

The 2021
**NONPROFIT
AGENDA**

42ND EDITION
EVALUATE, EDUCATE, EVOLVE



**center for nonprofit
advancement**

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2021: A YEAR IN REVIEW



Dear Nonprofit, Philanthropic, Government, Corporate, Faith-based, and All Sectors,

We are in this together. On the heels of another year filled with challenge, I am pleased to recognize us all for the success we realized working collaboratively.

On behalf of our Board of Directors, team and stakeholders, welcome to the Center for Nonprofit Advancement's 42nd year in service! We are proud of our long history of success and grateful for your support and collaboration, which makes it all possible.

For the Center, the year ahead marks the continuation of a new beginning. We are clear that our nonprofit sector will continue in a reality that includes a new level of community engagement and service. We understand crisis management now more than ever and the value of customized capacity building. And we note that equity, mental health and safety must be pillars in all programming, just to name a few.

The Center's role in the community has always been critical. We bring a collective voice on behalf of many individual organizations, expressing barriers to success, as well as specific support needs. As such, we have been bold in our response to race equity challenges throughout the region, including the launch of our new Center for Race, Equity, Justice and Inclusion within the Center in 2020. We are pleased that this new Center is thriving with programming that is making a clear difference in the way all sectors engage with and value people of color. In addition, our pandemic emergency response initiatives are providing new access to funding and sustainability to our most vulnerable and critical organizations.

As we mark this 42nd year of service, we are proud that research and data continues to drive our priorities. Our goals include, ensuring strong nonprofit organizations through the pandemic and a more equitable region. We are motivated by the new partnerships we have secured and the promise that continued cross sector collaborations afford.

We look forward to all that we will continue to accomplish together.

Sincerely,

Glen O'Gilvie, CAE
CEO



Center for Race, Equity, Justice and Inclusion

Last year, the Center launched the **Center for Race, Equity, Justice and Inclusion**. Drawing together leaders from across government, nonprofit, philanthropy and commercial sectors, this “Center within a Center” consists of five pillars:

- Research
- Cross Sector Collaboration
- Advocacy
- Experiential Learning
- Capacity Building

Substantial work is still needed to ensure the nonprofit and philanthropy sectors are equipped to develop, implement and sustain a racial equity workplan that supports all nonprofits, especially those led by leaders of color.

To mark the second year of this initiative, the Center launched its **I AM THE CHANGE series**, which highlighted some of the region’s most prominent leaders who are directly impacting our community. This began in February, highlighting Black women leaders, and continued through Hispanic, Asian American and Pacific Islander, and Native American Heritage months.

We encourage **visiting** our website to hear from these outstanding leaders.

In conjunction, the Center also hosted its third Change Makers Panel in April. The video of this panel is available on our website, and it proved to be very insightful and informative to hear lived experiences and effective steps taken to advance race equity.

At the Center, we believe strong nonprofits make stronger communities

... and as we all moved forward in 2021, we shifted our focus to preparing for a bright future.

Through collaboration with experts, neighbors, and other organizers, we adapted to our new world and provided custom programs, solutions, training and resources to our members.

Since 1979, the Center has provided advocacy, education, networking and group buying benefits to nonprofit organizations throughout Washington, DC, Virginia and Montgomery and Prince George’s Counties in Maryland. We are proud to serve the champions who transform lives and make our communities, our country, and our world better for all.



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Nonprofit Leaders Must Address Racial Equity

I consider Racial Equity an act of **love** – actions to include, welcome, and assist people who have been historically oppressed, marginalized, and violated in this country. When described as such, it would seem racial equity should be embraced and easily advanced. So, why hasn't it? Isn't the very nature of the human condition to take care of each other? Isn't the core ideology behind the nonprofit model to make the world a better place? So, then, what is the problem?

Racism can only end when those who enjoy the power and ability to enact oppressive rules willingly change them. In the nonprofit sector, this is the charge of Board Members and organizational leadership.



There are three cyclical steps to the process: Acknowledgment, Education and De-Centering.

Acknowledgement. Like any other problem that a person faces, there must be a true acknowledgement of the problem. Furthermore, with regards to racism, white people must acknowledge that they benefit from the system, structure, and institution of racism. Even if whites consider themselves “not racist”, they still benefit from the system, structure, and institution. There are tangible and seemingly invisible benefits and perks to being white, not to mention the absence of obstructions and hurdles that Black, Indigenous, and People of Color (BIPOC) face. The next two steps and any action taken towards racial equity will be severely inhibited without acknowledgement. Acknowledgment need not be filled with shame or guilt, however, it just needs to be. Most of these benefits were established before our time. But to “see” them and start the process of making sure these benefits benefit all, acknowledgement must occur.

Education. Educate yourself...there are countless resources available online. Perspectives will broaden and an understanding of the creative engineering of racism will become clearer and clearer. A nonprofit leader who works in support of missions that make the world a better place without racism education will only make the world a better place for people that look like them. You should also be aware, that inaction sometimes comes from anxiety around not enough education. As you are learning, make it a goal to leave every conversation and learning around anti-racism with one anti-racist action. Waiting until you learn all that you can learn about racism and racial equity would take years.

