

Countering Nonprofit Exploitation: A Call for Client Compensation

Presenters: Malcolm Williams, Mark Council & Keiren Havens



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May 14, 2024
3:45 – 5:00

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Presenter Introductions

Mark Council (he/him), Board Member

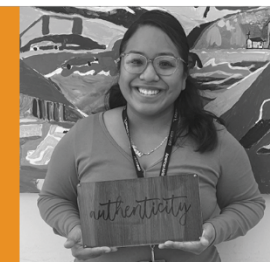
Keiren Havens (she/her), former Chief Strategy Officer

Malcolm Williams (he/him), Sr. Client Relations Manager



Objectives

- To discuss why we implemented a client compensation policy and procedure (p&p)
- To share the p&p we created and implemented
- To encourage other organizations to create their own p&p



Agenda

- I. Land Acknowledgement
- II. The Power of Client Storytelling
- III. Research
- IV. Policy Walk-Through
- V. Payment Logistics
- VI. Questions



I. Land Acknowledgement: Baltimore, Maryland



We acknowledge past and present citizens of the **Cedarville Band of the Piscataway Conoy, the Piscataway Indian Nation, Piscataway Conoy Tribe, Susquehannock Tribe, and the many members of the Lumbee Tribe of North Carolina** who have and continue to make Baltimore their home.

We stand on stolen land.

We further recognize the **immigrant and American-born workers of African, Asian, and Central and South American descent** who contribute to the wellbeing of our collective community.



II. The Power of Storytelling





How does your organization use client stories?



