

Nonprofit Infrastructure Services

NEEDS ASSESSMENT SURVEY



PRELIMINARY REPORT

CREATIVE COLLABORATIONS

MAY 2009

Creative Collaborations supports progressive nonprofit and community organizations by freeing up staff and volunteer time to focus on their mission. We do this by supporting collaborations, sharing resources, and helping to reduce organizational costs through pooling administrative activities.

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Preface

Creative Collaborations is a nonprofit based in Seattle, WA, with the mission of building organizational capacity through collaboration, resource sharing, and pooling administrative activities – specifically for small-to-midsized nonprofits and coalitions working toward social change. (For more information about the importance of organizational capacity building and specific services we provide, please see Appendices O and P.)

Creative Collaborations was formed out of the desire to free up nonprofit staff and volunteer time to focus on their missions, passions, and strengths. Over and over, we saw nonprofit leaders wanting to reduce their administrative overhead, and nonprofit staff wanting to focus their passions on fulfilling their missions and building their skills.

And yet too much time and energy is spent on and drained by routine, non-mission-related, yet essential tasks. For the organization with an office: who will buy the toilet paper? Where's the cheapest place to get toilet paper? Should we go with organic or cheap? How much staff time should we spend on this decision? Is it fair to ask a volunteer to pay for the toilet paper up-front and wait for reimbursement, or should a director with a corporate card make the run? For the all-volunteer organization: who has the outreach materials? Is this printed version the most recent? Do we have an editable electronic version? Who has the money to get it printed? Who did the research last time to figure out which copy store is the cheapest, and is there a record of that research anywhere?

No doubt there is much work to be done to develop viable solutions that address the infrastructure needs of nonprofits. Our first step was to conduct a needs assessment survey in 2008. Creative Collaborations is excited to share this report of our survey results with you, and we hope you'll find it useful in your work as a nonprofit or with nonprofits.

A word of caution: this report is a *preliminary* look at nonprofit infrastructure needs based on initial survey responses from 38 organizations. While we believe this report captures essential information about nonprofit infrastructure needs, we also recognize that it is not complete – especially in representing the needs of small organizations. As we continue to survey nonprofits, we hope to more thoroughly identify gaps in infrastructure support.

But for this, we need your help.

If you currently work at a nonprofit and have not taken our survey, we seek your assistance and input. We also invite technical and technology assistance providers and consultants to join the dialogue. If you're interested in learning more about working with nonprofits to develop collaborative solutions, please contact us.

Finally, finishing the interviews and focus groups and producing the final report will take more resources. If you find this interim report useful and are interested in supporting the remaining work – more surveys, focus groups, and the final report, please contact us.

We can be reached at info@ccnpa.org. We thank you for your interest, and we're excited to collaborate with you to strengthen our nonprofit sector.

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Executive Summary

In early 2008, Creative Collaborations conducted a web-based survey of nonprofits. The data presented in this preliminary analysis are from the 38 complete responses gathered, the vast majority of which were from Washington State. Respondents ranked their infrastructure needs across five different categories: Benefits and Insurance; Financial; Operations; Technology and Communications; and Facilities, Supplies, and Printing.

Highlights:

Human Resources: HR services topped the list of high demand areas. Included in HR were needs associated with finding new employees and volunteers, including (executive) search assistance and help deploying networks to locate the best possible employees; and assistance developing HR policies. Most groups indicated a need for some HR help, however not to the extent of needing a full time HR person on staff.

Design and Communications: In this area, we note that organizations know whom they want to reach, including supporters and clients, but not necessarily the best way to reach them. Organizations felt comfortable with initiating a presence on the web, but felt they needed help updating websites and keeping content fresh.

Information Sharing: Regarding information sharing, start-up organizations especially report high need for surveying and conducting needs assessments, and most organizations expressed a desire for a customized list of potential resource collaborators.

IT/Data: The IT/Data section included topics ranging from identifying IT needs, creating a technology plan, and procuring hardware and software to administering online systems and databases. While some of these services are available through existing technology assistance providers, many respondents using these providers found the services too expensive or not tailored to their needs, or they were unfamiliar with their options.

Accounting/Procurement: In this area, we note that organizations recognize the need for improved accounting, auditing, financial, and tax reporting of their organizational activities, but securing these services is too often cost prohibitive. Recent legislative and regulatory changes in nonprofit tax and reporting requirements will no doubt further challenge organizations beyond their financial and administrative capacities. Regarding procurement, interestingly, choosing environmentally friendly product vendors, getting bulk rates, and lowering printing and copying costs topped the needs in this area.

Hierarchy of Needs: We asked groups to indicate whether their needs were high, medium, or low-level. Perhaps predictably, small organizations were far more likely to rank needs in the 'high' category than midsize or large organizations. None of the large groups ranked any need in the "high" category. Medium sized organizations mainly had needs related to staffing, including HR needs and benefits.¹

Surprises:

Collaboration/Partnering: The surprise here was that demand wasn't higher: it topped out in the medium range. While funders and intermediaries see the need for and benefits of collaboration, organizations clearly do not place high value in it. Why? In some cases, organizations may fear losing power and autonomy in moving mission-related priorities,

¹ It's worth noting that relatively few small organizations responded to the survey, perhaps because they didn't have time, capacity, or incentive (e.g., funds) to complete it, they were unaware of it, or they do not yet know enough to know what they need.

particularly when collaborating organizations differ in size and budget, and are at different stages in their organizational development life cycle. In some cases, some needs (such as assistance scheduling meetings) may also have been rated low because it was primarily executive directors who completed the surveys; service-level/line staff may have given different responses. In still other cases, collaboration may mean stretching already thin resources, especially during the initial workload.

Project Management: This area was also not rated high. This may be because organizations “don’t know what they don’t know” – they don’t have direct experience with project management or professional project managers and don’t know what such a service could do for their organization. While project management might be most helpful in cross-organization collaboration, it is possible that respondents were only considering intra-organization needs.

Benefits: We were pleasantly surprised that more benefits are being offered by more nonprofits than we initially expected. Less surprising was the fact that only the largest organizations were satisfied with the benefits they could offer their employees.

Next Steps:

Because of the small sample size represented in this preliminary report, it is imperative that we conduct outreach to increase the number of responses. Throughout the survey process, we have been compiling lists of additional research questions that will help us to understand better the opportunity and challenge of working in this area. We intend to distribute a second round of surveys targeting (but not limited to) small organizations that ask more detailed questions about satisfaction with current services and current costs.

We will also hold focus groups and conduct one-on-one interviews with small and midsize nonprofits that expressed interest in continuing the conversation.

And finally, to represent the breadth of needs within nonprofits, we will solicit responses from staff at all levels of organizations rather than just the leadership.

Our intent is to finish collecting data and produce a final report by November 2009.

Design and Methodology

Creative Collaborations held over 50 interviews and discussions with nonprofit executive directors, administrative personnel, consultants, board members, funders, and technical and technology assistance providers in order to assess interest in developing and delivering shared infrastructure and administrative services (Appendix D / Table 3). These preliminary discussions and interviews helped us identify major areas of need for support services and informed our survey topic areas.

We administered the survey using Survey Monkey, a web-based survey tool. Random sampling proved unfeasible given limited resources. As a result, we depended on viral marketing through existing nonprofit networks to distribute the survey using email links and through a survey link on our website. We sent email messages to nonprofit staff, nonprofit consultants, foundation staff, and technical assistance providers and nonprofit support organizations in order to help us locate our targeted nonprofit organizational respondents.

Reporting Survey Results

Nonprofits will have different infrastructure needs depending on a variety of dimensions such as annual budget and staff size, geographic location, mission, constituency, function/strategy, or stage of organizational development. Therefore, segmenting the nonprofit sector along these dimensions is useful because the opportunities for infrastructure-related collaborations look different depending on an organization's position on each of these dimensions.

Based on the results of this survey, and for the purposes of this preliminary report, we have segmented organizations by annual budget size.² The segments in this report are as follows:

Segment 1: Start-up organizations or informal community groups with annual budgets less than \$100K;

Segment 2: Small-to-Midsize Organizations with annual budgets between \$100K and \$1M; and

Segment 3: Large Organizations with annual budgets over \$1M.

These preliminary results include the following number of organizations in each segment:

Segment 1: **7 organizations**

Segment 2: **19 organizations**

Segment 3: **12 organizations**

Demand and Nonprofit Need

Nonprofit need may be determined in a variety of ways, including but not limited to the following criteria: how the nonprofit perceives the needs; how much the nonprofit is willing to pay (in dollars or staff time) for related services; and how the nonprofit prioritizes those needs in relation to other needs of the organization.

² We recognize that this is a very crude categorization that misses the other important collaboration categories. As we collect more data in the future, we will continue to examine and segment based on factors that differentiate organizational infrastructure needs.

In this preliminary report, we assessed nonprofit need using two steps.³ First, we tallied how many organizations in each segment have an interest in exploring solutions other than those they currently employ. Second, we calculated the percentage of the total number in that segment represented by the tallied amount. We defined demand as high, medium, or low based on the following criteria⁴:

High	More than 2/3 of the respondents identified product/service as a need
Medium	More than 1/3, but less than 2/3 respondents identified product/service as a need
Low	Less than 1/3 of the respondents identified product/service as a need

Figure 1 Criteria used to classify demand as high, medium, or low.

For each question, the survey data are displayed using the table format shown below:

	[Topic] Demand by Nonprofits (for various infrastructure services or assistance)		
Organization Budget Size	High	Medium	Low
< \$100K			
\$100K – \$1M			
> \$1M			

³ As we continue to collect data for the final report, we will develop a more comprehensive, multi-faceted approach to determining nonprofit need and demand for services.

⁴ Percentages are calculated based on number of respondents who answered each question, not on total number of survey participants.

Characteristics of Participants

Geographic Distribution

Thirty-eight organizations (Appendix B / Table 1) are represented in this report. 92% of the respondents are from Washington State, 84% from Seattle (Appendix F / Table 5).

Out-of-state respondents are kept in the tabulations for three reasons:

1. Including out of state responses did not appear to introduce any bias into the answers;
2. We believe the feasibility of collaborative opportunities are constrained not by geographical location but by how the collaboration is designed and by which organizations are collaborating (i.e., commonalities in the annual budget and staff size, mission, constituency, function/strategy, or stage of organizational development); and
3. We hope the survey itself will inspire, or continue to inspire, a national dialogue on how better to support nonprofits across the country.

Organizational Representatives - Survey Takers

The majority of the respondents hold director-level positions within their organizations (Appendix C / Table 2). This has both advantages and disadvantages in terms of understanding nonprofit infrastructure needs.

On the one hand, leadership support is critical for organizational change, and the high number of directors taking the survey may be a signal that organizations are exploring options for collaborating on, consolidating, and streamlining their internal operations. Additionally, directors' decision-making authority and responsibility presumably stretch beyond their programming areas into administrative activities such as budgeting, purchasing, and human resource management.

On the other hand, survey responses are likely to be highly dependent on, among other things, how close and/or personally affected respondents are to the given activity in question. And the size, structure, and management styles of an organization influence how roles and responsibilities are distributed between directors and service/line-level staff. This distribution of roles and responsibilities among staff will influence how they prioritize infrastructure and administrative needs. For example, to the extent that service-level staff are more likely to be ones finding meeting rooms and coordinating meetings, they may be more inclined than directors to view these activities as high-priority.

Therefore, we note that the relative absence of service/line-level staff may skew these survey results. We intend to correct for this lack in future survey distributions.