De-Centering. THIS IS THE HARDEST PART. This is where even allies, advocates and abolitionists fall short. De-centering requires ceding privilege. Ceding privilege is sooo hard! But it is what is required. For many, the perceived loss of power and opportunity will feel like the emotion we go through during the 7 stages of grief. Ceding privilege is the true key to eradicating racism and other forms of oppression. Those who made the rules have the power to change the rules, but they must cede privilege by using their privilege. “What? I’m lost,” says the reader. Privilege often is used to confront a person. (Note: the emotion of the oppressed is completely understandable and should be treated with care and empathy. Oppression is violence and we must care for those who have been racially violated - just as we for those who have been physically or sexually violated.) The power of privilege can be used as a superpower to make change. My privilege as a man, a black man, a light skinned black man, an educated man, a funder, and a leader give me an arsenal of superpowers which compel me to make change. Use the perks, benefits and lack of obstructions and hurdles to actively eradicate racial inequities. This is truly what de-centering and ceding privilege means. There is precedence – Women’s right to Vote came from men ceding privilege. LGBTQ+ right to marriage came from Hetero-normative people ceding privilege. The end of the enslavement of black people came from some wealthy people ceding privilege. Embrace the feelings of loss. Embrace discomfort. No one has the right to be comfortable during this process racism. As a society, we have truly sucked at ending racism, so the idea of being comfortable is fictional. We are in crisis about racism. I don’t know anyone who is comfortable while in crisis.

Construct a plan when taking racial equity action – a publicly shared plan to get people on the same page and to further a culture of anti-racism in your organizations. Your plans are signals to BIPOC people that you want to build or rebuild trust and change the culture. As a gay man, I know that a space is relatively safe if rainbow flags are present. It signals safety and love. Your racial equity plan is a signal of safety and love to BIPOC people. These plans go a long way to build trust – without them, they are like a cheating partner who promises often that they will “never cheat again”. Only actions will prove trustworthiness – not “never cheat again” solidarity statements.

When creating your racial equity actions, be sure to center those who need your help the most – the marginalized. When we center those who have privilege, we widen the gap between the privileged and the marginalized. When we center the marginalized, eventually, everyone benefits.

If you are a predominantly white institution, you must acknowledge that your institution was designed to be this way. This is not to say that there were ill-intentions to exclude (though some may have), but certainly bias, perspective and preference played a significant part in building your business model. When decisions (policies, bylaws, best practices, procedures, and programs) are designed by a homogenous body of people, the results of those decisions will naturally benefit those who look like the decision makers. The business model of your organization was designed by white people for white people. If there is a desire to be racially equitable and diverse, then you must engage multicultural people in the redesign of your business model – the utmost example of ceding privilege.

Every single action should address your organization's cultural shift towards anti-racism. Without documenting and agreeing on the cultural shift in every action, your actions will fall short of the overall goal. For example, programs and policies like the Equal Employment Opportunity Commission (EEOC) numerous Civil Rights Acts and the Affirmative Action program only went so far to fix oppression and racism. They did not change our racist culture. Policies and programs should support a cultural shift. That cultural shift is two-fold – 1.) we embrace racial equity and diversity in our organization and 2.) any hint of racism in our attitudes, people, decisions, and programs is completely intolerable and unwelcome.



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Your racial equity plan should stand alone from your overall Equity, Diversity, and Inclusion (EDI) goals. Often racial equity gets lumped into EDI plans that include gender equity, disability equity, LGBTQ+ equity and other forms of oppression equity. “One size does NOT fit all.” Each of these forms of oppression deserves a critical and tactical plan to address them - a suite of plans. I suggest that you start with Racial Equity, as I believe it's the hardest and a racial equity plan will provide you with the framework for addressing other forms of oppression. Be sure that your actions are measurable, time-based, shared with the public and updated regularly.

Here is a short list of specific actions to get you started:

Board

- ▶ Make sure that at least half of your board, including your officers is BIPOC. To be racially equitable, you NEED them.
- ▶ If you have an EDI Committee, give them veto power so that the full board has a super governing body to be accountable to for racial equity.
- ▶ Revise all governing documents from an Equity lens.
- ▶ Add Racial Equity goals to the annual goals of the board of ALL committees.
- ▶ Create Co-chairs who are BIPOC for each committee of the board.
- ▶ Add Racial Equity report out and learning to each board meeting.
- ▶ Separate Racism Harassment Policy from Sexual Harassment or Anti-harassment policies.
- ▶ Have board members sign an anti-racism policy annually.
- ▶ Decouple gifts as a board member requirement.

Operations

- ▶ Audit your vendors and partners to assure their Anti-racist ethos. Require them to sign an anti-racism pledge as part of their contracts.
- ▶ Hire BIPOC Vendors.
- ▶ Add Anti-racism training as part of new hire onboarding.
- ▶ Include advancing racial equity to all job descriptions and performance evaluations.
- ▶ Design a racism incident report and reparative process that can be accessed by all who engage.
- ▶ If your constituents must register, sign up or purchase orders or tickets, add an anti-racism agreement to the registration or purchase order, like a ticketing policy.
- ▶ Create affinity spaces and allow for those spaces to report on suggested institutional changes.
- ▶ Do a pay equity audit and make salary corrections of needed.
- ▶ Regularly share updates on sector-wide antiracism affecting your field to all your constituents.
- ▶ Eradicate benefit levels for your donors (every donor should get the same benefits OR eradicate benefits all-together.)

