

2018 NONPROFIT SURVEY REPORT



This annual survey is part of an ongoing, comprehensive evaluation of the work of the [Center for Nonprofit Excellence](#) (CNE) of the Community Foundation for Monterey County. The purpose is to better understand how CNE's work with capacity building is affecting nonprofits in our Monterey Bay region and what we might do to strengthen this work.

The September 2018 survey had 136 anonymous responses. It asked about changes observed over the past year in capacity and ability to do their work and areas they would like to improve. Improvements were reported in 82% of organizational and personal abilities.

# of respondents by role	
Executive Director	49
Management or Senior Staff	23
Staff member	19
Board member	34
Volunteer	6

Budget size	
Less than \$100,000	32
\$100,000 to \$249,999	17
\$250,000 to \$499,999	18
\$500,000 to \$999,999	14
\$1,000,000 to \$4,999,999	37
\$5,000,000 to \$9,999,999	7
More than \$10,000,000	5

RESULTS BY KEY AREAS

Survey results are grouped under the four key areas the Center for Nonprofit Excellence identified as preconditions for building healthy, safe and vibrant communities: Resources, Leadership and Management, Advocacy and Collaboration.



RESOURCES: NONPROFITS HAVE NECESSARY RESOURCES AND SUPPORTS (STAFF, EXPERTISE, FUNDING) TO CARRY OUT WORK.

- The ability to **recruit and retain necessary staff and volunteers** was on the borderline between getting better and getting worse. 26% saw no change with room for improvement.
- The ability to **raise funds from diverse sources** improved slightly overall. 29% saw no change with room for improvement.
- Having a **network of peers to learn from** got somewhat better overall; 32% of staff and 20% of leaders saw their network as a strength.
- 20% of leaders saw their ability to engage in activities that **improve the organization and its management** as a strength.

- 20% of respondents saw their organization’s use of consultants as an area with no change and room for improvement (unchanged from 2017).
- Organizations’ access to **funding that supports organizational improvements** got slightly worse overall; 37% saw no change with room for improvement.

WHAT SURVEY RESPONDENTS ARE REQUESTING

- **Increased funding** was the most-commonly cited area in which improvement would make a significant difference in the organization’s ability to accomplish its work.
- Fund development areas identified for improvement:
 - Board engagement in fund development (53 responses)
 - Fund development planning (44)
 - The ask (44)
 - Grant proposals (41)
 - Individual donors (37)
 - Planned giving (37)



LEADERSHIP AND MANAGEMENT: NONPROFITS ARE WELL-MANAGED WITH EFFECTIVE LEADERSHIP AND EQUITABLE POLICIES AND PRACTICES.

- Leaders’ ability to **effectively balance work and other life activities** decreased somewhat in 2017 and 2018. 25% saw this as a strength in 2018, which was double the previous year.
- Leaders’ ability to **address bigger challenges** in their organization increased somewhat overall; however, over 25% saw no change, with room for improvement. Established leaders’ ability to provide leadership to **resolve current challenges** faced by their organization increased somewhat; 38% of established leaders saw this as a strength.
- The ability to implement effective practices to ensure all **employees are treated fairly and equitably** increased somewhat. There was a huge leap in those who saw this as a strength: 46%.
- Number of **current board members** needed for the organization (i.e. board capacity/size) has gotten somewhat worse; nearly 25% saw no change with room for improvement. This mirrored the 2017 Nonprofit Survey responses.
- Boards’ use of **effective governance practices** also decreased somewhat overall.
- Board members’ ability to **fulfill the responsibilities** and expectations of being a board member decreased somewhat overall, while nearly 25% saw this as a strength.

WHAT SURVEY RESPONDENTS ARE REQUESTING:

- **Board development** was among the top 3 most requested areas in both 2017 & 2018.



ADVOCACY: NONPROFITS ADVOCATE EFFECTIVELY WITH PUBLIC AND PRIVATE DECISION MAKERS

- Having **basic tools for advocacy** increased somewhat in 2018, from leaders, board/staff and organizations.
- 25% saw their organization's **engagement in advocacy activities** as a strength, while 20% of respondents saw this as an area that has stayed the same with room for improvement.
- The number of leaders who saw their ability to engage in advocacy activities as a strength decreased by almost half.
- Organizations with budgets of \$100,000 to \$249,000 saw the least **increase in advocacy activities**, while those with budgets of \$5 to \$9.9 million saw the greatest increase.

WHAT SURVEY RESPONDENTS ARE REQUESTING:

- While advocacy is seen as an organizational strength for some, it is an ability with room to grow. Leaders may be discouraged by some recent efforts, and organizations with significant resources are dedicating more effort to advocacy. There was not a specific, strong request for services to support advocacy work.



COLLABORATION: NONPROFITS COLLABORATE ON ADDRESSING ROOT CAUSES AND/OR MAKING SIGNIFICANT CHANGE IN THEIR AREA OF WORK

- 27% saw no change in their **organization's ability to collaborate effectively** with room for improvement, however 25% of leaders/managers saw their own ability as a strength.
- 27% of **staff and boards** saw no change in their understanding of how to **collaborate effectively** with room for improvement; none saw it as a strength.

WHAT SURVEY RESPONDENTS ARE REQUESTING:

- Whether reflecting on their own abilities as staff or board members, or thinking about their organization's abilities, a significant number of respondents identify collaboration as an area with room for improvement. Impact Monterey County's Sustainability Committee will offer [Leadership for Community Transformation](#) in 2019, has the potential to strengthen existing collaborative efforts.



CENTER FOR NONPROFIT EXCELLENCE (CNE)

196 local nonprofit organizations engaged in one or more offering from CNE in 2018.

Overall, Nonprofit Survey respondents saw the work of CNE as somewhat useful (mean score was 3.96 out of 5.)

Most useful:

- Grant plus capacity building programs
- Informal consulting with CNE staff
- Peer Learning

Least useful: Nonprofit Consultant Directory

WHAT SURVEY RESPONDENTS ARE REQUESTING:

Topics not related to fund development that were requested most frequently were:

- Communications and marketing (39)
- Board development (34)
- Board recruitment (32)
- Strategic thinking/planning (25)
- Volunteer management (24)
- Transitions and succession planning (22)