Organizational Information

Infrastructure capacity needs vary greatly based on these organizational characteristics. Besides collecting information about infrastructure needs, our survey also included an optional post-survey section that gathered information on the characteristics of the participating nonprofits. Of the 38 participating nonprofits, 24 completed the post-survey section (Appendices A - N). Appendix A gives an organizational breakdown of our respondents.

Who's Missing?

As of May 2007, 55,006 nonprofit organizations were registered with the Washington State Secretary of State's Nonprofit Corporations Division. Of those, 27,811, or just over half, are small organizations with assets of less than \$100K (Executive Alliance: Nonprofits in Washington – May 2007).

Yet, the greatest dearth in our survey responses is from small organizations and from organizations serving immigrant communities and communities of color. This is hardly surprising: first, these organizations are likely to be resource-strapped; seeing potentially no immediate benefit to filling out our survey could be a barrier to their engagement. Second, grassroots organizations often rely on culturally and linguistically specific, relationship-dependent organizing and communication tools to build trust and relationships with unknown entities. They may not use the “usual” marketing materials and strategies that non-constituents would use to locate or contact them. For these reasons, sending a relatively anonymous email requesting survey participation may not be the most effective way to reach or hear from such organizations and communities.

For the purposes of this preliminary report, it is worth recognizing the patterns within small organization survey responses; however, because so few small organizations responded, only further data collection will allow us to be confident that the patterns are representative of infrastructure demand for that organizational segment.

Findings

Benefits & Insurance

Medical, Dental, Vision Benefits

Many nonprofit organizations are working to increase the benefits they offer their employees. Organizations appear to reach a threshold - a combination of budget and number of employees – at which they provide benefits for employees. However, even if an organization can afford health care benefits, the plans are often not comprehensive enough or low-cost enough to satisfy employees.

PRELIMINARY RESULTS

Despite a common societal assumption that benefits are scarce in the nonprofit sector, we were surprised to find that most of the organizations surveyed, 76%, offered medical benefits. The percentage that also offered dental and vision benefits dropped dramatically to 57% and 48% respectively.

Of the 29 organizations offering medical benefits, 34% were happy, 55% were neutral but interested in a better deal, and 10% were unhappy.

Of the 16 organizations that indicated they were ‘neutral but interested in a better deal,’ 7 completed the optional survey section of the survey. All 7 have fewer than 10 employees, 4 organizations have 3 or fewer

employees, and one is an all-volunteer organization. Of the 4 with fewer than 3 employees, one organization’s budget range is \$100K-\$249K, and 3 have budgets in the \$250-\$499K range.

Offer Medical Insurance Benefits?	% of Orgs	# of Orgs
Yes	76.3%	29
No, but I'm interested (possibly in next 12 mos)	7.9%	3
No, and I'm not interested (SKIP to next question)	15.8%	6
	Total	38

ADDITIONAL ANALYSIS AND COMMENTS

Four organizations offer reimbursements for individual health care plans, stipends, or access for their employees to subsidized government health care.

Respondents in government offices are interested in leveraging government benefits to get coverage on behalf of their partners, affiliates, and network.

SUMMARY OF NONPROFIT NEEDS

- To have lower cost options (for both the organization (premiums) and the employee (co-payments, deductibles))
- To have a greater breadth of plan options (such as plans that include wellness plans, naturopathic care services, providers who are knowledgeable in trans health care, and/or providers who can be accessed through self-referrals or out of network.)
- To have family care coverage options
- To have dental and vision benefits included in health care packages

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Medical, Dental, Vision Benefits Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<input checked="" type="checkbox"/> Accessing medical, dental, and vision benefits <input checked="" type="checkbox"/> Higher quality, more options, lower price benefits package	
\$100K - \$1M	<input checked="" type="checkbox"/> Higher quality, more options, lower price benefits package		
> \$1M		<input checked="" type="checkbox"/> Higher quality, more options, lower price benefits package	

Retirement

Nonprofit organizations are definitely seeing the benefits of offering a retirement plan to their employees, if only to make the organization a more attractive and competitive employer in the marketplace. Nevertheless, employees are highly dissatisfied with the retirement plans that are offered. And small-to-midsize employers are especially frustrated at not having access to more desirable programs because of the prohibitive administrative costs.

PRELIMINARY RESULTS

Sixteen organizations, or 45.7%, offer retirement benefits to their employees. Of those 16, fewer than half are satisfied with their current retirement benefits package, and 25% are unhappy. Another 13 organizations are interested in providing retirement benefits within the next year.

In total, 22 organizations are either less than satisfied with their retirement benefits package or are interested in providing retirement benefits.

ADDITIONAL ANALYSIS AND COMMENTS

A number of nonprofits indicated interest in offering more options - traditional 403(b) plans or 401(k) plans, as well as employer-employee matching. However, they also emphasized that the administrative costs were prohibitive. Many organizations expressed interest in matching retirement funds, but lacked the financial capacity to do so.

One organization has a long vesting period (six years) that far exceeds the modern realities of nonprofit employee turnover.

SUMMARY OF NONPROFIT NEEDS

- Administrative support to research, set up, and maintain retirement benefits programs
- Pre-tax retirement programs
- Lower administrative fees
- Lower setup costs
- An array of fund choices (e.g., plans emphasizing socially responsible investing, mutual funds, 403(b), 401(k), IRA, etc.)
- Plans that provide access to employees regardless of the size of the organization

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Retirement Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			<input checked="" type="checkbox"/> More competitive, lower price retirement benefits package (29%)
\$100K - \$1M		<input checked="" type="checkbox"/> Access to retirement benefits <input checked="" type="checkbox"/> More competitive, lower price retirement benefits package (63%)	
> \$1M		<input checked="" type="checkbox"/> More competitive, lower price retirement benefits package (58%)	

COMMENTS FROM THE SURVEY

“Salaries are low ... that few employees take advantage of the opportunity.”

“Our retirement benefits are laughable.”

“Actually, I have no idea. The odds of me retiring with this company are slim to none.”

“We don't have any plan so being able to offer something would be good for employee morale. Our staff tends to be younger and less focused on building retirement vs. other benefits, but they'd take advantage of what's offered. Somewhat older employees are very interested in retirement benefits.”

“Need to have HR expertise / capacity to do research to identify options and what is feasible. As ED who wears many hats, this is low on list of priorities for my time -- but a big issue nonetheless.”

Other Insurance

In this section, our aim was to determine how many organizations offered their employees short-term disability, accident, and/or life insurance, as well as how many organizations retained liability and Directors' & Officers' insurance. Thirty-one organizations answered questions about employee and organization insurance coverage.

PRELIMINARY RESULTS

The majority of the nonprofits that offered or retained these insurance policies were happy with the services they have.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Other Insurance Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			
\$100K - \$1M		<input checked="" type="checkbox"/> Accident (42%) <input checked="" type="checkbox"/> Life (47%) <input checked="" type="checkbox"/> Short-term disability (58%)	<input checked="" type="checkbox"/> Director's & Officers' (32%) <input checked="" type="checkbox"/> Liability (26%)
> \$1M			<input checked="" type="checkbox"/> Short-term disability (17%) <input checked="" type="checkbox"/> Accident (1%) <input checked="" type="checkbox"/> Life (25%)

Financial

Fiscal Sponsorship

Small organizations that are addressing gaps in community services don't have the funds or infrastructure to handle standard operational activities like accepting donations, issuing reimbursements, or writing checks. Organizations in this position often seek or need the support of a fiscal sponsor, an organization with existing 501(c)(3) status. Fiscal sponsorships come in different forms depending on the contractual agreements made between the two organizations, and typically include: (1) enabling the sponsored organization to receive grants and tax-deductible donations; and (2) handling one or more operational activities. Finding an appropriate fiscal sponsor is complicated by the types of activities (e.g., lobbying) in which an organization intends to engage.

In this section, we wanted to find out how many organizations are or have been fiscally sponsored by another organization and what their experience was.

PRELIMINARY RESULTS

Most survey respondents were neither interested in fiscal sponsorship services nor had been fiscally sponsored. This is likely due to the relatively low number of respondents with organizational budgets under \$100,000.

Nine organizations indicated that they are or have been fiscally sponsored and 4 said they were interested, 5 were happy, 4 were neutral and interested in a better deal, and 1 was unhappy.

NONPROFIT SECTOR NEEDS

Fiscally sponsored organizations have needs that run the gamut from performing all nonprofit infrastructure and administrative activities to simply processing incoming checks.

Another area identified by respondents as critical to the success of fiscal sponsorships is the need for fiscal sponsorship contracts to clearly define the roles and responsibilities of each party, fiscal sponsorship fees, and a communication plan. Additionally, both the sponsoring and sponsored members need training to support the communication and project management protocols between the two organizations.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

		Fiscal Sponsorship Demand by Nonprofits		
Organization Budget Size	High	Medium	Low	
< \$100K	<input checked="" type="checkbox"/> Need fiscal sponsorship to process donations, write checks, submit grants with 501(c)(3) eligible sponsor (75%)			
\$100K – \$1M				
> \$1M				

Bookkeeping and Accounting Management

In this section we explore bookkeeping and accounting needs. We include activities such as booking, producing financial statements, processing payroll, completing tax returns, and conducting audits.

PRELIMINARY RESULTS

Twenty-eight organizations responded to questions about bookkeeping and accounting needs. Of those, 17 organizations expressed interest in less costly services for conducting audits; 15 in assistance with tax returns; 14 in securing a bookkeeper or getting more time from their bookkeeper; 13 in having their financial statements produced; and 12 in processing payroll.

NONPROFIT SECTOR NEEDS

- Information about specific not-for-profit accounting procedures and tax rules.
- More cost effective ways to run the organization or suggestions for changes in the organizational structure
- Organizing financial hard files

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

		Bookkeeping & Accounting Demand by Nonprofits		
Organization Budget Size	High	Medium	Low	
< \$100K	<input checked="" type="checkbox"/> Completing tax returns (86%) <input checked="" type="checkbox"/> Producing financial statements (71%) <input checked="" type="checkbox"/> Bookkeeping (71%)	<input checked="" type="checkbox"/> Scanning and copying your receipts (43%) <input checked="" type="checkbox"/> Processing payroll (43%) <input checked="" type="checkbox"/> Administering online access to your financial software (43%) <input checked="" type="checkbox"/> Conducting audits (43%)		
\$100K - \$1M		<input checked="" type="checkbox"/> Completing tax returns (43%) <input checked="" type="checkbox"/> Bookkeeping (37%) <input checked="" type="checkbox"/> Conducting audits (58%)	<input checked="" type="checkbox"/> Producing financial statements (32%) <input checked="" type="checkbox"/> Processing payroll (32%) <input checked="" type="checkbox"/> Scanning and copying your receipts (11%) <input checked="" type="checkbox"/> Administering online access to your financial software (11%)	
> \$1M			<input checked="" type="checkbox"/> Conducting audits (25%) <input checked="" type="checkbox"/> Processing payroll (25%) <input checked="" type="checkbox"/> Bookkeeping (17%) <input checked="" type="checkbox"/> Administering online access to your financial software (17%)	

COMMENTS FROM THE SURVEY

“Open to a collaborative arrangement, if that option would be better than current arrangement and achieve some savings.”

Credit and Financial Services

In this section, we explore nonprofit needs around credit and financial services. The survey included activities such as finding financial services such as banking, credit lines, purchasing cards, etc.

PRELIMINARY RESULTS

Fifteen organizations responded to this section of the survey. No category received interest levels over 50% from respondents. The two highest-ranking categories, finding a good bank and making long-term investments, were of interest to just less than half of the respondents.

There may be several reasons for this: first, start-up organizations may have more needs around merchant credit card processing services, short-term loans, cash management training, finding online payment services, and so on, than the more mature organizations more represented here.