I'm sure hearts are palpitating as many of you read through this starter list. This is the discomfort I spoke about. This is the fear associated with ceding privilege. Embrace it. People will adjust. I know that pioneering is dangerous, but if we don't make significant changes, we then become complicit with the perpetuation of racism and therefore cannot absolve ourselves. Nonprofits make this world work, so let's make it work for EVERYONE.

What side of history do you want to be on when we read about this in twenty years?

Contributing author:

Michael J. Bobbitt
Executive Director at Mass Cultura Council



Helping Your Nonprofit Stand Out in 2022

Philanthropy in 2022 is on track to continue to grow: earlier in 2021, the Lilly Family School of Philanthropy suggested that foundation giving was anticipated to grow by more than 8 percent in 2022. My company Elevate specializes in grant writing for almost 100 nonprofits around the country; one question we get often is:

How can I make sure my nonprofit stands out?

As a nonprofit leader, it is important to know what is called your ‘unique value proposition’, or why a funder should give to your organization as opposed to another similar nonprofit. To fully articulate this, you must know the other organizations in your space, and clearly understand and communicate how you are achieving better outcomes, performing different activities, or performing similar activities in different ways.

While you likely want to champion all of your successes – and support your many nonprofit peers, it is nevertheless important that you understand your role in the landscape so that you can communicate it to funders and other stakeholders.

Some factors that may help you differentiate your work:

IMPACT: The most important differentiation is around impact and outcomes. We want to be able to articulate a long-term, successful track record of results across our various programs. This takes a lot of time and effort – but at the end of the day, this is the single best foundation on which to build your programs and fundraising.

PROGRAM DESIGN: Do you use best practices when delivering your programs, or a promising new model that makes your program different in exciting ways? Are there features of your programs that others do not offer? This is important to explain to someone learning your work.

THEORY OF CHANGE: Does your theory of change distinguish your work? One of Elevate's former clients developed their own inquiry-based method of teacher professional development. Do you have a similar method for change that you've refined over time?

LEADERSHIP AND AUTHENTICITY: Is your Board of Directors, leadership, or staff led by former or current program participants? Have your programs been designed with community input, especially by people who have first-hand experience with your mission? Investing in community-led organizations has never been more important to philanthropy.

GEOGRAPHY: Are you the only service provider in a certain region? Do you have a nation-wide reach compared to organizations with just a local footprint?

SIZE OR REACH: Are you the largest service provider of a particular demographic – like middle school students? Or do you reach all the senior centers in a certain county? While this alone may not be compelling, you can highlight your reach to funders as an opportunity to achieve a significant scale or community return on investment by investing in your work.

STAKEHOLDER ENGAGEMENT: Does your organization bring unique stakeholder perspectives to the table or 'uncommon bedfellows' to work on a common issue?

LINKED SERVICES: Do you offer a broader array of services than others or a more holistic or comprehensive experience for participants? Are you a one-stop-shop for a variety of needs?

PARTNERSHIPS: Do you have long-standing or particularly deep partnerships that make your programs more effective or legitimate in the community?

BROADER CONTRIBUTION TO THE FIELD: Are you helping to organize other actors in your space? Do you provide some other mechanism for thought leadership? Do others look to you to galvanize a collective response? Are you raising awareness or addressing an issue that others have not tackled before? All of these can help a funder understand why investing in your organization will have a larger impact on the issues they care about.

FUNDING MIX: Do you have earned revenue or government support, when it is not common in your space? Do you have support from the most prominent foundations or donors, who have invested in your interventions and programs? This is something to highlight as an aspect of your legitimacy and experience.

MOMENTUM OR GROWTH: Has your organization been the fastest growing, or entered new schools, regions, or cities in the past year? Again, while this may not be enough to differentiate your organization on its own, it may help to paint a picture about why your work is resonating with participants and funders.

TIMELINESS OR RELEVANCE: Are there external factors that make your mission particularly pressing? A change in conversation or a world event that makes your work particularly distinctive?

These are just some ideas to help spark a conversation within your organization: ultimately, you have to tell the story that is true for your nonprofit. The key to keep in mind is that there are so many organizations doing excellent work: your job as a nonprofit leader or fundraiser is to articulate: Why us? Why now?

If you do this for 2022, the funding outlook looks promising.

Contributing author:
Alayna Buckner
CEO, Elevate



Now is the time...

The Importance of Building Equity into Your Employee Health Plan

The impact of COVID-19 has not only served as a shock to the American healthcare industry, but has also become a call-to-action for leaders of all employment sectors, including nonprofits. Now is the time to seek out alternative solutions to the health benefits status quo that will protect an employee's and their family's health and the well-being of organizations.

You can start by proactively searching for ideas that prioritize health equity and affordable access to care for your employees. Consider the following action-items:

► **Create a subgroup within your Diversity, Equity and Inclusion (DEI) committee that is focused on benefits from a cross-section of employees in the organization.**

Be sure to create a benefits philosophy detailing your organization's commitment to benefits equity.

