

# Show Your Stuff! Everyday Advocacy for Non-Profits

Presented to the

Housing & Community  
Development Network of NJ

October 20, 2015



# About the Center for Non-Profits

## Advocacy/Public Education

- Promoting New Jersey's non-profit community
- Public policy
- Research (non-profit statistics, trends)

## Capacity Building

- Management/compliance assistance
- Workshops/seminars/Webinars
- Publications

## Member Services

- E-newsletters, resource lists, info/referral
- Cost saving benefits

Setting the  
context...









Mental Health Issues Persist Three Years Into Sandy's Wake

By Jennifer Peacock



TRENTON

# Programs' end could leave 3,000 homeless

Temporary housing aid expired in July with few alternatives for recipients, many of whom are disabled and unemployed.

**Issue Brief: Despite National Economic Recovery, Poverty in New Jersey Continues to Rise**

**Record number of N.J. students eating free or reduced cost breakfast, report finds**

## PERSPECTIVE

LINDA STAMATO AND SANFORD JAFFE / RUTGERS UNIVERSITY

# Not-for-profit entities must pay back to their communities

Ground is shifting under local, state and federal tax exemption policy and practice prompted by excesses, abuses and, simply, in the case of property tax exemptions, by the inequitable impact on municipalities that provide costly services that are, essentially, free for the tax-exempt (but paid for by taxpayer).

The case of *Morristown v.*

*Morristown Medical Center*, the town's hospital and its 40-acre medical complex, provides an example that has been in the news because the New Jersey Tax Court ruled that the property tax-exemption granted the medical complex couldn't be supported given certain for-profit activities undertaken there. So Atlantic

President Stephen Sweeney (D-Gloucester) plans to introduce a bill and predicts its easy passage. Since the tax court ruling, moreover, several hospital systems have indicated their support for making property tax payments, including Barnabas Health, the state's largest system, and Cooper University Healthcare. And, Betsey Ryan, president of the New

Jersey Hospital Association, indicates her group is considering several policy approaches.

So, it's clear, this landscape is

**Shouldn't those who benefit from services be responsible for some portion of their cost, whether they are obligated to pay taxes or they aren't?**

rigid formulas

Salaries paid to the heads of not-for-profit entities are frequently scrutinized, and often derided, notably at universities and hospital systems. The tax court judge in the *Morristown* case, for example, observed that the medical center CEO's salary — \$5 million in 2005, one of the contested tax years — was competitive with the for-profit sector.

Management and performance fees paid on university endowments have been vigorously contested in some quarters as well — understandably. Beyond the questions one might

and trust eroded, is significant.

Three things, at least, must happen. On the federal level, with respect to tax-exempt political action committees, the Internal Revenue Service should act to limit their political activities. Congress may need to close obvious loopholes in law, moreover, to provide a clear avenue for enhanced IRS enforcement. With respect to the management and performance fees highlighted here, Congress ought to raise the threshold for required spending from endowment funds

