



**EDUCATION & TRAINING CALENDAR**

All workshops are held at NPCC unless otherwise noted.

To see our full workshop calendar for 2018, [click here](#).

**Revolution of Performance Management**

Wed., March 7, 2018  
 9:30am - 11:30am  
 Area of Excellence: Human Resources

Studies indicate that annual performance reviews are ineffective at leveraging and improving an employee's skills for the good of the organization. The preferred method would be a continuous review that takes place on an ongoing basis throughout the year. Although daunting, we will discuss small steps you can take to include near-term objective setting, regular one-on-ones or check-ins, coaching, and real-time feedback into your performance management system, all while using online-based tools and aligning individual goals to organizational objectives, values, and culture.

**Key Takeaways:**

- Learn how to start a performance management analysis process
- Have a road map of the areas that should be explored when revamping a performance management system
- Have a better understanding of how to align a performance management process with organizational goals, values, and culture

This workshop will be presented by Diana Gallardo-Laska, Vice President of HR Services at Kiwi Partners Inc. [Click here to register.](#)

**#MeToo and Nonprofits**

Sexual harassment and assault is unacceptable. The **#MeToo** movement (created by [Tarana Burke](#) at NPCC member organization [Girls for Gender Equity](#)) is an opportunity for nonprofits to have [difficult conversations](#) and to provide our expertise on sexual assault and harassment. It is also an opportunity for nonprofits to look at our own cultures. Nonprofits are not immune to creating and sustaining unsafe environments, even when we are often the experts that provide the training and resources aimed at changing that environment. Some suggestions for having this important conversation: talk with staff and board members about what's happening in the world AND in your organization; [train](#) staff, volunteers AND board members; have a clear anti-harassment/assault process ([Vu Lee's article](#) has tips and examples) AND make sure it's followed; let staff know about any [resources](#) or [safety tips](#) you have that can help them deal with harassment or assault they may have faced throughout their lives. New York State has already [proposed changes to law](#) and [new legislation](#) that would address sexual harassment. Also we want to have more of these conversations and support your work.

What do you need? [Let us know](#) how NPCC can help your organization address and reduce sexual harassment.

**Traumatic Events and Nonprofits**

Last month, we witnessed another mass tragedy in Parkland, Florida. During traumatic events, both natural and human-caused, nonprofits play a critical role. [We respond](#) by providing both immediate relief and long-term support to ensure that our communities recover and remain strong. While we work to fulfill our mission, we must also continue to focus on the safety and well-being of our staff through support in times of crisis and preparation for future events.

Staff in need of immediate support can call the Disaster Distress Helpline at (800) 985-5990 to connect with a trained crisis counselor. We encourage staff to attend [Staying in Balance: Healthy Solutions to Managing Workplace Stress](#), a workshop in a series created by NPCC and the Mental Health Association of NYC to promote balance and wellness in our sector, while addressing the direct and indirect trauma that our staff can experience through disasters and the hard work we do every day.

Nonprofits in our network are working to ensure we are adequately trained in case of emergencies. [The Staten Island COAD](#), a program of NPCC Member, SINFPA, offers information about hosting an Active Shooter Preparedness Workshop, [Staten Island University Hospital](#) conducts first responder trainings for anyone that may be tasked with providing basic medical care in emergency situations, and [Thrive NYC](#) is offering free mental health first aid training.

[Let us know](#) what other supports or resources would be helpful to your organization.

**TRENDING**

**It's Back! Preserve Nonprofit Nonpartisanship (the Johnson Amendment)**

Congressional leaders plan to roll all of their major agenda items for the year into one massive bill to be passed by March 23<sup>rd</sup> (the expiration date of the current temporary bill funding the government, known as the Continuing Resolution or CR). That's also the date by which Congress hopes to enact an omnibus spending bill that funds the government through the rest of the fiscal year. It will be considered a "must-pass" bill, leading Members of Congress to attach scores of unrelated and controversial legislative riders that would never pass as free-standing bills. We anticipate one of these riders will be an attempt to repeal or weaken the [Johnson Amendment](#), the longstanding law that protects 501(c)(3) organizations from partisan political endorsements and activities. The Johnson Amendment protections ensure that nonprofits are nonpartisan problem solvers in their communities - not political organizations. We need your voice to fight for nonprofit nonpartisanship! Learn what [quick and easy actions](#) you can take to encourage Congress to protect nonprofit nonpartisanship and preserve the Johnson Amendment.