Why? This will enable representation across your organization to ensure all statements are diverse and reflective of employee needs and perspectives.

► **Consider employee salaries when determining staff contributions to premiums.**

One way to accomplish this is to determine the average salary of staff and offer a lower employee/employer cost share to those that earn below the average, and a higher cost share to those who earn above that average.

You can also create salary level tiers to determine cost share in a more equitable way.

► **Explore an innovative approach to health plan design called first-dollar coverage.**

Many employees who have health insurance are still making the decision not to access care due to plan designs which have steep copays for health care visits, prescription co-pays, deductibles, and high out-of-pocket costs. Fortunately, a first-dollar coverage approach to health plan design provides some advantages that can help. In its simplest terms, first-dollar coverage is an approach to healthcare plan design whereby the plan pays first. This allows employees and their families to access care without fear of being unable to pay upfront costs, such as copayments or deductibles and a variety of other in-network medical expenses.

► **Rethink high-deductible plans.**

While they are popular and may bring lower costs overall to the organization in lower premiums, it can be unaffordable for lower wage earning staff. 40% of the nearly 160 million America-based employees that have employer health insurance plans have a \$1,500 individual deductible and \$3,000 for a family. Yet nearly half of America-based workers do not have \$400 in savings available for emergencies.

► **When selecting or renewing your health insurance plan, ensure that your strategy is committed to:**

- First-dollar coverage and 100% preventive coverage.
- Spending dollars on health equity, patient access and affordability of coverage, as opposed to merely investing in wellness apps or technology that don't fully meet the needs of your total workforce.

► **Create a Wellness Committee, utilizing benefits available through employee assistance programs, benefit providers, and brokers.**

- Create a culture that enables easy access and participation.
- Go a step further and incorporate it into your values.
- Explore a quality EAP option available in VitalHealth

Start with the Center:

The Center for Nonprofit Advancement's **VitalHealth program** has partnered with Nonstop Administration & Insurance Services, Inc. to drive down the cost of employee health insurance with Nonstop Wellness. If your organization joins VitalHealth, you will have the opportunity to provide your employees with a health plan that has first dollar coverage for all out-of-pocket in-network expenses (e.g. copays, deductibles and coinsurance are eliminated). Email VitalHealth @ health@nonprofitadvancement.org or call 202-457-0540 ext. 212 to learn more.

At no other time has national dialogue been more focused on equitable access to healthcare. The time to reevaluate your own practices is now. As a leader, you have a say in the matter. You have the ability to prioritize health equity and to lead the charge toward equitable health benefits. Take intentional, deliberate action trusting that your leadership team, staff, and external stakeholders will follow.

These health and economic crises have shown us that the most important aspect of employer-sponsored plan design should reduce financial barriers to care for the employee using it. Fortunately, there are some options that emphasize access to care. These options are a place for leaders to rally their peers around.

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Nonstop Administration & Insurance Services
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5 Tips To Have Better Online Conversations At Thanksgiving

When tackling conversations during a remote Thanksgiving meal, you're faced with many of the same challenges that would also confront you during business meetings. Granted, the talk around the virtual Thanksgiving table will likely lean more on personal topics and building connection than your Monday morning staff meeting. Here are a few tips to make your online Thanksgiving conversations—as well as your business meetings—better:

1. Big Groups Are Hard

Even with in-person meetings and working lunches, there's a point of diminishing returns when it comes to gathering people around a table. It's easy for two people to have a conversation. Four to six people is also very manageable. But if it's 10 or 20 people, conversation tends to bog down. This may be because one person dominates and everyone else feels left out. It may be because the group has just gotten too large and one topic doesn't seem to captivate everyone. But, both in-person and online, the simple logistics of a big conversation can be overwhelming. This is doubly true online.

2. Use Structured Conversations

As groups get larger both in person and online, you benefit from adding at least a pinch of structure versus the conversation being a free-for-all. Going around a table and answering a question or giving a personal update can feel contrived in person. But having to adapt to an online meeting can push people to add some practical, beneficial structure that they wouldn't otherwise accept in person.

3. Be Thankful For Breakouts

One thing that's nice about big gatherings of friends and family is the small sidebar moments that people are able to do. However, those smaller moments tend to get lost in online meetings. This is even true in office settings where informal connections that might happen before or after a meeting simply don't happen online. Using breakout rooms is a really nice way to recreate some of these moments.

4. Online Conversation Starters

A good meeting often results from the preparation that happens before people walk in the door. For a virtual Thanksgiving, this might mean thinking more about what kinds of conversations you want to have—and which ones you don't. People are very accustomed to the circular round of giving thanks, but you may also want to have other conversation starters ready. For example, maybe it's a question about what people are looking forward to next year. Or maybe it's a question about one's earliest Thanksgiving memory. Also, giving everyone around the table a chance to virtually show-and-tell something meaningful—a souvenir from a trip, a new puppy, etc.—can be a really fun, easy way to pass the time as a group without it feeling awkward.