**Don't assume that policy makers, academics or the public understand what we do and why it's important.**



THE CHRONICLE OF  
**PHILANTHROPY**

NEWS AND ANALYSIS

OCTOBER 05, 2015

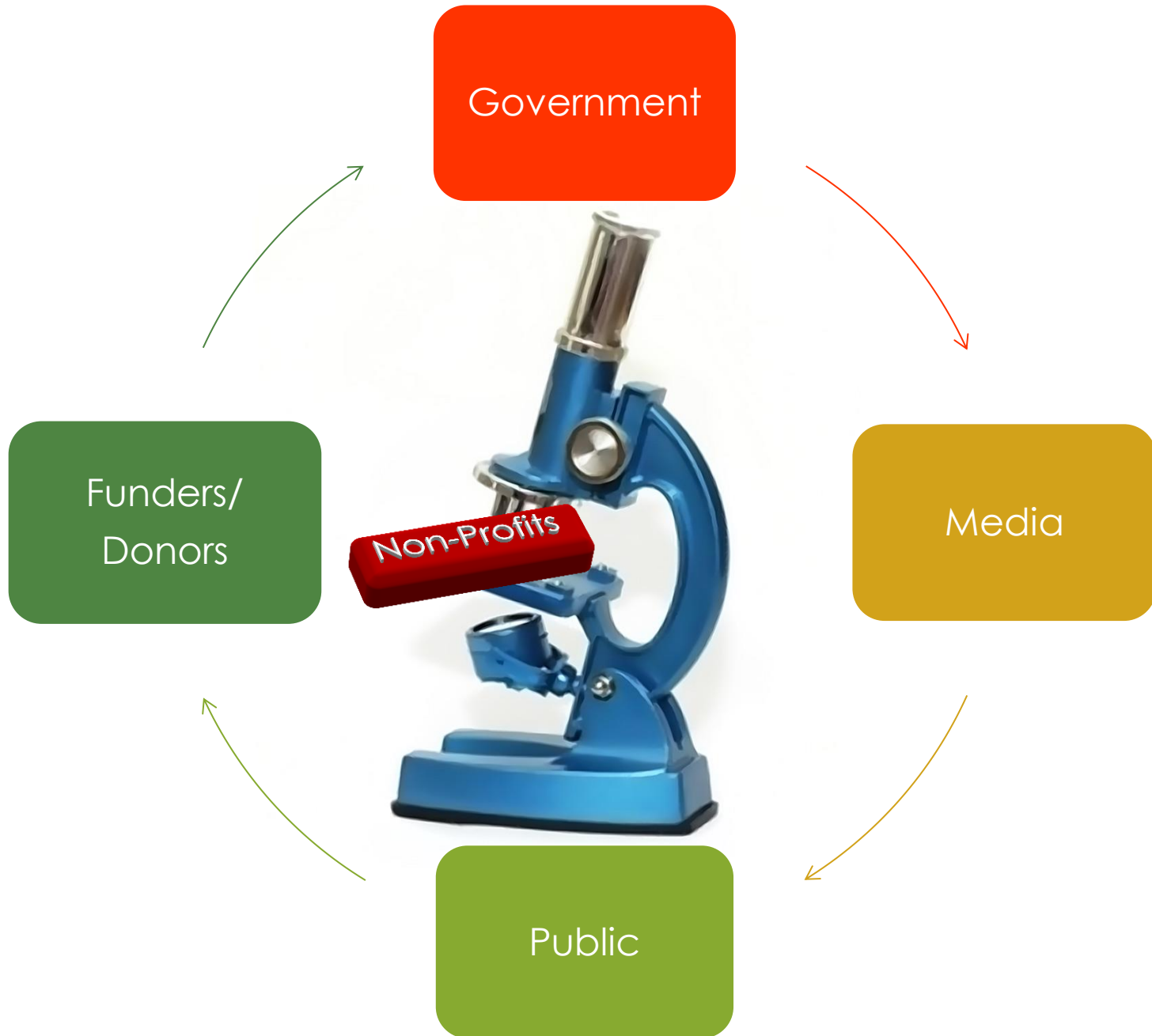
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## **1 in 3 Americans Lacks Faith in Charities, Chronicle Poll Finds**

By Suzanne Perry

Almost two-thirds of Americans have a great deal or a fair amount of confidence in charities, according to a [new Chronicle poll](#) — the first to measure public views on that question since 2008. More than 80 percent said charities do a very good or somewhat good job helping people. But a significant number expressed concern about finances: A third said charities do a "not too good" or "not at all good" job spending money wisely; 41 percent said their leaders are paid too much.