Second, progressive nonprofit organizations may not be invested in or value financial services, and therefore may not know how credit and financial services can benefit their organization. Also, nonprofit staff may perceive aspects of lending (such as credit lines, and procurement cards) and finance as having too much risk to invest in.

Third, financial institutions have historically been reluctant to lend to or invest in the nonprofit sector. Some socially responsible financial institutions indicated that one of the biggest barriers to lending to nonprofit institutions is the lack of proper financial statements.

NONPROFIT SECTOR NEEDS

- Basic financial training – specifically related to individual strategies regarding retirement plans and options, organizational risk management, and organizational investment options
- Educating funders and nonprofits on the importance of maintaining financial safety reserves, especially for local or regional emergencies such as natural disasters. Facilitating dialogues on collaboratively maintaining financial safety reserves – without compromising nonprofits' desires to serve the immediate needs of their communities.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Credit and Financing Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			<input checked="" type="checkbox"/> Obtaining merchant credit card processing services (29%) <input checked="" type="checkbox"/> Making short-term investments (14%) <input checked="" type="checkbox"/> Cash management training (14%)
\$100K – \$1M			<input checked="" type="checkbox"/> Finding a good bank (32%) <input checked="" type="checkbox"/> Making long-term investments (32%) <input checked="" type="checkbox"/> Making short-term investments (26%) <input checked="" type="checkbox"/> Obtaining a line of credit (26%) <input checked="" type="checkbox"/> Obtaining short-term loans (less than 1 year) (21%) <input checked="" type="checkbox"/> Obtaining long-term loans (1 year or more) (21%)
> \$1M			<input checked="" type="checkbox"/> Finding a good bank (8%) <input checked="" type="checkbox"/> Making long-term investments (8%) <input checked="" type="checkbox"/> Obtaining purchase cards with credit limits (8%) <input checked="" type="checkbox"/> Obtaining merchant credit card processing services (8%) <input checked="" type="checkbox"/> Exploring micro-credit financing options (8%)

COMMENTS FROM THE SURVEY

“Need consultation/advice/assistance in financial strategy - financial and strategic turn-around.”
 “Financial training for my board and myself.”

Operations

Human Resources

In this section we explore needs around human resource management services. We include activities such as providing consultation in recruiting, interviewing, hiring, evaluating, and terminating processes. This section also includes assisting in areas of policy and procedure development.

PRELIMINARY RESULTS

Only 5 out of 33 respondents are completely satisfied with their current volunteer recruitment, screening, management, recognition, and evaluation systems. Twenty-five out of 33 respondents were interested in exploring options or expected that they would be interested within the next 12 months. Similarly, only 7 out of 33 respondents were satisfied with their processes around staff hiring (sending out recruitment announcements, application screening, conducting satisfaction/exit surveys), while 23 were interested in exploring options or interested in those services possibly within the next twelve months.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Human Resources Management Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K	<input checked="" type="checkbox"/> A system for volunteer recruitment, screening, management, recognition and evaluation (100%) <input checked="" type="checkbox"/> A system for hiring staff, incl. recruitment announcements, application screening, satisfaction/exit surveys (71%)		
\$100K - \$1M	<input checked="" type="checkbox"/> A system for volunteer recruitment, screening, management, recognition and evaluation (79%) <input checked="" type="checkbox"/> A system for hiring staff, incl. recruitment announcements, application screening, satisfaction/exit surveys (68%)		
> \$1M		<input checked="" type="checkbox"/> A system for hiring staff, incl. recruitment announcements, application screening, satisfaction/exit surveys (42%)	<input checked="" type="checkbox"/> A system for volunteer recruitment, screening, management, recognition and evaluation (25%)

Meetings

In this section, we explore nonprofit needs regarding support for managing meetings with organizational partners and collaborators. Meeting management for partnerships and collaborations includes activities such as scheduling and coordinating meetings, facilitating meetings, recording meeting minutes, and distributing minutes to participants.

PRELIMINARY RESULTS

Eight out of 10 organizations responding to questions in this section indicated interest in having someone recording and distributing meeting minutes. Half of the respondents indicated interest in having someone scheduling, coordinating, and facilitating meetings.

NONPROFIT SECTOR NEEDS

- Recording, consolidating, and distributing meeting minutes and making them accessible in a secure online document repository
- Online, on-demand meeting facilitation and recording training

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Meetings Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			<input checked="" type="checkbox"/> Facilitating meetings (e.g., information/presentation, problem-solving, decision-making, planning & evaluation) (29%) <input checked="" type="checkbox"/> Recording and distributing meeting minutes (29%) <input checked="" type="checkbox"/> Scheduling and coordinating meetings (14%)
\$100K – \$1M			<input checked="" type="checkbox"/> Recording and distributing meeting minutes (21%) <input checked="" type="checkbox"/> Scheduling and coordinating meetings (16%) <input checked="" type="checkbox"/> Facilitating meetings (11%)
> \$1M			<input checked="" type="checkbox"/> Recording and distributing meeting minutes (17%)

COMMENTS FROM THE SURVEY

“We may be able to benefit from assistance in any of above, but only in selected circumstances. For example, I am running a community planning process right now -- but am doing it with no additional staff support for these meetings.”

Project Management

In this section, we explore nonprofit needs around project management. Project management includes activities such as determining roles and responsibilities, assisting with project deliverables, coordinating and communicating project plans and status, managing project budgets, and mediating conflicts between stakeholders.

PRELIMINARY RESULTS

Sixteen organizations responded to this section. Eight organizations indicated an interest in getting assistance with project deliverables and facilitating roles and responsibilities. Seven organizations were interested in getting assistance with coordinating and communicating project plans and status, and with administering, managing, and coordinating shared accounting services and financial reporting for projects.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Project Management Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assisting with project deliverables (43%) <input checked="" type="checkbox"/> Administering, managing, and coordinating shared accounting services and financial reporting for projects (43%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facilitating roles and responsibilities (29%) <input checked="" type="checkbox"/> Coordinating and communicating project plans and status (14%) <input checked="" type="checkbox"/> Mediating conflicts and negotiating short term and long term resolutions between stakeholders (14%) <input checked="" type="checkbox"/> Getting new project stakeholders up to speed on the project (29%)
\$100K - \$1M			<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facilitating roles and responsibilities (21%) <input checked="" type="checkbox"/> Coordinating and communicating project plans and status (21%) <input checked="" type="checkbox"/> Assisting with project deliverables (16%) <input checked="" type="checkbox"/> Administering, managing, and coordinating shared accounting services and financial reporting for projects (16%) <input checked="" type="checkbox"/> Mediating conflicts and negotiating short term and long term resolutions between stakeholders (16%)
> \$1M			<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facilitating roles and responsibilities (17%) <input checked="" type="checkbox"/> Coordinating and communicating project plans and status (17%) <input checked="" type="checkbox"/> Assisting with project deliverables (17%) <input checked="" type="checkbox"/> Mediating conflicts and negotiating short term and long term resolutions between stakeholders (17%)

COMMENTS FROM THE SURVEY

“We may be able to benefit from project management support -- as described above, but our ‘project’ needs may not fit model that is implied above.”

“I have an Operations manager who covers many of these things w/ my assistance now, but she is overwhelmed and if I take on too much of it I get quickly bogged down and that is not helpful.”

Policies and Procedure Management

In this section, we explore nonprofit needs around policies and procedure management. Policies and procedure management includes researching best practices in similar organizations; writing, updating, and distributing policies and procedures; facilitating policy and procedure development and evaluation; and training staff and volunteers on policies and procedures.

PRELIMINARY RESULTS

Twenty-two organizations responded to questions about policies and procedure management. Eighteen organizations were interested in getting assistance with researching best practices in similar organizations; 17 in getting assistance with writing, updating, and distributing policies and procedures; 15 in facilitating policy and procedure development and evaluation; and 10 in getting assistance with training staff and volunteers on policies and procedures.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Policy and Procedure Management Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<input checked="" type="checkbox"/> Writing, updating, and distributing policies and procedures (43%) <input checked="" type="checkbox"/> Researching best practices in similar organizations (43%)	<input checked="" type="checkbox"/> Facilitating policy and procedure development (14%) <input checked="" type="checkbox"/> Facilitating policy and procedure evaluation (29%)
\$100K - \$1M		<input checked="" type="checkbox"/> Researching best practices in similar organizations (53%) <input checked="" type="checkbox"/> Facilitating policy and procedure development (58%) <input checked="" type="checkbox"/> Writing, updating, and distributing policies and procedures (53%) <input checked="" type="checkbox"/> Facilitating policy and procedure evaluation (47%)	<input checked="" type="checkbox"/> Training your staff and volunteers on policies and procedures (32%)
> \$1M		<input checked="" type="checkbox"/> Writing, updating, and distributing policies and procedures (33%) <input checked="" type="checkbox"/> Facilitating policy and procedure evaluation (33%) <input checked="" type="checkbox"/> Training your staff and volunteers on policies and procedures (33%)	<input checked="" type="checkbox"/> Facilitating policy and procedure development (25%)

COMMENTS FROM THE SURVEY

“We often contract with facilitators, trainers, and evaluators. Our experience has varied. It would be great to have an extensive listing of people to refer to.”

“We use google groups as of now. It is alright...but not enough people are using it.”

Travel and Transportation

In this section, we explore nonprofit needs around travel and transportation. Travel and transportation includes researching travel and transportation options, finding lower cost travel plans and services, coordinating event logistics (related to lodging, transportation, catering), identifying opportunities for donating travel perks and mileage to nonprofit organizations.

PRELIMINARY RESULTS

Twenty-one organizations responded to questions about travel and transportation. Of these, 16 indicated they would be interested in assistance around getting donated frequent flyer miles; 14 with low-cost travel services as well as finding appropriate event venues; 10 with coordinating event logistics; 9 in making even venue reservations; and 8 in finding low-cost transportation options. Organizations did not demonstrate high interest in help with making travel and transportation arrangements or with coordinating travel and transportation plans: each had 5 or fewer interested organizations.

ADDITIONAL ANALYSIS

Of the 21 organizations answering the travel and transportation questions, 17 completed the post-survey organization profile section. Of those 17, 12 organizations had budgets between \$100k and \$750k; 3 had budgets over \$1M, and 2 had budgets below \$25k. The respondent pool from each budget category is too small to determine whether given travel and transportation services become increasingly critical as organizations grow.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

		Travel and Transportation Demand by Nonprofits		
Organization Budget Size	High	Medium	Low	
< \$100K		<input checked="" type="checkbox"/> Finding appropriate event venues (43%)	<input checked="" type="checkbox"/> Getting donated frequent flyer miles (14%) <input checked="" type="checkbox"/> Finding low-cost travel services (29%) <input checked="" type="checkbox"/> Finding low-cost transportation options (29%) <input checked="" type="checkbox"/> Making event venue reservations (29%)	
\$100K - \$1M		<input checked="" type="checkbox"/> Getting donated frequent flyer miles (58%) <input checked="" type="checkbox"/> Finding low-cost travel services (53%) <input checked="" type="checkbox"/> Finding appropriate event venues (47%) <input checked="" type="checkbox"/> Coordinating event logistics (42%)	<input checked="" type="checkbox"/> Making event venue reservations (32%) <input checked="" type="checkbox"/> Making travel arrangements (21%) <input checked="" type="checkbox"/> Coordinating travel plans (21%) <input checked="" type="checkbox"/> Finding low-cost transportation options (21%) <input checked="" type="checkbox"/> Making transportation arrangements (21%)	
> \$1M		<input checked="" type="checkbox"/> Getting donated frequent flyer miles (33%)	<input checked="" type="checkbox"/> Finding low-cost travel services (17%) <input checked="" type="checkbox"/> Finding low-cost transportation options (17%) <input checked="" type="checkbox"/> Finding appropriate event venues (17%) <input checked="" type="checkbox"/> Coordinating event logistics (17%)	

Technology and Communications

IT & Data

In this section, we explore nonprofit needs around IT and data. IT and data needs include creating a technology plan; identifying IT needs; cleaning up data; desktop and networking support; recycling IT equipment; building reports; migrating data to a new database or application; documenting rules regarding data entry and relationships between fields; procuring IT equipment; finding IT service providers; getting application support; and evaluating and purchasing new software.