5. Leave Them Wanting More

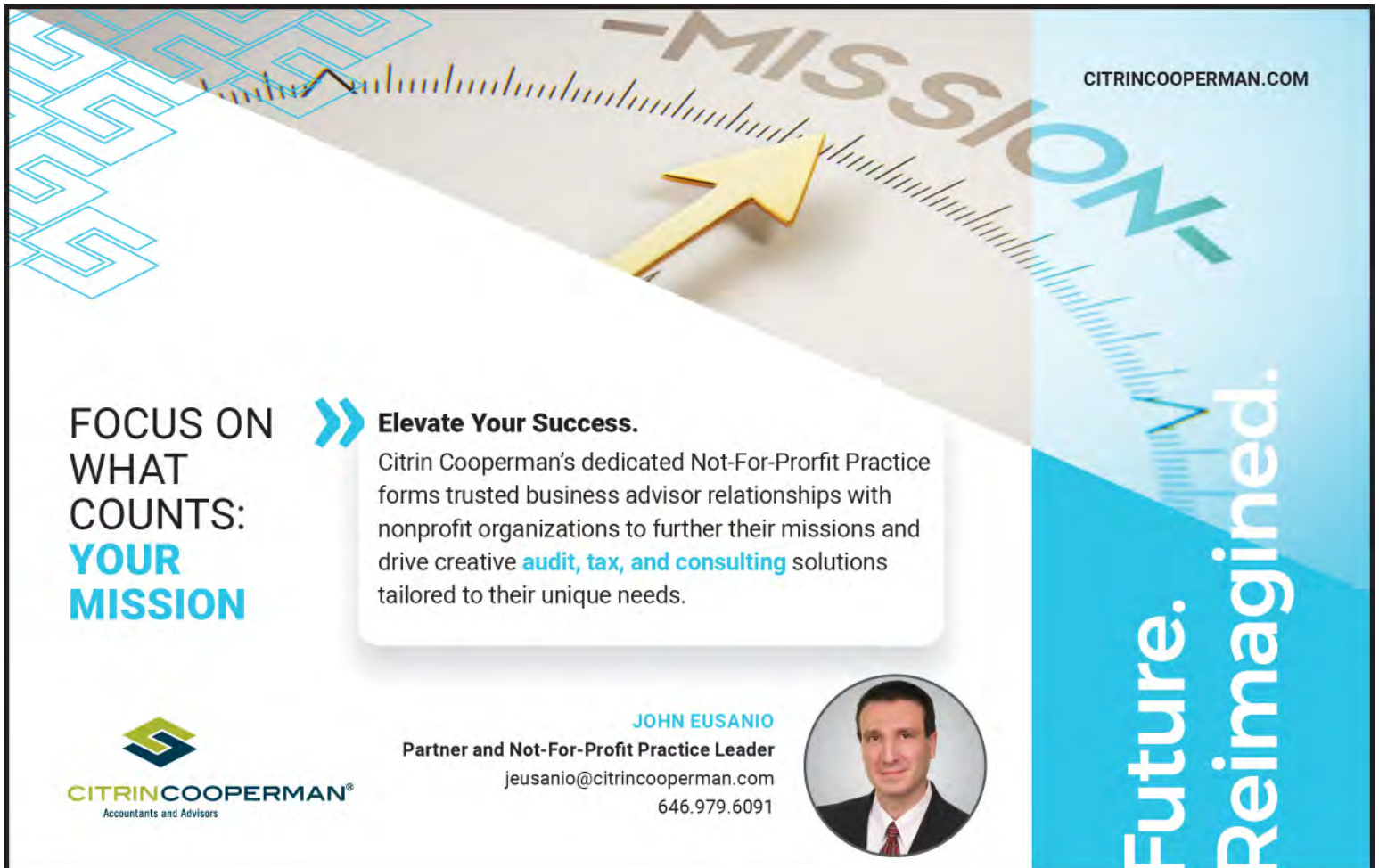
A good meeting has a clear beginning but also a clear end. Bad meetings often don't end with any sort of conclusion, but rather just fade out as people have to take other calls or adjourn with no sense of finality. If you think about this in the context of Thanksgiving, consider having not only a start time, but also an actual end time. In other words, if you just leave the video conferencing platform open, it may devolve from a really cogent, uplifting family gathering to one that ends with three people incoherently muttering to each other with a football game in the background. After all, it's better to end too early than to go too long.

Contributing author:

Lee Gimpel

Founder, Better Meetings

A version of this article originally appeared in Forbes.



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Looking Ahead at Philanthropic Trends

In a March report for the Urban Institute Benjamin Soskis writes, “Although the COVID-19 pandemic and protests against racial injustice have prompted a realignment of giving norms and narratives, it is unclear whether this shift is permanent or bounded to the pandemic.” Soskis adds, “The answer will depend partly on who has and who wields power to define and delimit what constitutes a crisis after the pandemic ends.”

Continuing this effort to predict new trends in a shifting time, a recent report by Deloitte’s Monitor Report which received support from the Robert Wood Johnson Foundation, the John D. and Catherine T. MacArthur Foundation, the W.K. Kellogg Foundation, and the McConnell Foundation draws on interviews with more than 200 national philanthropic leaders as a way to explore “new possibilities, models and interventions for the future.” The report highlights four “critical edges for philanthropy,” which are presented as new directions based on recent shifts.

The **four edges** include: 1) Rethinking philanthropy’s role; 2) Balancing power; 3) Catalyzing leverage; and 4) (Re)designing the enterprise.

