



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

Date: August 1, 2019, 9 a.m. to 12:30 p.m.

Location: Suite Possibilities, 75-5915 Walua Road, Kailua Kona, HI 96740

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 in Kona? On Hawai‘i Island? Statewide?

The Talent Pipeline/Professional Development/Succession (9)

- We are finding creative ways to develop employees; e.g., Terri volunteers for Mediation Services and builds those skills – her E.D. counts that as work time.
- Kona has more resources to hire consultants and pay for professional development opportunities.
- We can provide staff/leadership development in grant writing and basic nonprofit skills.
- We are able to develop ourselves and our staff to continue driving mission forward.
- We have the ability to contract to get additional skills & expertise (note: this is not w/out challenges but is an alternative to other funders/donors to add to our sustainability).
- We are able to present ourselves as professionals.
- The beauty of working for a nonprofit is that it isn't just monetary – you are part of the community, creating social impact. We need to tell this story better.
- As many E.D.'s in the sector retire, we are getting different, fresh perspectives. (The East/west line on this island is still there, but things are more collaborative now, except for arts sector, which is still very territorial. This will be affected as more people retire).

- Having an E.D. hui on island to gather/pau hana/etc. Would be nice to be able to talk story in way no one else can.

Compensation and Benefits (8)

- The goal is to pay living wages. (Currently, living wage difficult to figure out in such an expensive place. E.g., 26-year-old cannot find apartment for less than \$1,800. Even if able to afford to live there, transportation is an issue.)
- Offering competitive wages and benefits would decrease turnover and increase recruitment (we are competing with for-profits). Hawai‘i is behind the rest of the country in terms of wages.
- Consider that some younger workers would rather have \$ than benefits (this is a direct outcome of cost of living.)
- More education about insurance and why it is needed. Have retirees help teach younger generations.
- Finding workforce housing is critical.
- More affordable childcare. It is so expensive we are losing good people to for-profit companies because people can make more \$ and afford childcare (e.g., a mission driven employee had to leave Aloha Theatre for this reason).
- Look at diverse income streams to increase revenue (consider unrelated income and pay UBIT).
- We are continuing to be creative and looking at alternative ways to accomplish our missions (e.g., being subcontractor to other nonprofits, generating revenue)

Diversity, Equity and Inclusion (5)

- We address discriminatory hiring practices re: single parents (mostly moms not being hired).
- More support for people with disabilities. (There are currently so many barriers for people with disabilities. USBLN [now Disability: IN] went away – we used to have two chapters in Hilo and Kona.)
- Try to hire from our client base (HIV/AIDs has several success stories)
- Equitable pay for women. The sector attracts more females, which currently means accepting less pay.
- More diversity. Sometime it is hard to implement in terms of hiring people.

Understanding and Articulating True Costs of Doing Business (5)

- The nonprofit image of “you have lots of \$, so you don’t need extra funds” needs to be challenged. Sometimes the true cost of services is pretty high. We need to be able to

better tell the story of why. Sharing the 3-legged stool story (nonprofits, for-profit, govt. working together for a strong community) would help

- More funding like HCF FLEX. (Note: some of the FLEX funders on Hawai'i Island dropped out so there is less money for Hawai'i Island organizations. Now FLEX on pause – has resulted in funders in our county trying to assist but they funding programs instead of overhead, so it isn't the same).
- We can make the case for increased Hawai'i County \$s to spread across more Hawai'i Island nonprofits. (We don't get enough funding now to fully support our programs so we sometimes have to turn it down – may not be worth it).
- We are finding creative ways to get working capital. An example shared is that when the state funding got cut there was no more free testing for STD's, that prompted some organizations to take over the work that government was doing (340B). They can get money from the drug companies to do this work.
- We are better able to articulate metrics and demonstrate outcomes so we are more consistently funded. Convenings around these topics would definitely help.

Systemic Issues (5)

- In the Big Picture – we've changed the image of what nonprofits are (internally and externally)
- Increase grant opportunities and donor contributions. These are currently down (less and less \$ with more people competing for it).
- We have made the Decent Work picture bigger and have become more sustainable through collaborative work.
- We are partnering more to (e.g., possible HANO/Arts Alliance partnership).
- We are bridging the gaps with technology (especially issues related to geographic distance).

Board Development/Training/Governance (3)

- There is less E.D. turnover due to poor board decisions.
- We are intentional in our board development and our boards are representative of the communities we serve.
 - E.g., in example shared, we have a parent representative, LGBTQ+ representative, etc.
 - Note: The possibilities are there but capacity has been barrier; finding people to serve is difficult
- Boards understand their roles (governance); e.g., The ARC E.D. is very transparent about this.

Other (3)

- Creative collaborations with government and between/among npos (e.g. HIV/AIDS/Medquest+ sup to other nonprofits)
- Hui laulima on Hawai‘i Island – a group of nonprofits who gather 1st Friday of every month. Based in Kona.
- Kona in particular is very innovative. Majority of nonprofits on this island are good at partnering and truly want to.

Issue Analysis: Building Operational Capacity to Get to Decent Work

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

The Talent Pipeline/Professional Development/Succession (7)

- We have the organizational capacity to hire, attract staff and recruit, retain, and develop them.
- We have increased resources for talent development.
- There is a strong industry sector hui to support each other (e.g., Hope Services event during holiday season).
- There are more robust Nonprofit Certificate programs in place at UH’s community colleges (could be online).
- When we bring in consultants, we can do it in collaboration with other nonprofits.
- We have collectively identified training needs (through a needs assessment) and we hui up the money to bring trainers over – that way we all benefit.
- We have more admin staff to get things done, including grant writing, bookkeeping, etc.

True Costs of Doing Business (5)

- We have developed our for-profit arm/social enterprises.
- We are well into capital campaign to refinance our building.
- More \$ for operations and endowment.
- We are cost sharing with other nonprofits – combined back office services would be good.
- We have MOUs and apps that enable nonprofits to share spaces.

Funder/Grantee Relationships (3)

- Funders view admin overhead as necessary for program success.
- Funders understand the true value of our work (and the 3-legged stool analogy of partnership)

- We are regarded as legit businesses whose profits go back into the mission/programs, (not just shareholders) and we have economic value.

*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"> • Will and desire to make Decent Work happen • Desire to collaborate (right mindset) • Hui Laulima open to Kona • HANO • Strong community support, collective compassion and generosity (not tied to income) • Some orgs have government support • Political will • Renaissance – shifting of the sector • Volunteers (retirees) • Boards • Island is very hospitable • Seeding worth • Sometimes transient population helps us to adapt (arts section) i.e. woofer • Education on island – Palama Nui 	<ul style="list-style-type: none"> • Palama Nui – need to continue conversations • County government may not know how to help or have resources • Issue of lack of understanding of nonprofit model (e.g., HTA grants not funding salaries)

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?*

- We can all rise up and advocate for nonprofits.
- Be promoters of this concept:
 - Have conversations w/funders rather than villainizing them
 - Tell them when contract is incomplete; let them know that contracts must have certain components to make them feasible
 - Nonprofits need to stand together on this because if even one nonprofit accepts a bad contract then government will continue to think it is ok
- Talk about the “Overhead Myth”- create a white paper for distribution.

- Do a needs assessment w/hui to determine training needs
 - Start with KONA, then expand island-wide
- Work on shared spaces and increasing diversity of board members (DEI)
 - Create cross-pollination of our constituencies
 - Pilot with Kona group of attendees