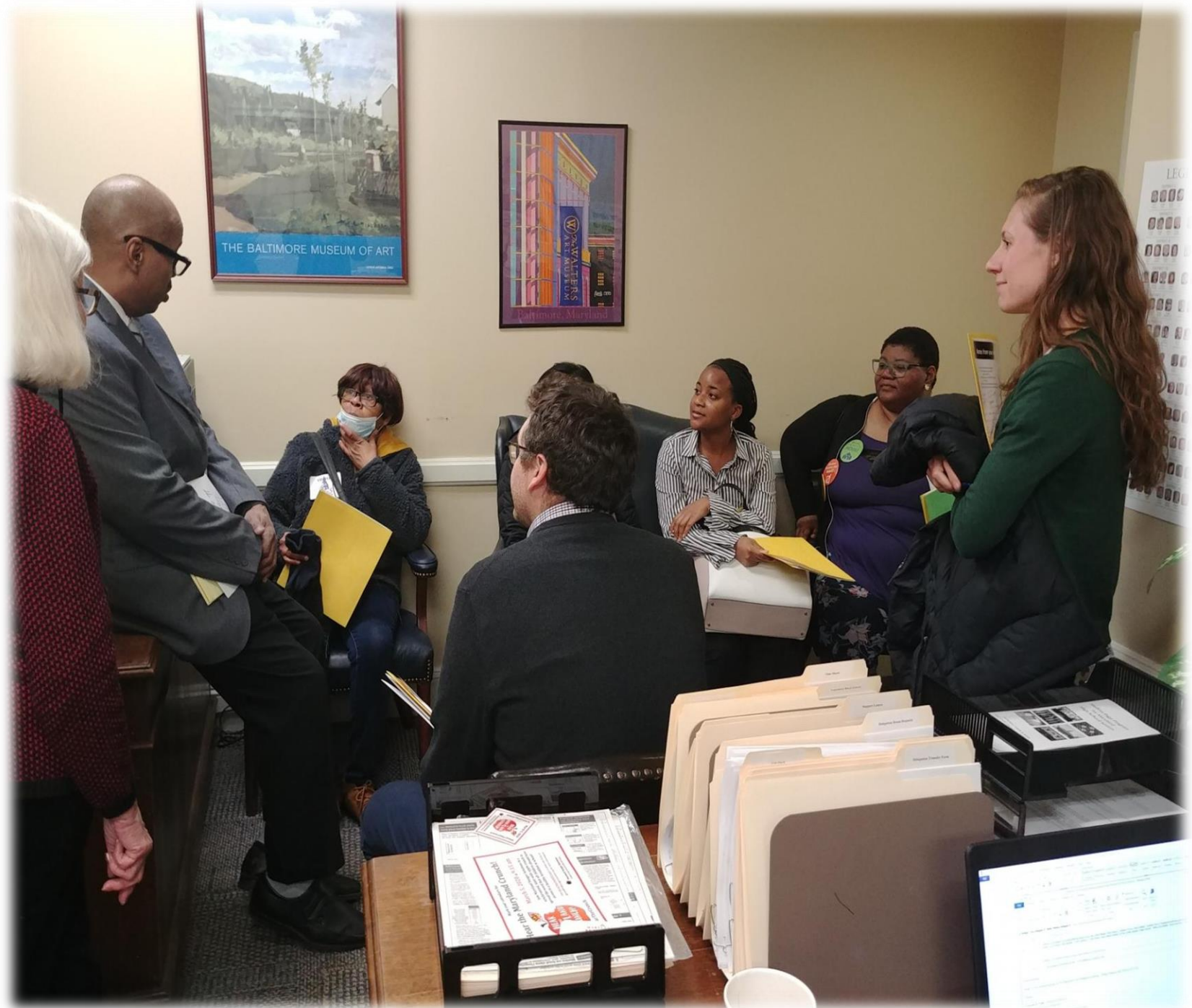
Events: Land Acknowledgement



U.S. Department of Health & Human Services Roundtable



Legislator Visits



Newsletter Interviews

PASS *the* MIC with WOODROW MCCOY



People have always told me I have the gift of gab. I put folks at ease—I talk to them, I ask questions. I meet people where they are to get a better understanding of *who* they are.

Growing up in East Baltimore with nine siblings, I've always had that family bond. Life back then was good. There were plenty of parties, sports, and one thing we never argued over was food. It didn't matter what neighborhood you were from or what you need. If you fell on hard times, someone was always ready to lend a hand. It wasn't hard to see how quickly life can change, but I also learned what it takes to get your life back.

“No one knows what you've been through, or what got you to that place; instead they make up a story about who you are.”

I believe that good comes when you do good; that when God opens your eyes every morning it's time to put in that work. And anyone who knows me knows that I'm a diligent man, an educated man, and a researcher. Even when I fell on hard times, I didn't waste any time looking for where I could find clean clothes, shelter and health care in the city. At the time I was living and working as a head cook at the Salvation Army and was always ready to share those bits of wisdom with anyone needing a leg up.

It was through that same bit of research I first discovered Health Care for the Homeless at their site in West Baltimore. They saw my drive, and gave me the tools I needed to get myself housed and put my health back on track. They saw me for the well-rounded person I am, which is more than I can say for most people who

Woodrow is committed to helping friends and neighbors in the community.

walk by someone experiencing homelessness. When you're homeless out in those streets, society looks at you different. They don't view you as a person, you're just an object there on the ground. But no one knows what you've been through, or what got you to that place; instead they make up a story about who you are.

The truth is you never know if that moment of empathy could be the turning point in someone's life. I'll never forget being at Lexington Market a few years ago and a man from New York came up to me, just so hungry. I didn't have much myself, but went to get him a bite to eat and left him with a few dollars. Some time later I was back in the Market, and a well-dressed man taps me on the shoulder. It was him. He had cleaned himself up, found a job, and held on to that memory of us meeting there, to that single act of kindness. For those few dollars he wanted to thank me with a crisp \$50.

There's a saying I like that goes: *I used to complain that I didn't have any shoes until I saw a man with no feet.* I've had my hard times, sure, but I know there's always someone with that little bit less. I don't want to forget that someone, and at 66 years old I'm still looking for new ways to give back. It isn't about the titles or the money, but having that compassion.



Watch this space for more voices and stories from people with a lived experience of homelessness as we continue to “Pass the Mic.”

Films & Videos



<https://youtu.be/rsrjHZqqGPY>

Racial Equity Guiding Principles (9): Values into Practice

ACT WITH INTENTION

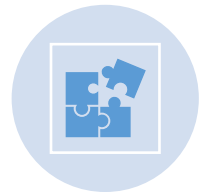
We must act with intention when addressing racism within ourselves, our practices, policies, programs and procedures. We didn't end up with a system of white supremacy by accident and we will not dismantle it by accident.