As part of its analysis on these new “edges,” the report concludes with a list of questions for funders as a possible path to better align interests with action. They include:

- What if philanthropies started to make the scale of the problem they take on even bigger?
- What if funders went all in on people, relationships and network-building in place?
- What if more funders started to get out of the way for their grantees?
- What if more foundations and donors began to optimize for agility and innovation rather than structure and proven outcomes?

For nonprofit leaders throughout the sector, it will be interesting to keep eyes peeled on philanthropic institutions over the coming months and into the new year to see how these ideas take shape.

The Greater Washington Community Foundation’s work over the past year offers some insights on how philanthropic organizations are working differently. According to its 2021 Annual Report beginning in March of 2020 the Foundation partnered with nearly 50 corporate and foundation partners to establish and lead a regional COVID-19 Emergency Response Fund which “helped stabilize hundreds of nonprofit partners.”

The Foundation prioritized the needs of communities hit hardest by the pandemic and economic crisis, including Black and Latin American communities, older adults, excluded workers, and people experiencing homelessness, housing instability, or wage loss. Over a thousand individuals, families, foundations, and corporations supported this effort. The Foundation has also launched 10 additional local and regional COVID-19 response initiatives — and another \$30 million in aligned giving.

With all of this in mind, how can nonprofit leaders best prepare for philanthropic changes on the horizon? One answer comes from flipping the Monitor Institute's report questions back to nonprofits themselves.

Monitor funding partners and be prepared for the possibility of changing priorities

Because this is a time of unprecedented change, it is also a good time to confirm that future grant program cycles that your organization might be counting on are still on the horizon. Advance planning will help if a backup funding plan is necessary.

Define and communicate the unique value that your organization provides within your community

Your colleagues no doubt understand the focus of your organization's work, but is it also clear to those in your community? In addition, it might also make sense to devote time to exploring some possible areas of organizational growth with your colleagues and board members. What does your organization do well and what could it do even better with more support?

Identify who is doing similar work within your community and consider collaboration

If a funder prioritized sector relationships and/or networks, how could this enhance your organization's work?

Consider whether there are ways that your organization could become more nimble and agile

One example here relates to data: how quickly can your organization access data and how comprehensive of a picture does it tell about your ongoing work? Are there ways that your organization could ask different evaluative questions that would yield more precise answers?

Contributing author:

Anne Eigeman

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Recognizing *and* learning from **EXCELLENCE**

Known for going above and beyond, those in the nonprofit sector raised the bar to a whole new level of extraordinary this year. Through award competitions, the Center validates remarkable achievements, spotlights best practices in the region, and extends our appreciation for visionary leadership.

Award contestants are judged by selection committees composed of local leaders in the nonprofit, foundation, corporate and government sectors. Committee members volunteer their time to review and evaluate award nominations, attend site visits and contribute to the selection process.

The Center thanks everyone who helped make our 2021 Award Competitions so successful—including all the nonprofits who participated, the selection committee members and our generous sponsors.

Phyllis Campbell Newsome Public Policy Leadership Award

The **PCN Award** was created to highlight the work of elected and non-elected officials who have gone above and beyond in partnership with the nonprofit sector to ensure more vibrant communities.

Each year, the Center honors four public officials, one from each jurisdiction in our region: the District of Columbia, Northern Virginia, and Montgomery and Prince George's counties.

Congratulations to this year's winners!

Washington, DC:

Brianne Nadeau, DC Councilmember, Ward 1

Montgomery County:

Will Jawando, Montgomery County Councilmember, At-Large

Prince George's County:

Angela Alsobrooks, Prince George's County Executive

Virginia:

Onassis Burress, City Councilmember, Radford, VA

Non-Profit Resources

Access to useful resources that support your mission is important for a non-profit, especially during these uncertain times. Visit our website for a wealth of free resources and sample templates we have developed specifically for non-profits, and subscribe to our email list to receive invitations to future webinars and non-profit trainings.



[WEGNERCPAS.COM/INDUSTRIES/NON-PROFITS](https://wegnercpas.com/industries/non-profits)

Board Leadership Award

This award distinguishes those Boards that go above and beyond recommended standards and fundamentals to bring new levels of leadership to their role, resulting in positive changes and notable successes for their organizations.

Congratulations to this year's recipients!

2021 WINNER - Carpenter's Shelter



Board Member Meghan Hendy expressed the honor of receiving the award. Over the past two years, Carpenter's Shelter successfully transformed from being a homeless shelter to working to eradicate homelessness. They received a \$10,000 grant and training opportunities for the organization's board members and executives.

2021 Honorable Mention - 826DC



826DC is dedicated to supporting students ages 6-18 with their creative and expository writing skills, and to helping teachers inspire their students to write. They received a \$1,000 grant and training opportunities.

**Measuring
Impact**

**Leading an
Organization
through
Transformation**

**Budgeting
with an
equity lens**

The annual Board Leadership Award not only recognizes the outstanding leadership of highly successful boards, but also provides an opportunity for all of us to learn from their journeys.

This year, the Center produced a series of video shorts on three relevant topics. The series includes interviews with leaders from both our award winner and honorable mention.

Videos were released in August and are now available to watch on-demand. Visit the [Center's website](#).

