sometimes quite different (for a strong voice of our own)
- Bridge builders and lightning rods
- High value in cross-pollination
- Identify where we are in opposition – see it, identify it, work together somehow
- Neighbor island outreach councils
- Idea of Hilo Chapter of HANO were members and staff work on our initiatives (or Women's march group could be hub – alliance model around identified needs – amplify, advocate)