CENTER CLIENT VOICE

We commit to centering client voice in the work we do. Rather than including their voice, insights, thoughts and feedback once a plan is in progress or completed, we will seek it at the onset to inform the direction of our work. We recognize that clients' perspectives and lived experience should inform our equity work.



AND...Long List of “Unknowns” & Potential Concerns



Ethics



Equity



Compliance
(HRSA)



Legal
(State/Federal)



Cash Handling



Tax Implications



III. Research



Why Research?

- To broaden our understanding
- To know if we had to start from scratch
- To find information to make decisions and solve problems
- To answer predictable questions that will be posed by leadership



Does your organization compensate clients?



Research: HCH Community Sample Practices

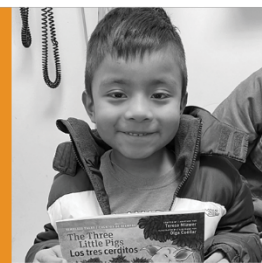
- \$30: 1-hour monthly Board/Committee meeting
- Gift cards (\$5-\$10): Surveys, stories, “time”
- No compensation

No evidence of written policies, practices or guidelines



Research: Local

Filmmaker: \$25/hour for client interviewees



Research: Government

San Francisco

- \$25/hour: Committee attendance
- \$500-\$750: “More extensive involvement”

Oregon

- \$100/half-day; \$125/full day: Interview panel; discussion group
 - \$75/hr: extended service/committees; positioned as consultants
- + Childcare, transportation, food



Contributors & Partners

Clients: Board Consumer Relations Committee Members

Staff: Communications, Quality & Compliance, Finance

Executive Team

Board of Directors



IV. Policy Walk-Through



Six Key Definitions Helped with Scope

Client

Event Volunteers

Board Members

Honorarium

Stipend

Travel Reimbursement/Payment



Client

- We have many *open* events and opportunities for engagement
- This policy specifically applies to *people who receive care at HCH*



Event Volunteers

We do not compensate volunteer opportunities that are open to the general public.

Board Members

Important to client Board members to delineate Board meetings & Board events as “volunteerism.” Travel is covered, but not time.



Honorarium

One-time payment for participation in a *specific* HCH activity

Examples:

- Interview for a newsletter
- Written or oral testimony
- Captain at Lobby Day
- Leading a clinic tour



Honorarium

- Either \$25/hour or \$50/hour at the Agency's discretion
- 15-minute increments
- \$50/hour: When the content provided is used over multiple communication channels and for multiple audiences
- Paid regardless of whether the product is used or published
- Engagements that require <30 minutes will not be compensated



Stipend

Payment for *ongoing* participation in HCH activities

Examples:

- Member of a workgroup
- Leading a support group
- Regularly presenting at New Hire Orientation



Stipend

- \$25/meeting or \$50/day depending on the length of the engagement
- Example: We offer an opportunity to speak at a 1-day conference as an Agency representative
 - Client requests a 1-hr prep meeting
 - Client receives \$25/hr for prep meeting + \$50/day for conference (\$75 total)
 - + We cover registration fee and travel



Travel Expenses: Transportation is a Huge Barrier

- “Pre-approved, reasonable expenses incurred when traveling to and from a qualifying activity”
- Use bus tokens as standard
- Try to schedule around time of client appointment
- Ensure round-trip, point-specific transportation
- Consider ride sharing services (e.g., Uber, Lyft) when time is tight
- Follow federal reimbursement guidelines(for those with vehicles)
- Cover tolls and parking



V. Payment Logistics



Payment Logistics

1. Cash highly preferred
2. Kickstarted petty cash at the agency
3. Good faith effort to pay within 48 hours
4. Carefully handled & tracked
5. 1099 forms issued if >\$600 per year
6. Sr. Client Manager tracks and notifies



Client Compensation to Date (8 months)



13 CLIENTS



\$2,048



VI. Questions?



Reach out to us!

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Documents for speaker reference

1. [Client Compensation Policy](#)
2. [Client Compensation Procedure](#)
3. [Client Compensation Agreement](#)

