

# 2019 NONPROFIT SURVEY REPORT



The annual Nonprofit Survey seeks to take the pulse of the local nonprofit community, specifically in relation to resources, leadership, management, advocacy and collaboration. The survey also helps the Center for Nonprofit Excellence (CNE) of the Community Foundation for Monterey County understand better 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 October 2019 survey had 162 anonymous responses. It asked individuals associated with local nonprofits about changes observed over the past year in their ability to do their work and areas they would like to improve. Improvements were reported in 84% of organizational and personal abilities.

# of respondents by role	
Executive Director	58
Management or Senior Staff	34
Staff member	19
Board member	41
Volunteer	7

Budget size	
Less than \$100,000	29
\$100,000 to \$249,999	26
\$250,000 to \$499,999	29
\$500,000 to \$999,999	14
\$1,000,000 to \$4,999,999	46
\$5,000,000 to \$9,999,999	11
More than \$10,000,000	4

## RESULTS BY KEY AREAS

Survey results are grouped under four key areas the Center for Nonprofit Excellence identified as building blocks or nonprofits developing 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** got somewhat worse. Over 26% saw no change with room for improvement. There seem to be differences based on mission type, with Health & Human Services organizations scoring lower than others. Those organizations that have interacted with CNE scored significantly higher than those that did not.
- Having a **network of peers to learn from** increased somewhat for EDs and managers but decreased somewhat for staff.
- Organizations’ access to **funding that supports organizational improvements** got somewhat worse overall; 40% saw no change with room for improvement. There were differences based on the role the respondent plays in the organization (e.g. volunteer vs. executive). Organizations

that interacted with CNE scored significantly higher than those that did not.

- Organizations' ability to **raise stable funds from diverse sources** increased somewhat. Nearly 28% saw no change with room for improvement, however. Those with no contact with CNE scored lower.

## WHAT SURVEY RESPONDENTS ARE REQUESTING

Many reflected on the need to increase staff and staff retention to address emerging opportunities. With regard to fundraising training topics, the following areas were most often identified for improvement (by number of requests):

- The Ask (59)
- Board engagement in fundraising (59)
- Individual Donors (59)



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

Issues related to **diversity, equity and inclusion** were of concern to the local nonprofit community.

- The use of effective practices to ensure that **nonprofits do not replicate** (within the organization) **the inequities seen in society at large**, which was seen as an area with room for improvement by 32% of respondents. Also noted were staff and volunteers not being reflective of the community served and the incorporation of community voices in the work.
- Leaders saw their ability to **implement effective practices** to ensure all employees are treated fairly and equitably as a strength, although by a smaller proportion of leaders than last year.

Executive directors saw their ability to incorporate new and effective approaches into their organization as a strength for the second year in row, as well as the ability to support the leadership development of staff.

- Executive directors' **work/life balance** was seen as challenging, especially in experiencing support for their leadership and self-care. In general, established leaders and managers saw their ability to do their job well as a strength.
- Emerging leaders saw the **ability to address bigger challenges** in their organization and the community as an area with room for improvement for the third year in a row. 88% of LEAD Institute graduates expect to be in the nonprofit field for ten years or more.

Boards of Directors saw their ability to fulfill the responsibilities and expectations of being a board member as a strength, as well as their board's use of effective governance practices.

- Interestingly, a significant number of respondents (36%) also saw board members' ability to fulfill their responsibilities and expectations as an area with room for improvement.
- 24% of respondents saw achieving the appropriate number of board members as an area with room for improvement.

## WHAT SURVEY RESPONDENTS ARE REQUESTING:

THE 5 MOST REQUESTED NON-FUNDRAISING AREAS IDENTIFIED FOR IMPROVEMENT INCLUDE THOSE LISTED BELOW.

# of requests	Topic
42	Board development
40	Board recruitment
39	Strategic thinking/planning
25	Transitions and succession planning
24	Communications and marketing

**In responses to open-ended questions about areas of support that would make the most difference to their organization and were not related to fund development or resources, the most frequent responses related to areas were:**

- Additional staff and volunteers (including board members)
- Stronger commitment from board members & board recruitment
- Marketing/communications and advocacy
- Strategic planning/strategic thinking

**In responses to open-ended questions about, the most frequently mentioned areas that would make a difference to the respondent in their role were:**

- Leadership, including succession planning
- Diversity, equity and inclusion in all aspects of the organization and its work
- Technology upgrades



### **ADVOCACY: NONPROFITS ADVOCATE EFFECTIVELY WITH PUBLIC AND PRIVATE DECISION MAKERS**

Board and staff's ability to effectively engage in advocacy decreased somewhat; 24% of leaders and managers reported this area as one with no change and room for improvement.

## WHAT SURVEY RESPONDENTS ARE REQUESTING:

Managers and leaders (and some board members) are more likely to be engaged in advocacy and systems change work than staff. The engagement with advocacy also varies by organization. Specific requests for support in the area of advocacy were minimal.



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

- While **organization's ability to collaborate effectively** got somewhat better overall, 27% saw no change with room for improvement.
- There seems to be a difference in perspective depending on the role of the respondent. Over 25% of **staff and boards** saw no change in their understanding of how to **collaborate effectively** with room for improvement, while over 25% of **leaders and managers** reported this 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 continue to offer [Leadership for Community Transformation](#) in 2020, which has the potential to strengthen existing collaborative efforts.



### **CENTER FOR NONPROFIT EXCELLENCE (CNE)**

151 local nonprofit organizations engaged in one or more offering from CNE in 2019.

Overall, Nonprofit Survey respondents saw the work of CNE as pretty useful (mean score was 4.07 out of 5.)

Most useful:

- Informal consulting with CNE staff
- LEAD Institute
- Grant plus capacity building programs

Least useful: Nonprofit Consultant Directory

### **WHAT SURVEY RESPONDENTS ARE REQUESTING:**

- Several nonprofits are seeking more unstructured, yet strategic networking opportunities from CNE. This is often named as a valuable element of in-person workshops by those who attend.
- There were also requests for help connecting board members with nonprofits.
- The organizations with the smallest budgets that interacted with CNE seem to be less able to use consultants effectively in their work.
- Leaders' knowledge and confidence in how to access funding for their organization increased somewhat. And the average number of uses of CNE's online funding resources has gone up over 3 years, with usefulness score increasing to 4 of 5.