



Kaua‘i Talk Story + Listening Session: Decent Work in the Nonprofit Sector

Date: April 26, 2019, 9 a.m. to 12:30 p.m.

Location: Kaua‘i Humane Society, 3-825 Kaumuali‘i Hwy, Lihue, HI 96766

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 Kaua‘i? Statewide?

The Talent Pipeline/Succession (13)

- Attracting qualified folks – both at leadership level and line staff level
- Long-time staff may be coaching/managing up w/new leaders coming in who have credentials but don’t have as deep knowledge...there is a need for more professional development at all levels
- Long-term people don’t want to move
- You may need to “poach” from other nonprofits – not enough good staff to go around
- Retirees have a lot of talent that we’re maybe not using to the full potential
- Housing is a big challenge for keeping local young people here or bringing them back – “brain drain”
- Housing for staff and intermittent (KHS) team volunteers (e.g., researchers and those who work with monk seals, shearwaters, etc.)
- Traffic is bad can take 1 hour or more to get to work
- With new mayor/admin in place – some good nonprofit people moved into government jobs
- Being able to invest more in your employees professional development:
 - \$ for leadership Kauai (\$3,600)
 - Build skills

- Build relationships
- Hard for employees to pay for themselves
- Expansion – long wait list but tiny staff – got a new person with grant \$ but the position will be hard to sustain
- Volunteerism is tough – especially for people working multiple jobs
- We could develop the whole ecosystem of workers since the pool is small – then this would actually benefit all of us

Diversity, Equity and Inclusion (6)

- Add diversity to our boards – people who've experienced the issues we support (sometimes highly sensitive, confidential work makes this tricky)
- We feel we have good diversity on our boards here
- Kaua'i Independent Foodbank does support “back to work program” and works with Easter Seals...we support providing these opportunities
- Challenge can be time investment
- Friendship House – state program that positions people to help get them into the workforce. Another program through state helps match what employer pays (e.g. you pay \$6, they pay \$6)
- The system can be challenging – mix of SSI, fair wages, other assistance – if someone who is getting benefits works, they can be penalized if they earn too much may lose government benefits

Understanding and Articulating True Costs of Doing Business (5)

- Kaua'i United Way has a unique challenge in that we *have* to keep overhead down because all \$ comes from donors and is intended to go to our agencies. KUW has a long-term goal of building a separate fund to cover our overhead
- More unrestricted funding can help us leverage contract dollars
- Competition between nonprofits – duplication of services (GIAs – state/county) and competition for grant dollars seems to be getting worse
- Fundraising – potential donor pool is small; we're dipping into the same well and the well is running dry (they don't always understand the difference between supporting local/on our island vs. at the statewide level)
- Not enough resources to meet all of the need

Compensation and Benefits (3)

- Paid executive directors (vs all volunteer organizations)
- More funding to provide better compensation; many workers “wear many hats”

- Some people in the np sector have to have multiple jobs to make ends meet with our high cost of living (esp. if single, etc.)

Systemic Issues (1)

- Some systems issues actually affecting the way nonprofits are doing their work (e.g. KIFB example...if we just all give out food to everyone, we may be inadvertently putting some of the “Mom & Pop” stores out of business). We have to see how the parts of the system affect each other (in this case, focus on food access and food equity)

Other (3)

- The “hidden” issues of our missions – people think these things don’t happen in our state – e.g. child sexual abuse; sex trafficking
- Need to reframe our work in a positive way – people have a hard time discussing painful issues... but we need to have an open dialogue
- A lot of unmet needs, even with our good work

Issue Analysis

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

Housing and Transportation (6)

- We have more housing for our staff and temporary workers (KHS example – may build on their own property to create transitional housing) – or we can pay people for gas and travel expenses
- We are partnering with others on housing – creating house shares for our workers
- There is a network of nonprofits on island working together to lobby County for housing solutions
- There is more dense housing in Lihue so people are living closer to where they work
- More affordable housing has allowed people to move closer to work or more home
- Transportation/traffic issues have been addressed so people can get to work faster and or at all

Workforce Development (4)

- We are efficiently making the case to donors/funders that paying for people (esp. youth development) *IS* paying for impact.
 - Mentoring
 - Social good
 - Workforce development for kids in our County

- Keeping good young leaders here on island (rooted here) – we know that they are more likely to be successful here if they grew up here

We have made it more tangible for donors/funders to see that they are investing in the future.

- We are thinking outside-the-box about how to leverage opportunity for young people (e.g., considering how giving youth titles can leverage more opportunity and money for them in their future careers – Boys and Girls Club/Director model)
- We are working together to develop the whole ecosystem of nonprofit workers...to all our benefit
- There is a larger talented pool of people to be on staff or on our boards so we don't have to steal from each other

Collaboration/Space-Sharing (2)

- There are more fluid & adaptive approaches to nonprofit work (more tools for people to serve their communities IN their communities); outside of just “brick and mortar” (e.g. shared spaces/affordable co-work spaces)
- There is more collaboration among nonprofits – to share offices/spaces/cost-sharing:
 - Conference rooms
 - Interview rooms
 - Neighborhood Centers could be hubs

Compensation (1)

- We are more able to provide competitive compensation

Other (1)

- We have looked at and better understand the systems view and how our work impacts each other's and the sector

*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"> ● Training/building relationships – having MOA's between organizations to make clear what the expectations of each are; make it a win/win exchange ● Respect other nonprofits – when they're 	<ul style="list-style-type: none"> ● Many of corporate decision-makers are not located here ● Board member conflict of interest issues when working with multiple organizations ● Fundraising efforts make it tough to

<p>doing their major fundraiser – hold back on your ads, asks, etc. (respect vs ruthlessness)</p> <ul style="list-style-type: none"> • The desire to collaborate is there • There are a lot of positions people can enter – we can market the experience young people will get doing nonprofit work and show how it can advance their career (leverage their skills in the market) • Many of our board members have corporate partners in their networks and can help connect us • Restaurants could donate lunches for nonprofit staff from multiple organizations to get together and network (money from the Coast should be more evenly distributed) vs just donating a hotel night for your gala auction (maybe there could be a card you can show to get a 40% discount on goods or services if you are on staff at a nonprofit)...or other ways to give money back to those who do good • Offer flexibility for staff – in many ways • Visibility of nonprofit staff doing other good work in the community in addition to your own nonprofit mission work helps people recognize you and see the overall good • Creative job sharing opportunities – flexible schedules 	<p>collaborate sometimes (competition for limited pool of dollars)</p> <ul style="list-style-type: none"> • High cost to join networking professional organizations (e.g. Chamber of Commerce)
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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?*

- Collaborate more
- Do more networking
- Create a discount program for nonprofit employees
- Engage local businesses to sponsor nonprofit employees
 - E.g., to attend training/professional development opportunities (on Oahu or out of state) "x" times a year

- Ask for a nonprofit segment of the Chamber of Commerce, including an award category for nonprofits – create a place for nonprofits
- Create “rules of the road”/rules of engagement:
 - Employ the “Rising tide lifts all boats” philosophy
 - Help each other build our social capital
- Identify folks in the sector who can mentor others, especially people who are very connected in the community (“hubs”)
 - Encourage cross pollination
- Begin demonstrating reciprocity – using each other’s spaces, etc.
 - Survey Kaua‘i nonprofits
 - Create an asset map or directory to help link us to opportunities
 - Share what you have and what you need