**Don't take goodwill for granted.**



Government

Funders/  
Donors

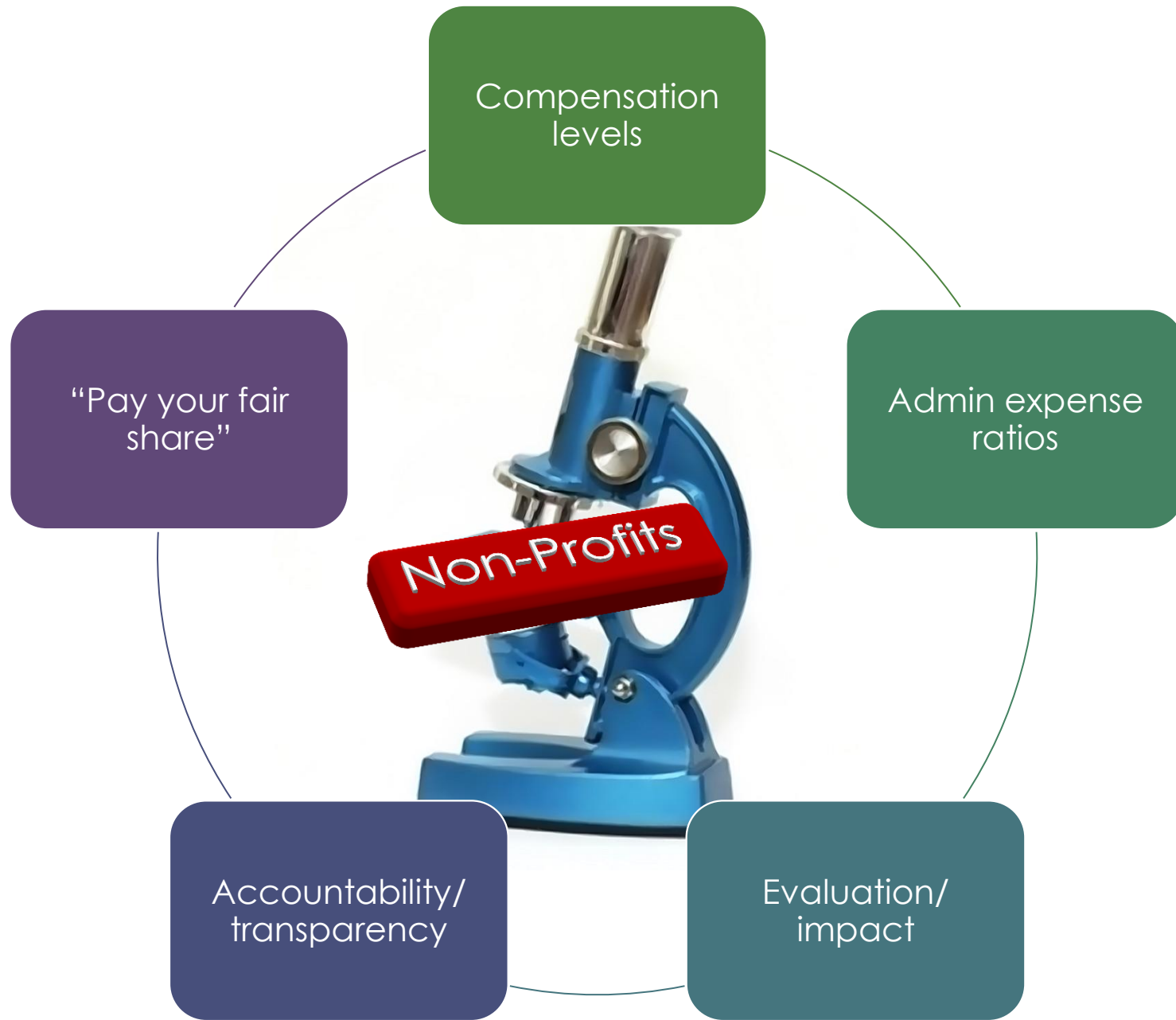
Non-Profits

Media

Public



Are you a **GOOD WITCH** or a **BAD WITCH**?





**“Most nonprofits  
are too busy  
saving the world  
to tell anyone  
about it.”**

- Jason Salzman, *Let the World Know: A Beginner's Guide to Getting Media Coverage* (paraphrased)

How can we change  
the conversation?