PRELIMINARY RESULTS

Twenty-six organizations responded to the questions about IT and data. Nineteen expressed interest in assistance with writing a technology plan; 17 in identifying IT needs and in cleaning up data; 16 in desktop and networking support; 15 in recycling IT equipment; 14 in maintaining data integrity rules and procuring IT equipment; 12 in finding an IT service provider; 11 in help with existing computer applications; and 7 in selecting and implementing new applications.

Organizations also added areas such as website assistance, learning about the organization's existing technology tools; auditing current IT networks; and purchasing specific software.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

IT and Data			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identifying IT needs (57%) <input checked="" type="checkbox"/> Creating a technology plan (43%) <input checked="" type="checkbox"/> Obtaining assistance with office computing needs (local network, desktop PC application) (43%) <input checked="" type="checkbox"/> Obtaining assistance with existing computer applications (43%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Selecting and implementing new applications (14%) <input checked="" type="checkbox"/> Finding an IT service provider (29%) <input checked="" type="checkbox"/> Reporting on your data and creating custom reports (14%) <input checked="" type="checkbox"/> Maintaining data integrity (creating and reviewing data entry rules) (14%) <input checked="" type="checkbox"/> Mapping data (moving data to a new database/application) (29%) <input checked="" type="checkbox"/> Cleaning up data (29%) <input checked="" type="checkbox"/> Procuring IT equipment (14%) <input checked="" type="checkbox"/> Recycling IT equipment (29%)
\$100K - \$1M		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Creating a technology plan (63%) <input checked="" type="checkbox"/> Cleaning up data (63%) <input checked="" type="checkbox"/> Identifying IT needs (58%) <input checked="" type="checkbox"/> Maintaining data integrity (creating and reviewing data entry rules) (53%) <input checked="" type="checkbox"/> Reporting on your data and creating custom reports (53%) <input checked="" type="checkbox"/> Procuring IT equipment (53%) <input checked="" type="checkbox"/> Recycling IT equipment (53%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Obtaining assistance with office computing needs (local network, desktop PC application) (32%) <input checked="" type="checkbox"/> Selecting and implementing new applications (21%) <input checked="" type="checkbox"/> Obtaining assistance with existing computer applications (32%)
> \$1M		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Creating a technology plan (33%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Mapping data (moving data to a new database/application) (25%) <input checked="" type="checkbox"/> Cleaning up data (25%) <input checked="" type="checkbox"/> Reporting on your data and creating custom reports (25%) <input checked="" type="checkbox"/> Procuring IT equipment (25%) <input checked="" type="checkbox"/> Recycling IT equipment (25%) <input checked="" type="checkbox"/> Obtaining assistance with office computing needs (local network, desktop PC application) (25%) <input checked="" type="checkbox"/> Obtaining assistance with existing computer applications (17%)

COMMENTS FROM THE SURVEY

“We currently use *** which has been fabulous, but we can't afford the level of service we need to run efficiently AND IT DRIVES ME NUTS!!!”

“Windows would always be nice. Linux is great but hard when always working with windows products, and Microsoft Office would be helpful.”

Communications Technology

In this section, we explore nonprofit needs around communications technology. Communications technology includes administering and managing stakeholder contact databases, listservs, websites, teleconferencing services, shared calendaring, web conferencing services and online file sharing.

PRELIMINARY RESULTS

Twenty organizations responded to questions about communication technology. Eleven organizations were interested in getting assistance with stakeholder contact databases; 10 in getting assistance with online listservs and shared websites; 9 in teleconferencing services and shared calendaring; and 8 in web conferencing services and online file sharing.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Communications Technology			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<input checked="" type="checkbox"/> Administering, managing, and coordinating shared website (43%)	<input checked="" type="checkbox"/> Administering and managing stakeholder contact database (29%) <input checked="" type="checkbox"/> Administering, managing, and coordinating online listservs (14%) <input checked="" type="checkbox"/> Administering, managing, and coordinating web conferencing services (14%) <input checked="" type="checkbox"/> Administering, managing, and coordinating shared calendaring (online/offline) (29%)
\$100K - \$1M		<input checked="" type="checkbox"/> Administering and managing stakeholder contact database (42%) <input checked="" type="checkbox"/> Administering, managing, and coordinating online listservs (42%)	<input checked="" type="checkbox"/> Administering, managing, and coordinating teleconferencing services (32%) <input checked="" type="checkbox"/> Administering, managing, and coordinating online file sharing (32%) <input checked="" type="checkbox"/> Administering, managing, and coordinating shared website (32%) <input checked="" type="checkbox"/> Administering, managing, and coordinating web conferencing services (21%)
> \$1M			<input checked="" type="checkbox"/> Administering, managing, and coordinating teleconferencing services (25%) <input checked="" type="checkbox"/> Administering, managing, and coordinating web-conferencing services (25%) <input checked="" type="checkbox"/> Administering, managing, and coordinating online file sharing (32%)

COMMENTS FROM THE SURVEY

“We really need website/technical assistance on a sporadic basis. People have suggested *** to us, but we just need minimal help - like someone to manage complications with our website when they come up. It could be as little as just a few hours a month. And we are not a big organization, so there isn't need for networking, or other technical assistance.”

“Would like to identify cheaper teleconferencing provider. (Would like) ideas for more effective and efficient sharing of information among our network.”

“We have 3 locations and help w/ web conferencing would be very helpful for staff meetings and case consults with a guarantee of privacy being very critical. File sharing might be very helpful w/ shared clients, but again, privacy guarantees are critical.”

“E-newsletter communication”

Design, Messaging, Media

Organizations typically evaluate their communications materials at predictable moments in their organizational development: as they move from one stage of expansion to another, or as they re-conceptualize their mission, vision, and values. Small organizations rely on volunteer or low-cost solutions to their communications needs. However, as organizations grow, they require design, communications, and media solutions that have a standardized look and feel, that are easy to locate, and that can be easily modified to reach more or different audiences.

Allowing that design, communications, and media work ought to be personalized to individual organizations, there are still opportunities for organizations to achieve economies of scale in consolidating this type of work.

Design

In this section, we explore nonprofit needs around design. Design includes designing or upgrading websites and marketing and outreach materials; designing and producing newsletters, designing graphics; and designing and conducting surveys.

PRELIMINARY RESULTS

Twenty-four organizations responded to questions around the design, communications, and media services. Twenty-one organizations were interested in getting assistance with designing or upgrading their websites; 18 in getting assistance with designing or upgrading their marketing and outreach materials and with designing and producing newsletters; and 14 in designing graphics and designing and conducting surveys.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Design Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K	<input checked="" type="checkbox"/> Designing or upgrading websites (86%) <input checked="" type="checkbox"/> Designing or upgrading marketing and outreach materials (86%)	<input checked="" type="checkbox"/> Designing and producing newsletters (57%) <input checked="" type="checkbox"/> Designing graphics (logos, etc.) (57%)	<input checked="" type="checkbox"/> Designing and conducting surveys (29%)
\$100K - \$1M		<input checked="" type="checkbox"/> Designing or upgrading websites (63%) <input checked="" type="checkbox"/> Designing and producing newsletters (58%) <input checked="" type="checkbox"/> Designing or upgrading marketing and outreach materials (53%) <input checked="" type="checkbox"/> Designing and conducting surveys (47%) <input checked="" type="checkbox"/> Designing graphics (logos, etc.) (42%)	
> \$1M			<input checked="" type="checkbox"/> Designing or upgrading websites (25%) <input checked="" type="checkbox"/> Designing and producing newsletters (25%) <input checked="" type="checkbox"/> Designing and conducting surveys (25%)

COMMENTS FROM THE SURVEY

“We currently have a PR firm that is revamping our materials.”

“YES!!! We are exploring ways to do this in house, but question the long term viability and would prefer to have people that excel at this, not have an interest in it.”

Messaging

In this section, we explore nonprofit needs around messaging. We included messaging activities such as improving external communications (community, clients, donors, funder/granters); translating materials into non-English languages; developing key messages; developing multi-media presentations; writing, proofreading, and editing; creating a web 2.0 presence (e.g., MySpace, YouTube, Facebook, Blogs); making communications accessible; developing HTML email messages; and improving internal communications (board, staff, volunteers).

PRELIMINARY RESULTS

Twenty-six organizations responded to the questions relating to messaging. Eighteen organizations were interested in improving their external communications; 16 in translation of materials into non-English languages; 12 in developing key messages and in developing multi-media presentations; 11 in writing, proofreading, and editing; 10 in creating a web 2.0 presence and making communications accessible; and 9 in developing HTML email messages and in improving internal communications.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

		Messaging		
		Demand by Nonprofits		
Organization Budget Size	High	Medium	Low	
< \$100K		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Translating materials into non-English languages (43%) <input checked="" type="checkbox"/> Improving your external communications (community, clients, donors, funder/granters) (57%) <input checked="" type="checkbox"/> Developing key messages (43%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improving your internal communications (board, staff, volunteers) (14%) <input checked="" type="checkbox"/> Writing, proofreading, and editing (29%) <input checked="" type="checkbox"/> Making your communications accessible to persons with disabilities (29%) <input checked="" type="checkbox"/> Creating a Web 2.0 presence (MySpace, YouTube, Facebook, Blogs) (14%) <input checked="" type="checkbox"/> Developing HTML email messages (14%) <input checked="" type="checkbox"/> Developing multimedia presentations (29%) 	
\$100K - \$1M		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improving your external communications (community, clients, donors, funder/ granters) (58%) <input checked="" type="checkbox"/> Translating materials into non-English languages (42%) <input checked="" type="checkbox"/> Creating a Web 2.0 presence (MySpace, YouTube, Facebook, Blogs) (42%) <input checked="" type="checkbox"/> Developing key messages (37%) <input checked="" type="checkbox"/> Developing multi-media presentations (37%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Writing, proofreading, and editing (32%) <input checked="" type="checkbox"/> Improving your internal communications (board, staff, volunteers) (32%) <input checked="" type="checkbox"/> Developing HTML email messages (32%) <input checked="" type="checkbox"/> Making your communications accessible to persons with disabilities (26%) 	
> \$1M		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Translating materials into non-English languages (42%) 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developing multi-media presentations (25%) <input checked="" type="checkbox"/> Improving your external communications (community, clients, donors, funder/ granters) (25%) <input checked="" type="checkbox"/> Writing, proofreading, and editing (25%) <input checked="" type="checkbox"/> Making your communications accessible to persons with disabilities (26%) 	

Media

In this section, we explore nonprofit needs around media. We included media activities such as reviewing and collecting mission-related news articles; producing press releases; and creating and maintaining a media contact database.