**IRS Guidance on Withholding Rules**

The IRS has released its [Guidance on Withholding](#) rules in light of the federal tax reform legislation. The IRS [states](#): "The updated withholding information, posted on IRS.gov, shows the new rates for employers to use during 2018. Employers should begin using the 2018 withholding tables as soon as possible, but not later than Feb. 15, 2018. They should continue to use the 2017 withholding tables until implementing the 2018 withholding tables."

**IRS Form Changes**

IRS forms are changing - and if you use the wrong form, your application for tax exemption will likely be rejected. IRS form 1023-EZ, Streamlined Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code, has [changed](#); and IRS



[Click here](#) to download this month's issue in PDF format.

**WELCOME NEW MEMBERS!**

- Developmental Disabilities Institute, Inc.
- STRIVE International
- New York Innovative Theatre Awards
- New York Chapter of South Carolina State University National Alumni Association
- The Sylvia Center, Inc.
- Friends of Music Concerts, Inc.
- WestFair Rides
- Brothers in Recovery
- PALANTE Harlem
- NCheng LLP
- Women's Prison Association
- Regis High School
- UJA-Federation of New York

**RESOURCES**

[Google AdWords Express for Nonprofits: Creating Your First Ad](#)  
[Wired Impact](#)

Google AdWords can quickly feel like an insurmountable beast for nonprofits without a decently sized marketing department. This resource provides a helpful overview of how it works and how to setup your first ad. [Click here to learn more.](#)

**POSTINGS & ADS**

**NPCC Space Ads**

Do you need to rent a meeting, office or event space? Do you have space to rent? NPCC connects you through our Space Ads. These Ads are solely for 501(c)(3) nonprofit organizations with office space available, those seeking space, or those with meeting or conference space for rent in the New York City area.

## [Using Logic Models to Clarify Program Key Results](#)

Tues., March 13, 2018  
9:30am - 11:30am

*Area of Excellence: Results & Impact*

Creating quality programs isn't easy. Outside influences, multiple stakeholders, tight timelines and budgets - make it difficult to know where to start, let alone stay on track. Enter the logic model. Because of its user-friendly template, the logic model helps articulate and draw connections between a program's resources, services, and desired outcomes. While incredibly helpful for planning purposes, the completed model also serves as a snapshot of your program's various components-making it equally valuable for marketing and assessment.

### Key Takeaways:

- An understanding of the logic model's components (needs, inputs, activities, outputs, outcomes)
- A user-friendly template you can use right away to make your planning (and ultimately your programs) more effective
- The ability to plan more results-focused programs

This workshop will be presented by Laurel Molloy, Founder and Lead Consultant, Innovations Quantified.

[Click here to register.](#)

## [Working with Transgender Persons](#)

Thurs., March 15, 2018  
9:30am - 11:30am

*Area of Excellence: Diversity, Equity, & Inclusion*

The New York City Human Rights Law is one of the most protective anti-discrimination laws in the country. The guiding principle of the Working with Transgender Communities workshop is to combat discrimination based on gender identity, gender expression, and create awareness about treating all persons with dignity and respect. In the workshop, basic terminology is explained.

### Key Takeaways:

- Understand key provisions of the NYC Human Rights Law that protect against discrimination based on gender, gender identity, and sexual orientation and the information and services the Commission provides
- Better knowledge of terminology
- How to create policies and best practices that comport

form 1024(a), the Application for Exemption Under Section 501(c)(4) of the Internal Revenue Code, is [new](#).

## President's Federal Budget Proposal

The Center for American Progress analyzed the President's budget proposal and the impact that it would have on various communities, including the impact on the nation's health care system; affordable housing; nutrition; Social Security; Medicare; and Medicaid.

### INSIDE NPCC



NPCC's Annual Meeting of Members will be held on Tuesday, March 27, 2018 at the CUNY Graduate Center. Meet your fellow members and friends of the sector, catch up on NPCC's activities during the past year, and find out what's happening in the nonprofit world. This year's event will include a panel discussion with top nonprofit experts and conclude with a networking reception. [Click here to RSVP.](#)

## Application Now Open for the 2018 Nonprofit Excellence Awards



[The Nonprofit Excellence Awards](#) program is a unique opportunity for New York City area nonprofits to receive a full 360-degree assessment of their management practices, along with insightful feedback from a knowledgeable team of experts. This learning opportunity is the only one of its kind that recognizes success in management excellence. This year, NPCC has made some exciting changes: the Awards is now a one-day conference; the Awards prizes are diversified; and all applicants can get expert individualized coaching and will receive free NPCC workshops to improve their practices. The Awards give all nonprofits the ability to build capacity to further their missions!

