

# Greenville Journal

## The business of non-profits

**By Dick Hughes**  
Contributing Writer

Jill Vales moved to the Upstate from Florida seven years ago with no job, a couple of contacts, two resumes and a good idea.

Today, she's running her own business, JMV Management Services, capitalizing on her experience both as a chief financial officer and a human resource director to provide on-demand HR and CFO services and strategic planning to small businesses and non-profit agencies.

The work with non-profits has taken on greater prominence with the sagging economy overloading agency resources and pushing them to reduce administrative costs to maintain program services for the needy.

Starting out three years ago with two non-profits who came to her by "happenstance," Vales now provides HR and financial services to several, including United Way of Greenville County, Presbyterian Communities of South Carolina, Meals on Wheels, Senior Action, Dining for Women, Covenant United Methodist Church, Edwards Road Baptist Church, American Leprosy Missions, and Senior Solutions.

For Meals on Wheels, engaging JMV was a matter of bringing HR professionalism to

an organization that attracts workers and volunteers "with a passion for the mission" but neither interest nor expertise in the stuff of policy manuals: labor law, wages and hours, hiring policies, job descriptions, performance reviews, occupational health and safety standards ...

"It was time to have an expert look at some of those things," explained Liz Seman, executive director.

Outsourcing of back shop functions is one of the cost-saving steps non profits need to consider as charitable dollars decline and assistance needs rise, said Mason Hardy, chief executive officer of the South Carolina Association of Non-profit Organizations.

Hardy said non-profits are "very conscious of their overhead" and are exploring ways to economize and tap into expertise they do not have through outsourcing, sharing services and group purchasing such as the arrangement SCANPO has with Greenville Office Supply.

Ted Hendry, president of United Way of Greenville, said the agency, which funds 50 assistance organizations, is extending its historic role of bringing people together on "programmatic kinds of things" to focus on operational issues, which has not been a priority.

In cooperation with United Way and the Greenville Chamber of Commerce's Non-profit Alliance, Vales is conducting a survey of time-off benefits and policies of non-profit agencies. In addition, Vales and Jo Nelson, United Way's vice president for finance, plan to conduct a workshop on "outcome-driven performance management" at the annual meeting of SCANPO in Spartanburg April 29, 30 and May 1.

When Vales arrived in Greenville from Florida, Vales knew two people from her Florida business ties but quickly landed a job as head of HR at ScanSource, the Greenville-based wholesaler of scanning and point of sale data collection systems. With 1,000 employees, ScanSource gave Vales her first "HR job where I didn't have any financial responsibilities."

An unabashed networker, Vales became what she describes as the "poster child for the chamber of commerce" and cheerleader for Greenville as "a great town for helping people" establish and sustain small busi-

nesses.

After three years at ScanSource, Vales was confident she "knew enough people that I could make a go" of her own business, and she launched JMV with offices on Market Point Drive off Woodruff Road.

Vales plans to add another financial consultant to the staff this year, augmenting

JMV's current staff of Vales with expertise in finance and HR, two certified HR consultants and one financial expert.

She is upbeat about future growth and especially pleased with the opportunities to work with non-profits for which she discounts

her hourly rates by 10 percent.

"We really like working with these non-profits," Vales said. "They are nice people. They are caring about doing the right thing. They need our services."

Besides, she added, "there are so many of them, and they are hurting. When I retire, I just want to be a community volunteer."

Contact Dick Hughes at [dhughes@greenvillejournal.com](mailto:dhughes@greenvillejournal.com).



**"We really like working with these non-profits. They are nice people."**

**JILL VALES**