PRELIMINARY RESULTS

Nineteen organizations responded to the questions about media. Fourteen organizations were interested in getting assistance with reviewing and collecting mission-related news articles; 13 in getting assistance with producing press releases; and 11 in creating and maintaining a contact database.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Media			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<input checked="" type="checkbox"/> Producing press releases (43%)	<input checked="" type="checkbox"/> Reviewing and collecting mission-related news articles (29%) <input checked="" type="checkbox"/> Creating and maintaining a media contact database (14%)
\$100K - \$1M		<input checked="" type="checkbox"/> Reviewing and collecting mission-related news articles (53%) <input checked="" type="checkbox"/> Creating and maintaining a media contact database (42%) <input checked="" type="checkbox"/> Producing press releases (37%)	
> \$1M			<input checked="" type="checkbox"/> Producing press releases (25%) <input checked="" type="checkbox"/> Reviewing and collecting mission-related news articles (17%) <input checked="" type="checkbox"/> Creating and maintaining a media contact database (17%)

COMMENTS FROM THE SURVEY

“We have a great relationship with the local media, but could always use more help here.”

Information Sharing and Distribution

In this section, we explore needs around information sharing and distribution, including creating customized collaboration lists (potential supporters/partners who are vendors, organizations, or government agencies), maintaining a shared calendar, sharing file space for board members and volunteers, surveying (for needs assessment and evaluation), training, and organizing meetings.

PRELIMINARY RESULTS

Twenty-three organizations responded to questions in the information and sharing section. Sixteen organizations were interested in getting assistance with creating a customized resource collaboration list; 9 in getting assistance with maintaining a shared planning calendar; 8 in sharing file space for board members and volunteers and in surveying; 6 in training; and 3 in organizing meetings.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Information Sharing and Distribution			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K	<input checked="" type="checkbox"/> Surveying (for needs assessment and evaluation activities)	<input checked="" type="checkbox"/> Creating a customized resource collaboration list (potential supporters/partners who are vendors, organizations, or government agencies) <input checked="" type="checkbox"/> Sharing file space for board members and volunteers	<input checked="" type="checkbox"/> Organizing meetings (29%) <input checked="" type="checkbox"/> Maintaining a shared planning calendar (14%) <input checked="" type="checkbox"/> Sharing file space for board members and volunteers (14%) <input checked="" type="checkbox"/>
\$100K – \$1M		<input checked="" type="checkbox"/> Creating a customized resource collaboration list (potential supporters/partners who are vendors, organizations, or government agencies) (47%)	<input checked="" type="checkbox"/> Maintaining a shared planning calendar (32%) <input checked="" type="checkbox"/> Sharing file space for board members and volunteers <input checked="" type="checkbox"/> Surveying (for needs assessment and evaluation activities) (16%) <input checked="" type="checkbox"/> Training (16%)
> \$1M			<input checked="" type="checkbox"/> Creating a customized resource collaboration list (potential supporters/partners who are vendors, organizations, or government agencies) (25%) <input checked="" type="checkbox"/> Surveying (for needs assessment and evaluation activities) (25%) <input checked="" type="checkbox"/> Training (17%) <input checked="" type="checkbox"/> Maintaining a shared planning calendar

Facilities, Supplies, and Printing

Managing facilities and procurement activities can be a great source of distraction for nonprofit staff. And we believe that it contributes to dissatisfaction for nonprofit employees.

Office Supplies and Procurement

In this section, we explore needs around office supplies and procurement, including identifying environmentally friendly and general office supply vendors, negotiating bulk rates, researching fair trade suppliers, managing inventory, and identifying ways to streamline the purchasing process.

PRELIMINARY RESULTS

Twenty organizations responded to questions in this section. Nineteen organizations were interested in getting assistance with identifying environmentally friendly office supply vendors; 7 in researching general office supply vendors; 13 in getting assistance with negotiating bulk rates; 12 in researching fair trade suppliers; 6 in getting assistance with inventory management services; and 5 in identifying ways to streamline the purchasing process.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Office Supplies and Procurement			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K		<input checked="" type="checkbox"/> Identifying environmentally friendly office supply vendors <input checked="" type="checkbox"/> Negotiating bulk rate purchasing deals	
\$100K - \$1M		<input checked="" type="checkbox"/> Identifying environmentally friendly office supply vendors (58%) <input checked="" type="checkbox"/> Researching fair trade suppliers (42%) <input checked="" type="checkbox"/> Negotiating bulk rate purchasing deals (37%)	<input checked="" type="checkbox"/> Providing office inventory management services (21%) <input checked="" type="checkbox"/> Researching office supply vendors (21%) <input checked="" type="checkbox"/> Identifying ways to streamline purchasing process (16%)
> \$1M		<input checked="" type="checkbox"/> Identifying environmentally friendly office supply vendors (42%) <input checked="" type="checkbox"/> Providing office inventory management services (17%)	<input checked="" type="checkbox"/> Negotiating bulk rate purchasing deals (25%) <input checked="" type="checkbox"/> Researching fair trade suppliers (25%) <input checked="" type="checkbox"/> Identifying ways to streamline purchasing process (17%) <input checked="" type="checkbox"/> Providing office inventory management services (17%)

COMMENTS FROM THE SURVEY

“We have staff that do these functions.”

“We’re too small to need specific attention to this area.”

Copying, Printing, and Related Services

In this section, we explore nonprofit needs around copying, printing, and related services. We included activities such as printing services, copying (outsourced - high end, print-like quality), mailing services, archiving documents, copying (mass, bulk), document services (collating, stapling manuals/packets), and scanning documents.

PRELIMINARY RESULTS

Seventeen organizations responded to questions in the area of copying, printing, and related services. Thirteen organizations were interested in getting assistance with printing services; 10 in getting assistance with high-end, print-quality copy services (vs. only 6 for mass/bulk copying); 10 in mailing services; 8 in archiving documents; 6 in document services; and 4 in scanning documents.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Copying, Printing and Related Services			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			<input checked="" type="checkbox"/> Printing services (29%) <input checked="" type="checkbox"/> Mailing services (14%) <input checked="" type="checkbox"/> Archiving documents (14%) <input checked="" type="checkbox"/> Copying (high end) (14%)
\$100K – \$1M		<input checked="" type="checkbox"/> Printing services (37%) <input checked="" type="checkbox"/> Copying (high end) (37%)	<input checked="" type="checkbox"/> Mailing services (32%) <input checked="" type="checkbox"/> Archiving documents (26%) <input checked="" type="checkbox"/> Copying (mass, bulk) (16%) <input checked="" type="checkbox"/> Document services (16%)
> \$1M		<input checked="" type="checkbox"/> Printing services (33%)	<input checked="" type="checkbox"/> Copying (mass, bulk) (25%) <input checked="" type="checkbox"/> Document services (25%) <input checked="" type="checkbox"/> Mailing services (25%) <input checked="" type="checkbox"/> Scanning documents (25%) <input checked="" type="checkbox"/> Archiving documents (17%) <input checked="" type="checkbox"/> Copying (high end) (17%)

COMMENTS FROM THE SURVEY

“We have staff the do these services”

Equipment and Furnishings

In this section, we explore nonprofit needs around procuring and recycling equipment and furnishings. We included activities such as finding and recycling used equipment, researching purchase decisions, finding and recycling used furnishings, finding equipment and furnishing service/repair vendors, evaluating purchase vs. lease options, and training staff and volunteers on complex equipment.

PRELIMINARY RESULTS

Only nine organizations responded to questions about equipment and furnishing. Of the 9, 7 organizations were interested in getting assistance with recycling used equipment and 6 with finding used equipment. Five organizations were interested in getting assistance with researching purchasing decision; and 4 in finding used furnishing and in recycling used furnishing. Only 3 organizations were interested getting assistance with evaluating purchase vs. lease options; 2 in training staff and volunteers on complex equipment; and one in finding contractors to repair furnishings.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Equipment and Furnishings Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			<input checked="" type="checkbox"/> Finding used equipment
\$100K - \$1M			<input checked="" type="checkbox"/> Recycling used equipment (26%) <input checked="" type="checkbox"/> Finding used equipment (21%) <input checked="" type="checkbox"/> Researching purchase decisions (16%) <input checked="" type="checkbox"/> Finding used furnishing (16%) <input checked="" type="checkbox"/> Finding equipment service/repair vendors (16%)
> \$1M			<input checked="" type="checkbox"/> Researching purchasing decisions (17%) <input checked="" type="checkbox"/> Evaluating purchase vs. lease options (17%) <input checked="" type="checkbox"/> Recycling used equipment (17%) <input checked="" type="checkbox"/> Recycling used furniture (17%) <input checked="" type="checkbox"/> Training staff and volunteers on complex equipment (17%)

Facilities Search, Maintenance, and Management

In this section, we explore nonprofit needs around facilities search, maintenance, and management. We included activities such as providing janitorial services, finding permanent office space, finding storage space and coordinating office moves, and finding contractors to handle facilities maintenance and recycling services.

PRELIMINARY RESULTS

Sixteen organizations responded to question about facilities search, maintenance, and management. Six organizations indicated that they would be interested in having assistance or having someone else perform janitorial services. Five organizations were interested in finding permanent office space, finding storage space, and coordinating office moves. Four organizations were interested in finding contractors to handle facilities maintenance and recycling services.

NONPROFIT DEMAND ASSESSMENT – BREAKDOWN BY SERVICES/NEEDS

Facilities Search, Maintenance and Management			
Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K			<input checked="" type="checkbox"/> Finding permanent office space (29%) <input checked="" type="checkbox"/> Finding storage space (14%) <input checked="" type="checkbox"/> Finding temporary/day office space (14%) <input checked="" type="checkbox"/> Recycling services (14%)
\$100K - \$1M			<input checked="" type="checkbox"/> Finding storage space (16%) <input checked="" type="checkbox"/> Coordinating office moves (16%) <input checked="" type="checkbox"/> Janitorial services (16%) <input checked="" type="checkbox"/> Finding permanent office space (11%) <input checked="" type="checkbox"/> Finding contractors for facilities maintenance and upgrades (11%)
> \$1M			<input checked="" type="checkbox"/> Janitorial services (17%)

COMMENTS FROM THE SURVEY

“Co-locating with other nonprofits.”

“We have potential for some of these needs, but not at this time.”

Next Steps and Conclusion

Next Steps

For the purposes of continued investigation, we asked a final survey question that gauged the interest of respondents to continue discussions regarding administrative and infrastructure collaboration.

Thirty-two of the 38 organizations responded to questions about future meetings and focus group participation, out of which 21 were interested in participating in future meetings.

Future Networking, Focus Groups Demand by Nonprofits			
Organization Budget Size	High	Medium	Low
< \$100K	5 (71%)		
\$100K - \$1M		12 (63%)	
> \$1M		4 (33%)	

The next steps in filling in the gaps in these survey results include: (1) distributing the survey again, targeting small organization; (2) conducting focus groups with small and midsize nonprofits; and (3) conducting individual interviews.

The preliminary discussions that Creative Collaborations held with nonprofit staff members informed the categories of need for support services covered in this preliminary report. However, these categories are not exhaustive, and future surveys will include additional questions covering a fuller breadth of topic areas. In addition, some sections in this survey included activities that were replicated in other sections (for example, some topics covered under the “Information sharing and distribution” section overlapped with questions included in the “Information technology” section). Future surveys will reduce this duplication and make clear the distinctions between sections.

Throughout the survey process, Creative Collaborations has been compiling lists of additional research questions that will help us to understand better the opportunities and challenges of working in the area of infrastructure collaboration. These questions address more in-depth information regarding nonprofits’ current infrastructure services, current costs for those services, satisfaction with those services, and establishing priorities and willingness to pay for infrastructure services.

In future survey distributions, we will continue to use viral networking, but we will also employ additional methods to widen the distribution, including but not limited to using web 2.0 social networking tools and conducting phone interviews. We also plan to hold focus groups, create and support learning groups, and provide incentives for underrepresented organizations to participate.