Applications are due by **5:00pm on Friday, April 20, 2018**. All operating 501(c)(3) nonprofits in New York City, Long Island, and Westchester are eligible and encouraged to apply. Organizations considering applying for the Awards are encouraged to attend one of our upcoming Application Clinics, where you will have a chance to ask questions and get detailed information about this year's improved application and selection processes:

- [Wednesday, March 14, 2018 - 9:30am -10:30am](#)
  - NPCC, 135 West 36th Street, NY, NY
- [Wednesday, March 21, 2018 - 1:00pm - 2:00pm](#)
  - *Online Webinar*
- [Monday, April 2, 2018 - 3:00pm - 4:00pm](#)
  - Person Centered Care Services, 150 Granite Avenue, Staten Island, NY 10303
- [Tuesday, April 3, 2018 - 1:00pm -2:00pm](#)
  - *Online Webinar*

[Click here to begin your application.](#)

## Applications Open This Month for Learnings Labs in Governance

On March 13<sup>th</sup>, NPCC will begin accepting applications for our [Learning Labs](#) in Governance. This training series is intended for nonprofit professionals who work closely with their board and have basic to intermediate expertise in governance. Newer organizations and organizations with operating budgets under \$1 million are especially encouraged to apply.

Learning Labs are a training series consisting of six module cohort-based sessions that provide a deeper dive into specific [Key Areas of Nonprofit Excellence](#), where knowledge gained from workshops can be applied to improve management performance. The application and a full session schedule will be available on Tuesday, March 13<sup>th</sup>. Stay tuned!

### INSIDE NONPROFITS

## New York Proposed Tax Reform

Governor Cuomo has [proposed New York State tax reform](#) in response to the federal tax law. Changes proposed include: creating a new Employer Compensation Expense Tax; expanding options for deductible charitable contributions; and decoupling from federal tax code. NPCC is working with a coalition of advocates to assure that all proposals recognize the needs of nonprofits.



Office Space Available  
Building Space Available



Meeting Space Rental



Office Space Wanted

with the NYC Human Rights Law, and environments that are inclusive and respectful

This webinar will be presented by Quinn Rapp-Ellis, attorney in the Office of General Counsel at the Workers' Compensation Board.  
[Click here to register.](#)

### [Intellectual Property for Nonprofits](#)

Tues., March 20, 2018  
9:30am - 11:30am

[Area of Excellence:](#)  
*Communications*

Intellectual property is a complex and dynamic area affecting nonprofits. The intellectual property of a nonprofit can be one of its most significant assets, so securing it is critical. Common issues that arise include protecting names and logos, copyrights, patents, trademarks, publicity rights, social media and more.

Key Takeaways:

- Overview of major forms of intellectual property and licensing
- Gain an understanding of your nonprofit's rights and liabilities
- Practical tips for implementing rules, best practices, and protections for your entity

This workshop will be presented by Anthony M. Ramirez and Michael O. Chen, Associates from Morrison & Foerster LLP.  
[Click here to register.](#)

### [Multi-Year Financial Planning & Strategy](#)

Wed., March 21, 2018  
9:30am - 11:30am

[Area of Excellence:](#) *Financial Management*

This workshop will assist organizations in developing multi-year financial projections as part of their long-term planning process. The program will include an introduction to an Excel-based tool aid in financial planning and model development. The workshop will introduce attendees to:

- Translating programmatic goals into operational strategies
- Understanding and quantifying key operational cost drivers, including personnel costs, OTPS costs, and capital costs
- Projecting cost growth over time based on documented assumptions
- Determining impact of multi-year plans on organizational financial health and reserves

### **Nonprofits Must Disclose Donors of \$5,000+**

On March 15<sup>th</sup>, in *Citizen United v. Schneiderman*, a New York federal appeals court upheld regulations that require nonprofits to submit a copy of their 990 Schedule B, which discloses their donors of more than \$5,000, to the New York Attorney General. Citizens United sued New York in 2014, saying the rule infringed upon its First Amendment rights, and that its donors could face public backlash if their support was disclosed. The federal appeals court found that the regulations are "substantially related to the important interest in keeping nonprofit organizations honest" and don't wrongly "chill the speech" of Citizens United or its donors.

### **Federal Tax Law and Fringe Benefits**

The federal tax law now requires employers, including nonprofits, to pay [Unrelated Business Tax Income \(UBIT\) on some fringe benefits](#), including on transportation costs. However, New York City employers of twenty or more full-time non-union employees are required to provide this benefit by the City's [Commuter Benefits Law](#), and so cannot end or modify this benefit to avoid the tax penalty. While experts are still analyzing how this law will actually be implemented, this could significantly increase expenses for nonprofits. As [an example](#), for an employer with 40 employees, where each employee enjoys \$150 per month in pre-tax commuter benefits, that employer could be taxed \$15,120 (\$150x12x40x21%). NPCC is advocating with the Governor's office to address this issue in any New York State tax reform. The Treasury Department released an updated Priority Guidance Plan that identifies areas of regulatory changes needed, including UBIT provisions. Stay tuned for more information.