Special thanks to

CohnReznick

for their generous contribution as our presenting sponsor

BoardSource

for their helpful support

Selection Committee

for volunteering many hours of their time

Tom Colling

Deputy Director, Nonprofit Village

Kevin Hinton

CEO/ED, Beacon House

Marguerete Luter

President & Owner, The Process Pro

Raymond Ly

Senior Manager, KPMG

Meira Neggaz

Executive Director, Institute for Social Policy & Understanding

Jason Qu

Managing Attorney, DC Bar Pro Bono Center

Larry Robertson

Nonprofit Consultant

Cheryl Williams

Vice President, Women's Congressional Policy Institute

Participating Members

Anne E Schrantz

Principal, CohnReznick

Andy Davis

Associate Vice President of Member Education & Outreach, BoardSource

Administrators

Center for Nonprofit Advancement

Elisha Hardy

VitalHealth Manager

Taylor Strange

Chief Operating Officer

Sean Sweeney

Director of Education and Programs

2021 EXCEL Award

This **competition** recognizes executive leaders for achievement in the areas of innovation, motivation, community building, ethical integrity and strategic leadership.

Congratulations to the 2021 EXCEL Award winner!



Koube Ngaaje

President & CEO

District Alliance for Safe Housing, Inc (DASH)

Koube is leading a new phase of growth and innovation marked by increased revenue, expanded programs, a focus on monitoring and evaluation, and several awards. Under Koube's leadership, DASH has grown from a \$3.1M organization in 2017 to a \$8M organization in FY2022, growing individual contributions by 7.5x and corporation support by 2.8x in just four years.

And to our Honorable Mentions!



Mark Chalfant

Artistic & Executive Director

Washington Improv Theater (WIT)

After helping re-energize and rebuild WIT as an all-volunteer, ensemble-led collective, Mark stepped in to become the first full-time staff member in 2004. Since then, he led the organization to realize tremendous growth in programming breadth and in the community of players, teachers, patrons, students, and staff. He feels extremely fortunate to work with a team of wonderful people promoting ideas and an art form he's passionate about.



Lisa Whetzel

CEO

Britepaths

Lisa has been with Britepaths since 2005, and as Executive Director since 2007. When Lisa became ED, it was a small organization with 5 staff and a \$300,000 budget serving 1,000 people annually. Under her leadership, Britepaths has grown to serve over 7,000 clients, with 2 offices, 22 staff, and a \$1.5M budget. Lisa is a proven leader in creating a culture which attracts and retains exceptional talent, demonstrated by the longevity of staff employment and improving diversity in the staff and board.

Watch for next series of video shorts!

A mark of a successful leader is their ability to translate successful practices for others. Our EXCEL finalists will share how they spearheaded significant changes and overcame obstacles in their organizations.

Videos will be released in December.

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Special thanks to

GRF CPAs & Advisors

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Selection Committee

for volunteering many hours of their time

Jacqueline Bryant, CPA

Partner, RSM US

Amma Felix

President, Collegiate Directions, Inc.

Michael Freedman

Founder, Freedman Advisory Services

Heidi Gider

Senior Consultant, The Rainmakers Group &
Senior Director of Development, Young Invincibles

Ariel Goldin

Director of Client Relations, Goldin Group

Carol Hamilton

Principal, Grace Social Sector Consulting

Marla Lahat

Executive Director, Home Care Partners

Randy Marsh

Director of Operations, Horton's Kids

Tony McCann

Judge/Civilian Board of Contract Appeals (Ret)

Hugo Mogollon

Executive Director, FRESHFARM

Bridgette Stumpf

Executive Director, NVRDC

Participating Members

Ian Shuman

GRF CPAs & Advisors

Administrators

Center for Nonprofit Advancement

Emily Hopkins

Communications Associate

Carla Trussel

Project Manager

Sean Sweeney

Director of Education and Special Programs

We're proud to support the Center for Nonprofit Advancement.

At RSM, we're committed to giving back to local communities where we live and work. **The Center for Nonprofit Advancement** enriches the lives of people in this community. And it's our pleasure to support them.

rsmus.com/nonprofit

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2021: a year in review

Over the past year, we have seen time and again the impact individuals have on the bigger picture in our communities.

As we all continue to evaluate our changing world and evolve, the Center is working hard to support and anticipate what we need to move forward towards a bright future.

Welcoming new members

Center membership grew by **39 new nonprofit members** this past year, each with their own unique causes, experiences, accomplishments and goals. In a year of difficult decisions, we value the trust they've placed in the Center, as well as the confidence of all of our members. That is what motivates us to always strive to do more.

Our member organizations touch the lives of countless adults, children, and families throughout our region, and in some cases, throughout the nation and the world.

Mission areas served by Center members include:

Advocacy • Arts, Culture & Humanities • Education •
Environment • Health & Nutrition • Homelessness •
Legal/professional • Philanthropy • Youth

Embarking on New Journeys

In August, we travelled together through a series of virtual stops on the **Center Road Trip 2021**. Each stop provided a chance for participants to fill their car with tools and learn new ways to utilize a Center membership

Expanding our Skillsets

The Center hosts several dynamic **courses** every month that focus on prevalent topics, ranging from developing leaders for tomorrow to cultivating more informed, engaged board members to building stronger teams. In addition, there are two multi-session training programs, Executive Preparation Institute (EPI) and Board Basics A to Z, that have effectively translated online and now reach more nonprofit staff members than ever.