**Start from a  
position of  
STRENGTH.**



# New Jersey's Non-Profit Community

- 30,000 501(c)(3) orgs in NJ
- 314,000 employees
  - 9.8% of the state's private work force
  - More than construction, transportation, public utilities, finance and insurance industries
- \$37 billion in expenditures annually
- 1.5 million volunteers providing \$4.6 billion in service

Twenty Five Years  
OF SUCCESS

# STRONGER TOGETHER



**THE \$12 BILLION IMPACT**  
of Community Development  
Corporations in New Jersey



**Data +  
Stories +  
Documented Impact =**

**A Powerful Message**

**Credibility**

**Advocacy does NOT have  
to be about legislation, or  
even about public policy!**

Advocacy

and

Lobbying



Your organization

CAN advocate

AND lobby

IF

*you follow the rules of the  
road.*



Advocacy  
is very  
similar to:

1. Finding a Job
2. Fund Raising

It's all about:

- building relationships
- doing your homework
- making your case!





# Making your Case

## What are the interests/motivations of:

- Funders?
- Policy makers?
- Community (groups, neighborhoods, government, etc)?
- Business & industry?
- Media?
- Clients & customers?

Making  
your Case

What Problem Does  
Your Organization  
(or proposal)  
**SOLVE??**

Relationships  
Matter!

*“It’s harder to say ‘no’ to a friend”*



*“You don’t want to ask a stranger for a favor”*

## Avoid unrealistic expectations



Language

Matters!

### **CONCEPTS TO RETIRE:**

*“100% of your donation goes to program!”*

*“We’re ‘just’ a non-profit.”*

*“This (grant/contract) won’t cover our costs, but we’ll do it anyway.”*



## Change the dialogue



Language

Matters!

### **TRY INSTEAD:**

*Return on investment*

*Admin and overhead are important and necessary*

*We believe in paying people what they are worth*

*Sorry – the terms of this contract are unreasonable*

*Long-term commitments yield long-term results*

*We are problem solvers*



**IMPACT**

**Outcomes**

**Accountability**

**Values**

**Transparency**

**Focus on  
what matters most.**

**Ethics**

**Sustainability**

**Effectiveness**

**Leadership**

What else can we do?



# Think Long Term

- ✓ Develop an organizational culture of advocacy
- ✓ Secure organization-wide commitment, starting with leadership
  - Executive staff
  - Board
  - Program staff

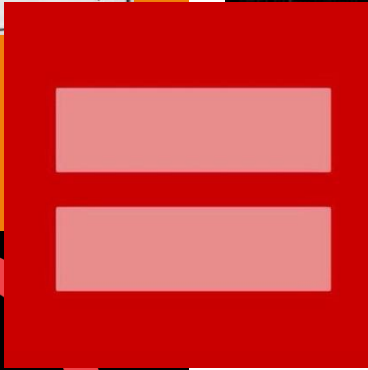
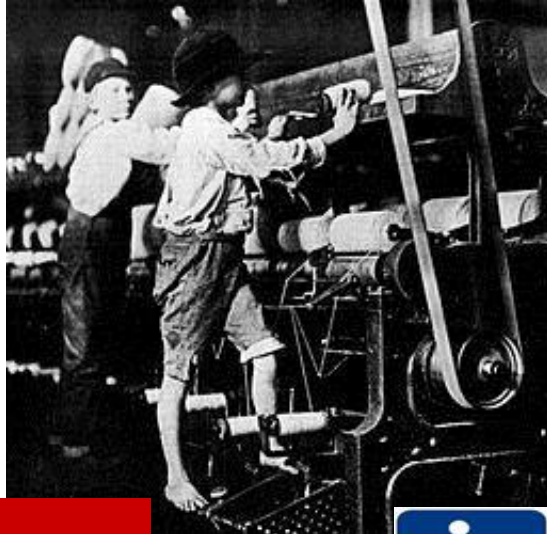
**STAND  
FOR YOUR  
MISSION**



# Stand Together







Stay  
in  
touch!



***Join our E-MAIL LIST!***



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***[www.linkedin.com/company/center-for-nonprofits](http://www.linkedin.com/company/center-for-nonprofits)***



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**THANK  
YOU!**