### **New York City Law Requires Diaper Changing Facilities in Public Accommodations**

Mayor De Blasio signed into legislation [a bill](#) (Intro 1241-A sponsored by Council Member Rafael Espinal) requiring any new or renovated buildings that contain places of public accommodation to include diaper changing tables accessible to persons regardless of their gender.

### **From the National Council of Nonprofits**

[New rules issued by the Financial Accounting Standards Board \(FASB\)](#) make three significant changes that we think can help nonprofit donors, staff, and board members understand the financial health of their organization. Since accounting jargon can be off-putting, we've created a new [FASB resource webpage](#) to help you to feel more comfortable understanding the changes. We've also recorded an "explainer" with Curt Klotz, Vice President of Finance and Chief Financial Officer at [Propel Nonprofits](#), who gives an overview of three significant changes to the standards that became effective for fiscal years after December 2017. In a nutshell, here's why we are hopeful that the new standards will actually smooth the way for increased understanding about a nonprofit's financial health:

1. The new standards remind nonprofit staff and board members about the importance of written documentation of how donors restrict their contributions. Clarity about how much money is restricted for specific uses or time periods will further protect donor intent and give board and staff a clearer picture of available funds for other uses.
2. The new standards will also push us all to have a "liquidity plan" for surviving cash flow droughts, in that they requiring the written disclosure of what cash is available, as well as whatever plan the nonprofit has to address cash shortfalls.
3. Finally, the new standards change how functional expenses are reported and appear on the financial statements, enabling a clearer-eyed look at how much it really costs to advance the nonprofit's mission. Implementing these standards should help nonprofits - including those nonprofits that do not conduct an independent audit - move towards stronger financial health. All this and more is explained on our [FASB resource webpage](#). You can also listen to the shorter ["explainer" podcast](#) for an overview and some useful tips.

## OTHER OPPORTUNITIES

### [State of the Sector Survey](#) [Nonprofit Finance Fund](#)

This Survey - the biggest national sampling of our sector - collects data about US nonprofits' health and challenges into an accessible, evidence-based illustration of our ability to help the communities we all serve. It's a powerful platform for nonprofits large and small, urban and rural, across sub-sectors and geographies, and its findings are widely used and cited by nonprofit leaders and boards, funders, advocates, policy advisors, media, researchers, and many others. Please take the Survey and raise your organization's voice. It will take only about 25 minutes, and will be a valuable contribution to this important effort.  
[Click here to begin.](#)

### [Strategic Financial Management for Nonprofits \[WEBINAR SERIES\]](#) [Nonprofit Finance Fund](#)

**10% Discount with Promo code: SAVE10**

NFF's upcoming webinars include new core content with clear and practical action steps to help nonprofit leaders manage uncertainty. Participants will also receive specially designed tools designed for hands-on application of key concepts.

You can learn more and register via the links below:  
[Series 1: The Basics of Nonprofit Finance](#)

- Modeling alternative scenarios based on different assumptions

- Understanding risk areas and implementing mitigation strategies
- Strategies for monitoring and course correction

This workshop will be presented by John Summers, Consulting Director at FMA.  
[Click here to register.](#)

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### [Creating a Stellar Fundraising Plan](#)

Thurs., March 22, 2018  
9:30am - 11:30am

*Area of Excellence: Fundraising & Resource Development*

This collaborative workshop, led by seasoned fundraisers who have created scores of development plans for grassroots organizations over the years, will prepare participants for laying the groundwork for a successful annual fundraising plan with diverse revenue streams and limited staff resources. Ideal participants are staff and board members who are responsible for fundraising and resource development for their organizations and who want to create a sustainable fundraising plan with attainable goals.

This workshop will be presented by Christa Orth, Senior Consultant, and Doug Wingo, Principal of Wingo NYC.