Conclusion

This preliminary report provides evidence – or *further* evidence – that nonprofits, especially start-ups and small-to-midsize organizations, have a range of currently unmet infrastructure and administrative needs. The depth and breadth of these infrastructure and administrative needs are different depending on specific organizational characteristics (e.g., size/budget/lifecycle stage, identity/constituency/population served, location/geography, or strategy/function).

We believe that most nonprofit organizations are frustrated with the high cost of services in the for-profit market, the quality and scope of affordable services, and the long-term sustainability difficulties of maintaining relationships with for-profit vendors that provide nonprofit discounts purely on a discretionary basis. For-profit vendors are also frustrated: while numerous for-profit vendors provide infrastructure support for nonprofits, most cannot do so sustainably at a cost that small nonprofits can afford.

Sampling a large enough number of small-to-midsize nonprofits to confirm these beliefs will be difficult without providing incentives for organizations to participate. According to *Nonprofits in Washington State: A Statistical Profile 2008 Update*,⁵ “75% of the 24,450 charitable organizations that had been recognized by the IRS as of April 2008 recorded total revenues of \$44,000 or less; 90% recorded revenues of less than \$302,000.” This might suggest we would not have any problems finding start-up, small, and mid-size organizations to participate in this survey. Ironically, it was a considerable problem.

While these efforts will take additional resources and time to research, doing so, we believe, will be well worth the effort. It is clear from our survey that many nonprofits have substantial infrastructure challenges and are in need of assistance. Our deep hope is that those who are interested in supporting a stronger nonprofit sector – volunteers, staff, boards, funders, public-sector employees, and capacity builders – would be interested in providing community organizations with support to participate in this study as well as in future opportunities for infrastructure and administrative collaborations.

A final word on building capacity for nonprofit organizations: we suggest the possibility that ‘growing’ non-mission-related infrastructure for individual organizations to improve their individual sustainability, *in isolation*, may, in the long run, direct precious resources away from mission-related social change work. Instead, we would like to consider – and offer – the possibility of maintaining stable, sustainable collaborative resources that can be used in a just-in-time, on-demand fashion. Collaborative infrastructure support will strengthen the nonprofit sector and the individuals and communities in our society that are the ultimate stakeholders in our common vision to secure and sustain a more just and equitable world.

⁵ Published by the Nancy Bell Evans Center on Nonprofits & Philanthropy at the University of Washington

Appendices

Appendix A: Organizational Information

Besides collecting information about infrastructure needs, our survey also included an optional post-survey section that gathered information on the characteristics of the participating nonprofits. Of the 38 participating nonprofits, 24 completed the post-survey section (Appendices A - N).

As we refine our results in the future given more data, we intend to specify profiles based on natural collaboration categories, as follows:

- Collaboration Profile A [similar life cycle stage, budget, and size]
- Collaboration Profile B [similar types of programming, strategy, function]
- Collaboration Profile C [similar identity base / constituency]
- Collaboration Profile D [similar location/geography]

Tax-exempt Status

Ninety-five percent of these 24 organizations have tax-exempt status, as follows: 17 (71%) have IRS-tax exempt 501(c)(3) status; 3 (12.5%) are fiscally sponsored by a 501(c)(3); 2 (8%) are 501(c)(3) private foundations; and 1 has a 501(c)(3) status in combination with another IRS nonprofit status (501(c)(4) and 509(a)); (Appendix E / Table 4).

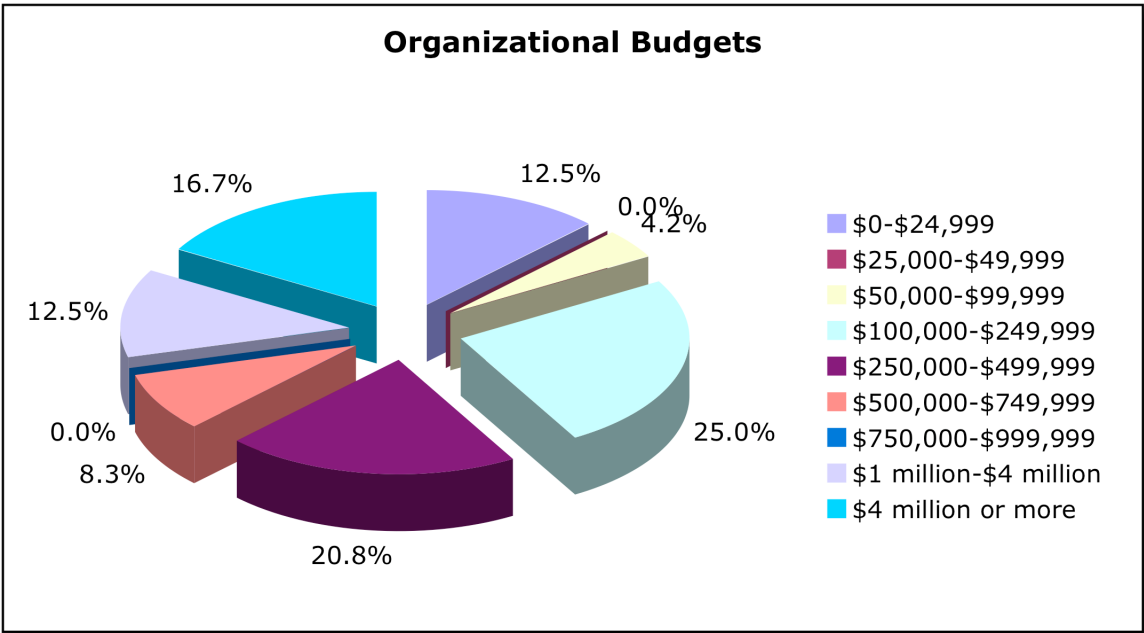
Workforce Represented

Twenty-one organizations indicated whether or not they have full-time, part-time, temporary/contract, work-study, and/or paid intern staff positions. Of the 21, 19 (90%) have full-time staff; 15 (71%) have part-time staff, 11 (52%) employ temporary or contract staff, 7 (33%) employ paid interns, and 4 (19%) use work-study students (Appendix G / Table 6).

At the time of the survey, these organizations represented 815 paid workers, 84% of which are permanent full-time and part-time staff. Three organizations account for 59% of these employees, while 14 have eight or fewer full-time and part-time staff (Appendix G / Table 7).

Budget Size

As discussed above regarding demand and nonprofit need, organization budget sizes varied dramatically. The largest group of organizations, 25% of the respondents, had budget sizes between \$100,000-\$250,000. The second largest group, over 20% of the respondents, had budget sizes of \$250,000-\$499,999. The third largest group, over 16% of the respondents, had budget sizes of over \$4M. The combined annual budgets of these organizations totaled over \$21M.



Budget Size distribution of the survey respondents

Who do the organizations serve?

Respondents were asked if their organizations served individuals or other nonprofits. Respondents could select one, both or neither. Fifteen organizations reported working with individuals, and six organizations reported working with other nonprofits. In addition, several indicated that they work with other community and/or business groups, not just other nonprofits.

Appendix B: Survey Participants

The following organizations took the online Nonprofit Infrastructure survey:

Organization	Respondent
African Americans Reach and Teach Health Ministry	Mary Diggs-Hobson
American Friends Service Committee	Joyful Freeman
Asian Counseling & Referral Service	Janet SooHoo
Center for Ethical Leadership	Steve Stapleton, Melissa Hamasaki
Central District Forum for Arts & Ideas	Stephanie Ellis-Smith
Child Care Resources	Kathryn Flores, Paula Steinke
Communities In Schools of Washington	Michelle Scheving
Community Coalition for Environmental Justice	Rebecca Saldana
Community Day School Association	Diane
Confederated Tribes of Warm Springs, Oregon	Jolene Estimo
Entre Hermanos	Marcos Martinez
Friends of the Cedar River Watershed	Sue Rooney, Erin Frost
Girl Scouts of Western Washington	Kate Dabe
Hate Free Zone	Candace Inagi
King County Coalition Against Domestic Violence	Merril Cousin
Lifelong AIDS Alliance	Katherine Kizer
Little Bit Therapeutic Riding Center	Kathy Alm
Municipal League of King County	Saul
Nonprofit Assistance Center	Judy de Barros
Northwest Family Life	Ward Urion
RSSC	Suldan Mohamoud
Seattle Central Community College	Tina Young
Seattle Youth Garden Works	Janice Dilworth
Southwest Youth and Family Services	Steve Daschle, Nanette
Successful Schools in Action	Lisa Moore
The Petfinder.com Foundation	Nancy B. McKenney
Trikone-NW	Vega Subramaniam
Umatilla Morrow Alternatives	Frank Roa
University of Washington Retirement Association	Pat Dougherty
Urban Impact	Steve Bury
Verbena	Mo Malkin
Wallingford Community Senior Center	Kathleen Crompt
White Center Food Bank	Rick Jump
White Center Homeowners Association	Mark Ufkes
Win/Win Network	George Cheung
Youth in Focus	Bob Perkins
Youth Media Institute	Marissa Chavez
YWCA of Seattle-King Co.-Snohomish Co., South King Co	Linda Rasmussen

Table 1 Organization Respondents

Appendix C: Positions/Titles of Survey Respondents

Position Held	Number of Respondents
Executive Director	16
Director	6
Deputy Director	2
Member	1
Internet Marketing Director	1
Core Staff	1
Executive Assistant	1
Regional Director	1
Technical Assistance Liaison	1
Director of Finance & Administration	1
Director, Multicultural Initiatives	1
President	1
GLBT Peace and Social Justice Program Director	1
CFO	1
Board Chair	1
	36

Table 2 Respondent's Position/Title in Organization

Appendix D: Survey Design

Before the survey, we conducted individual interviews and had informal and formal discussions with numerous nonprofit sector personnel, including executive directors, administrative personnel, board members, consultants, funders, and technology and technical assistance providers. These discussions helped inform the areas and questions we included in the survey. Creative Collaborations would like to acknowledge and appreciate those individuals here:

Interview/Discussant List

Organization	Interviewee/Discussant
Seattle LGBT Community Center	Shannon Thomas
Social Justice Fund Northwest	Bookda Gheisar, Soya Harris, Scot Nakagawa
Lifelong Aids Alliance	Tina Padlodowski
Pride Foundation	Audrey Haberman, Jimmy Worm, Dean Jackson
Seattle Foundation	Michael Brown, Savitha Pathi, Jared Watson
Paul Allen Family Foundation	Marie Kuruose
Bill and Melinda Gates Foundation	Ken Thompson, Annie Clark
Executive Services Corp of Washington	Nancy Long
Executive Alliance of Washington	Robbie Rohr
Nonprofit Assistance Center	Vicki Asakura, Barbara Fane, Judy DeBarros
Northwest Women's Law Center	Lisa Stone, Kelli McGuire
Hate Free Zone	Michele P
Equal Rights Washington	George Cheung, Roberta Domos, Josh Friedes, Josh Heim, Tom Zambito, Marsha Boetzer, Connie Watts
Religious Coalition for Equality	Kathy Sakamoto, Stan Kehl
Digital Aid Partners	Samantha Moscheck
Nancy Bell Evans Center for Nonprofit and Philanthropy	Steven Smith, Julita Elveld, Cory Sbabaro
Laura Pierce Consulting	Laura Pierce
Imago Consulting	Angela Powell
Independent Consultants	Jill Sheldon, Norma Timbang
Investment Broker, Pride Foundation board member	Allison Beezer
NPower Seattle	Jamie Greene, April Petilo, Jon Frank, Ann Donovan, Roz Edison
Arcus Foundation	Urvashi Vaid, Alvin Starks
Astrea Lesbian Foundation	Katherine Acey, Mai Kiang
South Asian Americans Leading Together (SAALT)	Deepa Iyer, Priya Murthy,
National Asian Pacific American Women's Forum (NAPAWF)	Dawn Philips, Tracey Ng, Miriam Yeung
National Queer Asian Pacific Islander Alliance	Glenn Magpantay, Ben de Guzman
Chaya	Vega Subramaniam, Sandra Gresl
Compass Point	Anushka Fernandopulle
Children's Alliance	Otts Bolisay
Equality Federation	Toni Broaddus
Institute for the Study of Cultural and Natural Resources	Vijaya Nagarajan, Lee Swenson
APLBTN	Doreena Wong, Shiva Subbaraman