This past year the Center provided 80 classes and events for more than 1,500 participants.

Creating a network of support

While being able to learn, share and collaborate with your nonprofit colleagues is helpful during normal times, it's even more advantageous in times of crisis.

In 2021, the Center combined our **Marketing Communications** and **Development cohorts** into one, collaborative group that listens to and learns from close colleagues and counterparts from across the nonprofit sector. We encourage all of our members to take advantage of this benefit.

Negotiating Affordable Insurance Coverage

VitalHealth, a Center member benefit, has provided access to medical coverage since 1984—including dental, vision and life insurance—at the best possible value.

*This year, VitalHealth served **203 member organizations**, insuring over **3,400 lives**.*

Embracing Wellness...

This year, the Center's VitalHealth program partnered with GiveHero to provide several fitness and wellness challenges to those who signed up in the GiveHero app.



Get involved with the Center

Join as an Industry Member:

nonprofitadvancement.org/join

Join an awards selection committee:

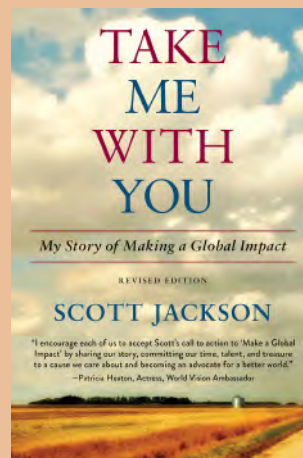
Email Taylor Strange at taylors@nonprofitadvancement.org

Become a volunteer faculty member:

Email Sean Sweeney at seans@nonprofitadvancement.org

Join a nonprofit board

nonprofitadvancement.org/tools-resources/board-match



2021 Annual Celebration

This past year, our members made critical strides to advance a more inclusive, stronger community. As a result, it is more important than ever to take a moment to highlight the successes after another year full of unexpected challenges.

The Center hosted its 42nd Annual Celebration on the same virtual platform, which allowed groups from all over the area to attend.

During the event, attendees had the opportunity to engage with their peers, as well as with our EXCEL finalists and Phyllis Campbell Newsome Award winners.

We are so excited that longtime Center member and prior EXCEL Award winner Scott Jackson was our special guest at the 42nd Celebration. Jackson is the President and CEO of Global Impact and has more than 20 years of experience in the sector.

To accompany the virtual platform, each attendee received a Welcome Package, which included breakfast, a signed copy of Scott Jackson's *Take Me With You*, and the second edition of the Quarantine Comfort Food cookbook.

Highlights from this year's event are on our website.



Expert tips, awesome prizes, and an hour of fun

At the start of the summer, we were still largely in our virtual world. Because of both the education and levity BINGO brought us, the Center hosted its 2nd annual “Get Centered with Bingo” Game. The event enabled participants to evaluate their organizations’ crisis response against experts’

recommendations, while also playing to win prizes.

Contestants joined us for three lively rounds of virtual bingo! Amazing prizes—including free accounting services, IT support, event consultation, studio and AV equipment training, and Amazon gift cards—were provided by our five sponsors: **Council Chair Calvin S. Hawkins, II, Goldin Group, IMS Technology Services, Simple IT Care, and UST.**

During the game, the Center raffled off several items of value, which added to the fun.



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Vice Chair, **Kathlyn Taylor Gaubatz**, Nonprofit Management Consultant
Secretary, **Wayne Gibson**, FTI Consulting
Treasurer, **Jane E. Thompson**, Financial Management Consultant
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Gloria Nauden, City First Bank of DC
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Margarita Rozenfeld, Incite International
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VitalHealth: Elisha Hardy, Manager | Aziza Rush, Operations Coordinator

Team Partners: Pegah Hojjat, Finance Accountant, VitalHealth | Pat Durbin, Broker, Capital Group | Javier Goldin, CPA, Goldin Group, BOB Finance | Ellen Pochevailo, Director of Marketing & Communications | Justin Rogers, Finance Manager, VitalHealth

Team Specialists: Tim Abercrombie, Abercrombie & Associates | Maisha Armstrong, Development Specialist | Charles Evans, Capacity Building | Shelia Holt, Program Manager | Goldie Patrick, Capacity Building | Edwin Washington, ED, The Parks Main Street

Center Volunteer Faculty

Swafia Ames, Brighter Strategies
Sharon Anderson, The Anderson Difference
Tori Beckman, HIGOL
Tracy Bible, Your Part-Time Controller
Monica Biswas, ProInspire
Octavia Caldwell, Caldwell Group
Maria Carrasquillo, MJH Consulting
Kristin Davis, Thompson HD
Rebecca Diamond, Consultant
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William Donahue, Aronson
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Javier Goldin, Goldin Group
Mike Gellman, Fiscal Strategies 4 Nonprofits
Lee Gimpel, Better Meetings
Carol Hamilton, Grace Social Sector
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Britt Hogue, The Collective Good
Scott Jackson, Global Impact
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