[Click here to register.](#)

### [Series 2: Using Data for Day-to-Day Management and Communicating with Stakeholders Series 3: Tools for Strategic Decision Making](#)

All purchases include access to the live broadcast, recording, and downloadable slides. If you're interested in individual webinars, use the promotional code **SAVE10** for a 10% discount. **When registering, be sure to select 'NPCC' from the dropdown list to indicate that we referred you.** [Click here to learn more.](#)

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### [2018 Milbank Memorial Fund and AcademyHealth State and Local Innovation Prize](#)

*Milbank Memorial Fund and AcademyHealth*

*Deadline: Tues., March 6, 2018*

**FREE**

Throughout the US, state and local governments are taking innovative steps by using data to improve the health of their communities. To draw attention to these efforts, the Milbank Memorial Fund and AcademyHealth are recognizing an individual, team, or project that has developed or used data in order to achieve measurable impact on:

1. Health of their populations;
2. Responsiveness, efficiency, and quality of public programs, and/or
3. Overall performance of delivery systems in their state

[Click here for more information.](#)

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### [Charities Symposium](#)

*Attorney General Eric T. Schneiderman*

*Thurs., March 8, 2018*

**FREE**

The Attorney General's Charities Bureau and Queens Borough President Melinda Katz are pleased to invite you to attend a Charities Presentation in Queens. The event will include presentations on the Attorney General's oversight role for New York nonprofits, duties of Officers and Directors of nonprofits, transactions by nonprofits, and fundraising. The presentation is part of the Charities Bureau's educational program designed to assist nonprofit organizations in New York in fulfilling their missions effectively while complying with the legal mandates of this State. [Click here to register.](#)

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### [Nonprofit FundCon](#)

*New York Nonprofit Media*

*Thurs., March 15, 2018 8:00am - 5:00pm*

*36 Battery Pl, New York, NY*

**\$59 - \$150**

Fundraising is all about creating trust and building relationships that lead logically to donating, giving and other support. The 3rd annual Nonprofit FundCon will bring together fundraising and development executives from nonprofits across New York to discuss how to create a campaign and raise money. It's an excellent opportunity to hone your direct response fundraising skills and stay apprised of the latest trends in nonprofit membership development. [Click here for more information.](#)

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### [Public Policy Fellowship](#)

*Philanthropy New York*

*Deadline: Fri., March 16, 2018*

**FREE**

Philanthropy New York, the regional association of grantmakers with global impact, is accepting applications for a two-year fellowship from candidates completing a masters-level or Ph.D. program in public policy, government, social work or related field of study OR recently graduated (May 2016 or more recent) from such a program. The Philanthropy New York Public Policy Fellowship program aims to identify early-career professionals who will benefit from learning about and networking within the philanthropic sector. It is designed to not only increase our organizational capacity in issue-based organizing and government relations, but also to support our commitment to growing diversity, equity and inclusion in the philanthropic community. [Click here for more information.](#)

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### [Raising Your Budgeting Game: Making the Most of Your Key Management Tool](#)

*BBB Metropolitan New York*

*Tues., March 27, 2018 9:00am - 11:30am*

**\$25**

This is a great time to evaluate and update your budgeting practice. Nonprofit accounting changes are coming into effect in 2018, several of which focus on reporting of functional expenses and liquidity analysis. So this may be the year to consider a fresh approach that will help strengthen your planning - and also help your nonprofit to prepare for the new disclosures that will be required by Financial Accounting Standards Board (FASB) guidelines.

During this session, learn:

- Key concepts and terminology related to budgeting
- Budgeting for planning, program evaluation and opportunities
- Budgeting for operating reserves and liquidity
- Cash basis versus accrual basis
- GAAP versus internal reporting

- Functional allocation methods and budgeting
- Cash flow projections
- Forecasting

[Click here to register.](#)

### **[Strategies for Self-Producing](#)**

#### ***The Field***

*Thurs., April 5, 2018 3:00pm - 5:00pm*

*135 West 36th Street, 15th Floor, New York, NY*

Self-producing offers the opportunity to retain greater control over your work and essentially act as your own boss. It is a structure that puts a tremendous amount of freedom in the hands of creators, but with that freedom comes a ton of additional work and responsibility. The Field's Program Manager Wilfredo Hernandez has over ten years of self-producing experience to help you begin the planning process and assemble a basic strategy for getting your work out into the world! [Free for Members of The Field and NPCC.](#)

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Editor: NPCC Communications Coordinator. For information or questions about the newsletter email [info@npccny.org](mailto:info@npccny.org).

NPCC was established in 1984 to help nonprofits meet common challenges and problems, to serve as a meeting ground, and to strengthen the nonprofit sector as a whole. NPCC has more than 1,750 members in the New York metropolitan area, ranging from all volunteer groups to major institutions.

Membership in NPCC provides a place where your voice is heard and adds to the collective voice of the nonprofit community.

Dues for 501(c)(3) nonprofits (that are not grantmakers) are based upon the organization's annual operating budget.

For more information email us at [info@npccny.org](mailto:info@npccny.org).

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