Organization	Interviewee/Discussant
Creative Collaborations initial board and volunteers	Shannon Thomas, Dennis Korevitski, Rettakudi Nagarajan, Jo Hutton, Shawn Boeser, Romi Mahajan, Michael Truog, David Wong, Benjamin Wong, Sandra Gresl, Otts Bolisay, Vega Subramaniam, Ken Thompson
University of Washington Business School	John Castle, Jane George-Falvy, Russ Fish, classmates
Organizers	Sarah Luthens, Heather Gingerich
The Task Force (formerly National Gay and Lesbian Task Force)	Lisa Weiner-Mahfouz, Russell Roybal, Jaime Grant
Western States Center	Moira Bowman, Kalpana Krishnamurthy, Dan Petergorsky, Ruth Alice Anderson
Americans with Civil Liberties Union	Genevieve Aguilar, Binah Palmer
Entre Hermanos	Tony
City of Seattle	Emma Moreno
Business Partners Plus	Rita Garcia
Gill Foundation	Morris Price
AAPIP: Asian Americans/Pacific Islanders in Philanthropy	Peggy Sykes
Channel Foundation	Katrin Wilde

Table 3 List of organizations & individuals with whom we held pre-survey interviews/discussions.

Appendix E: Breakdown by Nonprofit Status

1) What best describes your organization's nonprofit status? Select one:	Response Percent	Response Count
501(c)(3) (application filed and exempt status secured)	70.8%	17
Fiscally-Sponsored with a 501(c)(3) organization	12.5%	3
501(c)(3) (Private Foundation)	8.3%	2
No federal status, Registered State Nonprofit	4.2%	1
501(c)(3) & 501(c)(4) (organization has both 1023 & 1024)	4.2%	1
All volunteer, no official status	0.0%	0
501(c)(3) pending (org has not yet submitted to IRS)	0.0%	0
501(c)(3) pending (only 501(c)(3) application filed with IRS)	0.0%	0
	Other (please specify)	2
	answered question	24
	skipped question	14

Table 4 Distribution of respondent organization's state/federal nonprofit status

Responses to 'Other (please specify)': we are also a 509(a) religious organization; we are all volunteers

Appendix F: Breakdown by Geography

City	State	Number of Respondents
Tucson	AZ	1
Irrigon	OR	1
Warm Springs	OR	1
Burien	WA	1
Renton	WA	1
Seattle	WA	32
Woodinville	WA	1
		38

Table 5 City and State distribution of surveyed organizations

Appendix G: Breakdown by Staff Size

2) How many paid staff do you have?		Response Percent	Response Count	Adjusted Percent	Adjusted Count
Full-time staff		90.9%	20	90.5%	19
Part time staff		72.7%	16	71.4%	15
Temp/contract staff		54.5%	12	52.4%	11
Interns (paid)		36.4%	8	33.3%	7
Work-study		22.7%	5	19.0%	4
		answered question	22		21
		skipped question	16		17

Table 6 Number of respondent organizations that have full-time staff, part-time staff, temp/contract staff, work-study students, and/or paid interns

	Full-time staff	Part time staff	Temp/Contract staff	Work-study	Interns (paid)	Total Per Org
	250					250
	90	40	80	10	0	220
	90	15				105
	26	31	4		3	64
	30	15				45
	10	10			2	22
	13	3				16
	2	3	5	2		12
	8	0			4	12
	5	3	1		1	10
	4	4	1			9
	7	1	0	0	0	8
		2	5	1		8
	2	4	1			7
	1	5				6
	3	1	1	0	0	5
			4		1	5
	1	2	1			4
	3					3
	1		1			2
	2					2
	0					0
Total employees represented in the survey	548	139	104	13	11	815

Table 7 Number of full-time, part-time, temp/contract, work-study, and paid intern staff per organization

Appendix H: Breakdown by Budget

3) What's your annual operating budget?	Number of Organizations	Percent
\$0-\$24,999	3	12.5%
\$25,000-\$49,999	0	0.0%
\$50,000-\$99,999	1	4.2%
\$100,000-\$249,999	6	25.0%
\$250,000-\$499,999	5	20.8%
\$500,000-\$749,999	2	8.3%
\$750,000-\$999,999	0	0.0%
\$1 million-\$4 million	3	12.5%
\$4 million or more	4	16.7%
	24	

Table 8 Budget Sizes of Organizational Respondents

Appendix I: Breakdown by Funding Source

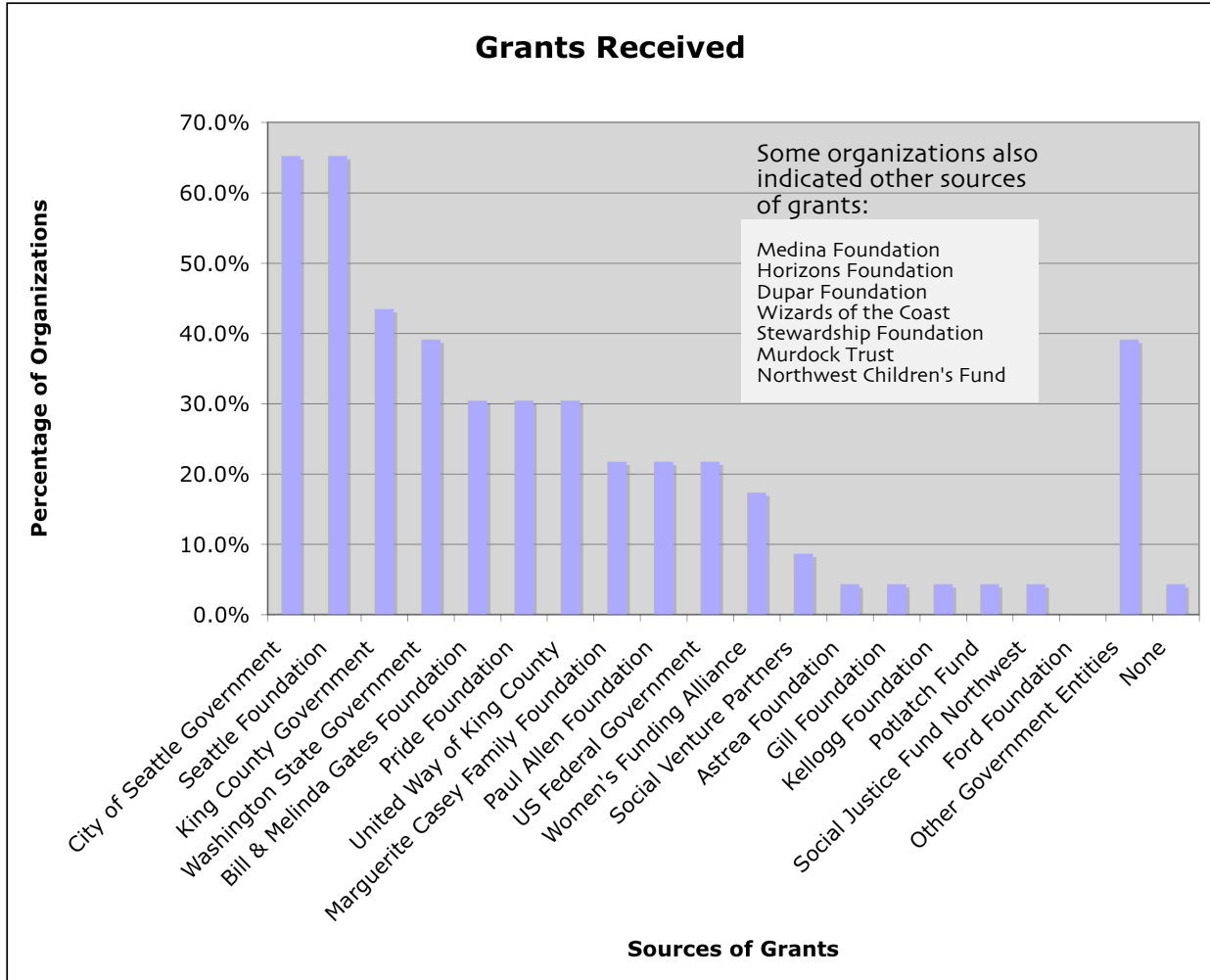


Table 9 Percentage of organizations by funding source

Appendix J: Breakdown of Associations, Coalitions, and Collaborations in which Organizations Participate

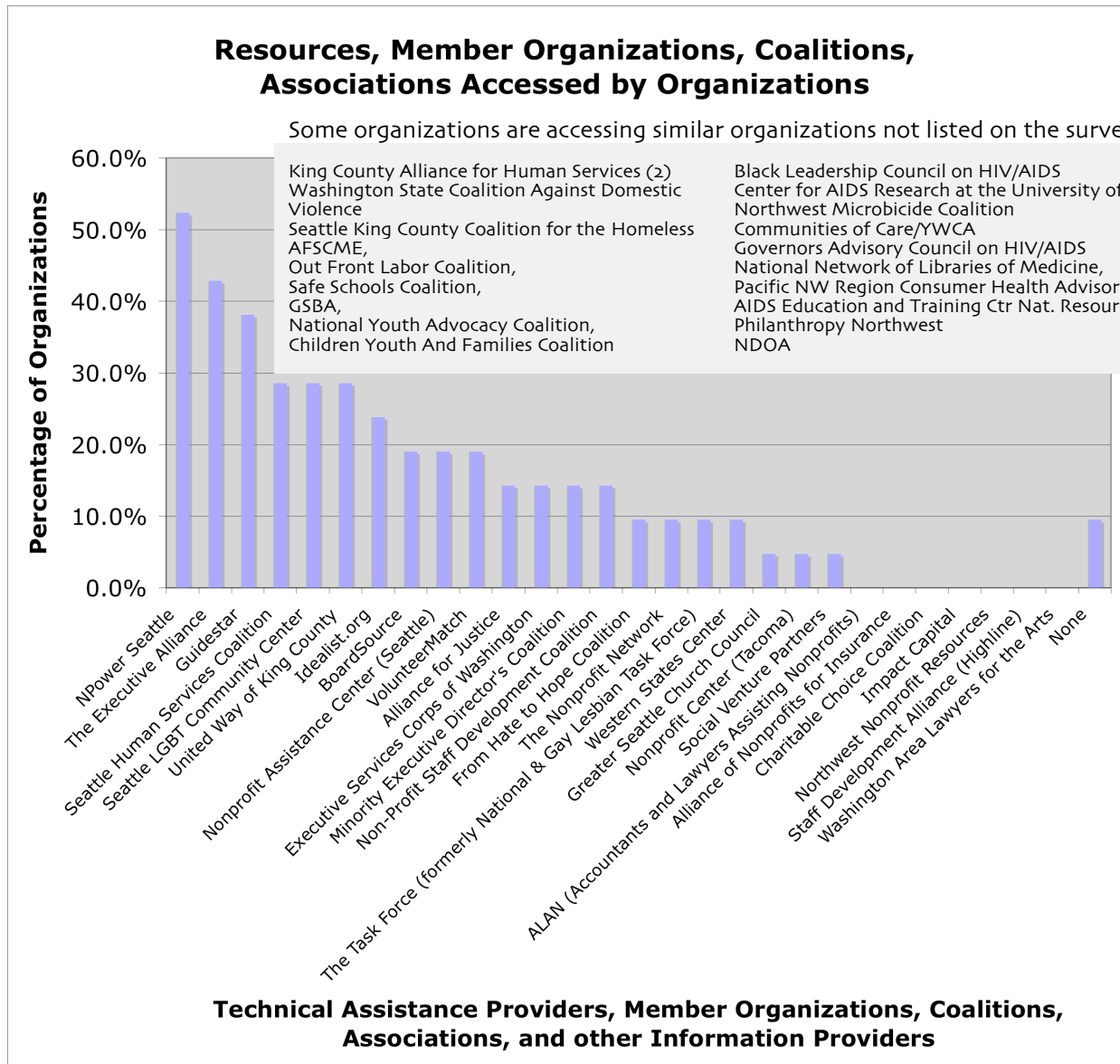


Table 10 Technical Assistance Providers

Appendix K: Breakdown by Technology Assistance Providers Used

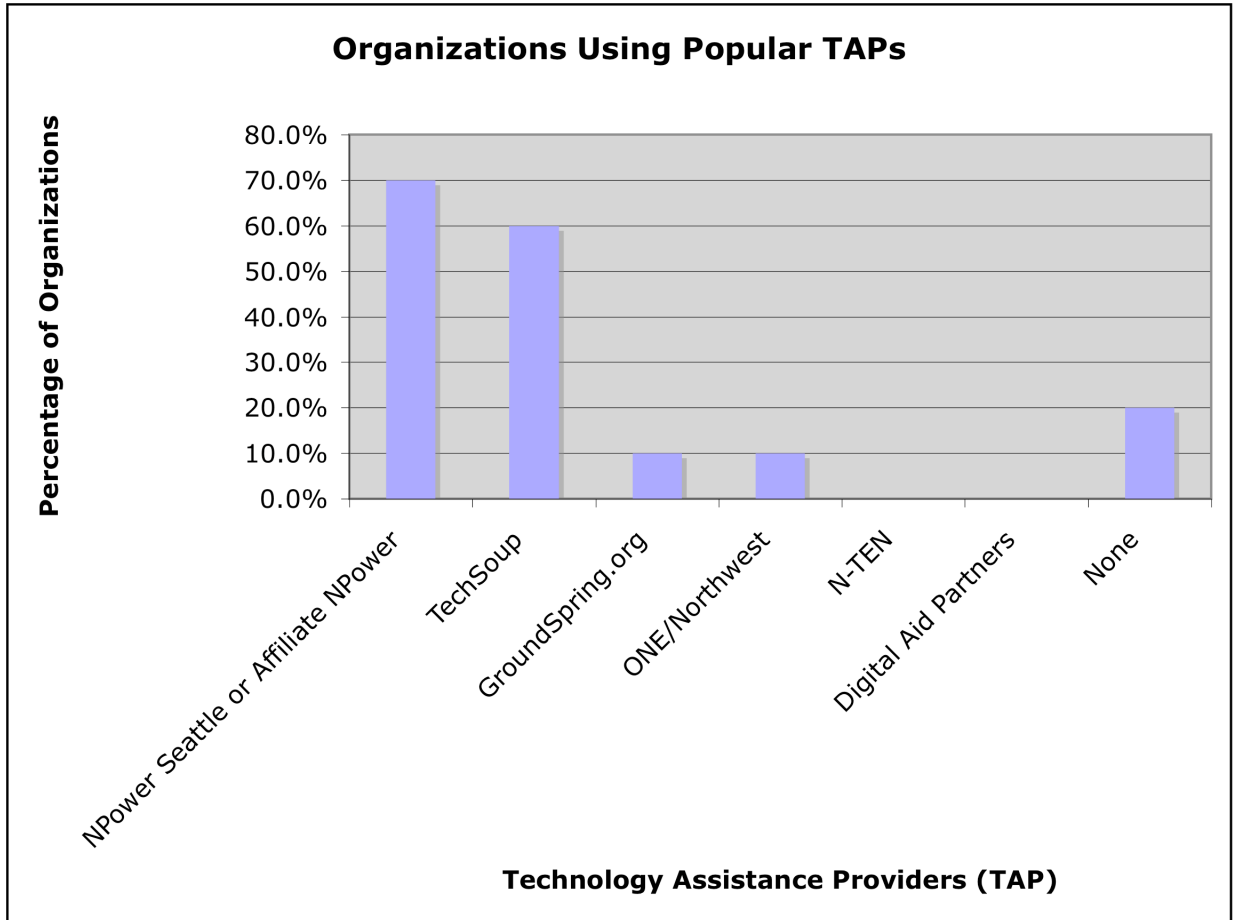


Table 11 Technology Assistance Providers

Appendix L: Breakdown by Clients/Constituents

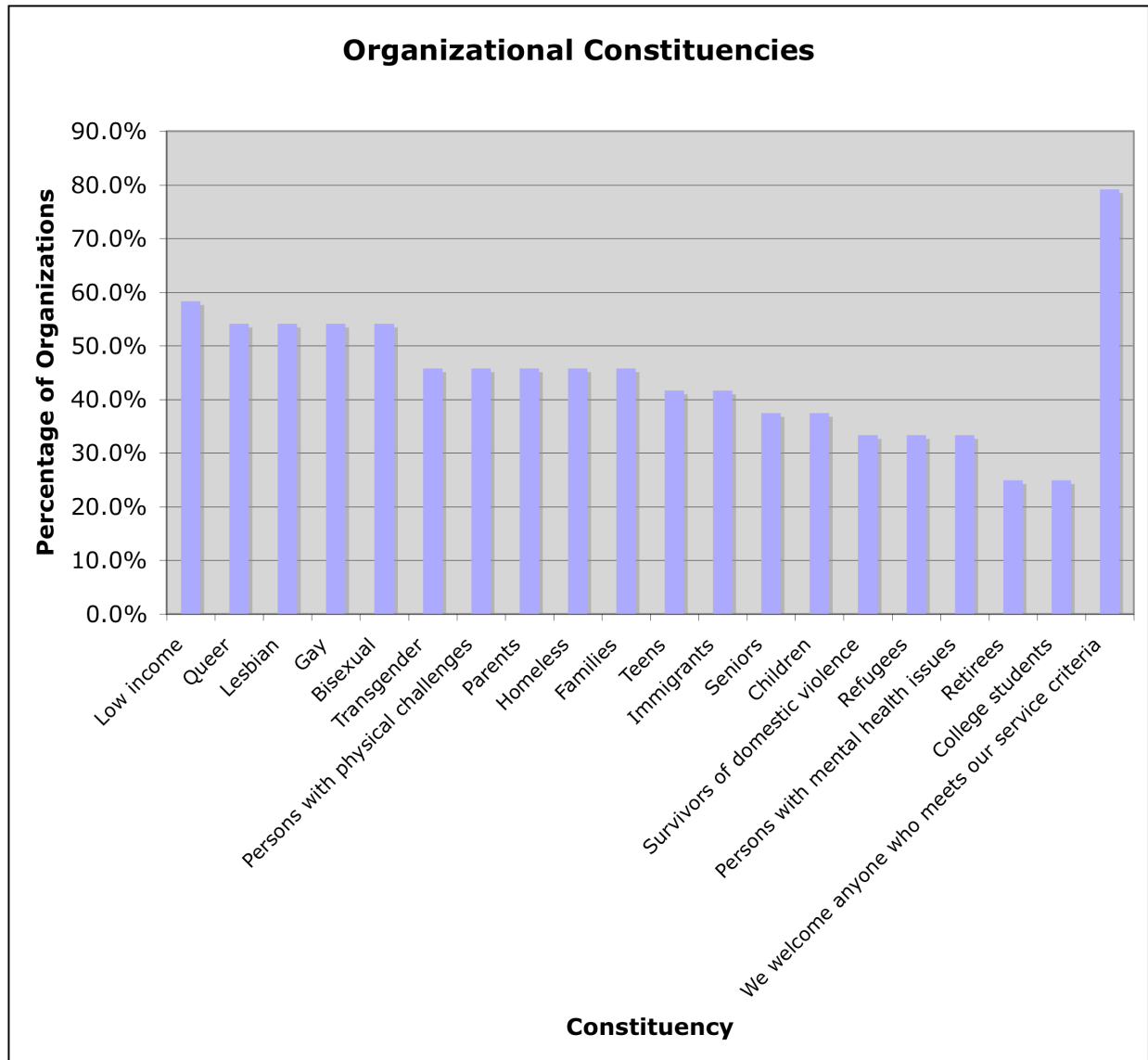


Table 12 Percentage of organizations by specific constituents

3) Whom does your organization primarily serve? Check all that apply:	Response Percent	Response Count
Individuals in need of services, support, or assistance	75.0%	15
Nonprofit organizations	30.0%	6
Other (please specify)		5
<i>answered question</i>		20
<i>skipped question</i>		18

More detailed responses regarding the constituents the organization serves:

- Community information about White Center development
 - WE ARE A SOCIAL CHANGE ORGANIZATION - WE WORK WITH BOTH OF THE ABOVE
 - The environment and those interested in educating people or restoring the environment
 - As a state office we primarily provide support to our affiliates who in turn provide the direct services and resources to at risk youth.
 - Religious institutions serving people of African descent, Faith based, community based HIV/AIDS providers
 - Health, social service, allied health professionals & providers
 - Disadvantaged youth, ages 13-19, admission is based on number of risk factors a youth deals with
 - Professionals working in the domestic violence and related fields
 - Women, their children and their families, regarding of race, ethnicity, age, religious beliefs, nationality or sexual orientation.
 - Low-income communities, communities of color and other underrepresented communities.
 - Lifelong AIDS Alliance is committed to preventing the spread of HIV, and to providing practical support services and advocating for those whose lives are affected by HIV and AIDS.
 - We have seven public schools as partners. we serve the students in these schools, over 3,000, plus staff.
 - Youth and families living in West Seattle, South Park and White Center seeking counseling, education or family support services.
 - Families of White Center and Boulevard Park
 - Lower income families in S. Seattle, South End of Rainier Valley.
- All our services are open to any & all families.
- Verbena serves lesbians, bisexual and queer women, and transgender individuals
 - We engage volunteers for habitat restoration events on city and county lands. We engage and train volunteers to educate the public about water and wildlife issues in King County
 - Youth at risk of dropping out.
 - Institutions and organizations that serve people of African descent.
 - Our principal focus is the Latino LGBT community of Seattle and King County. Our main is in HIV/AIDS and STD prevention among Latinos.
 - Victim Advocacy, child advocacy, crisis services (free of charge and open to anyone who is willing to go through an intake process and deemed suitable for service...eg. identified through an assessment as a victim or child of such in need of services). Perpetrator intervention counseling services upon an intake and assessment deemed appropriate for DV Batterer's intervention counseling services. Serve other churches, faith based orgs and other nonprofits in training, equipping and advising in dealing w/ DV in their communities.
 - LGBT South Asians in the greater Seattle area. If they're queer and South Asian or an ally, they can "receive services"!

Appendix M: Breakdown by Services Provided

Sixteen of the thirty-eight organizations answered these questions. Respondents could check more than one service.

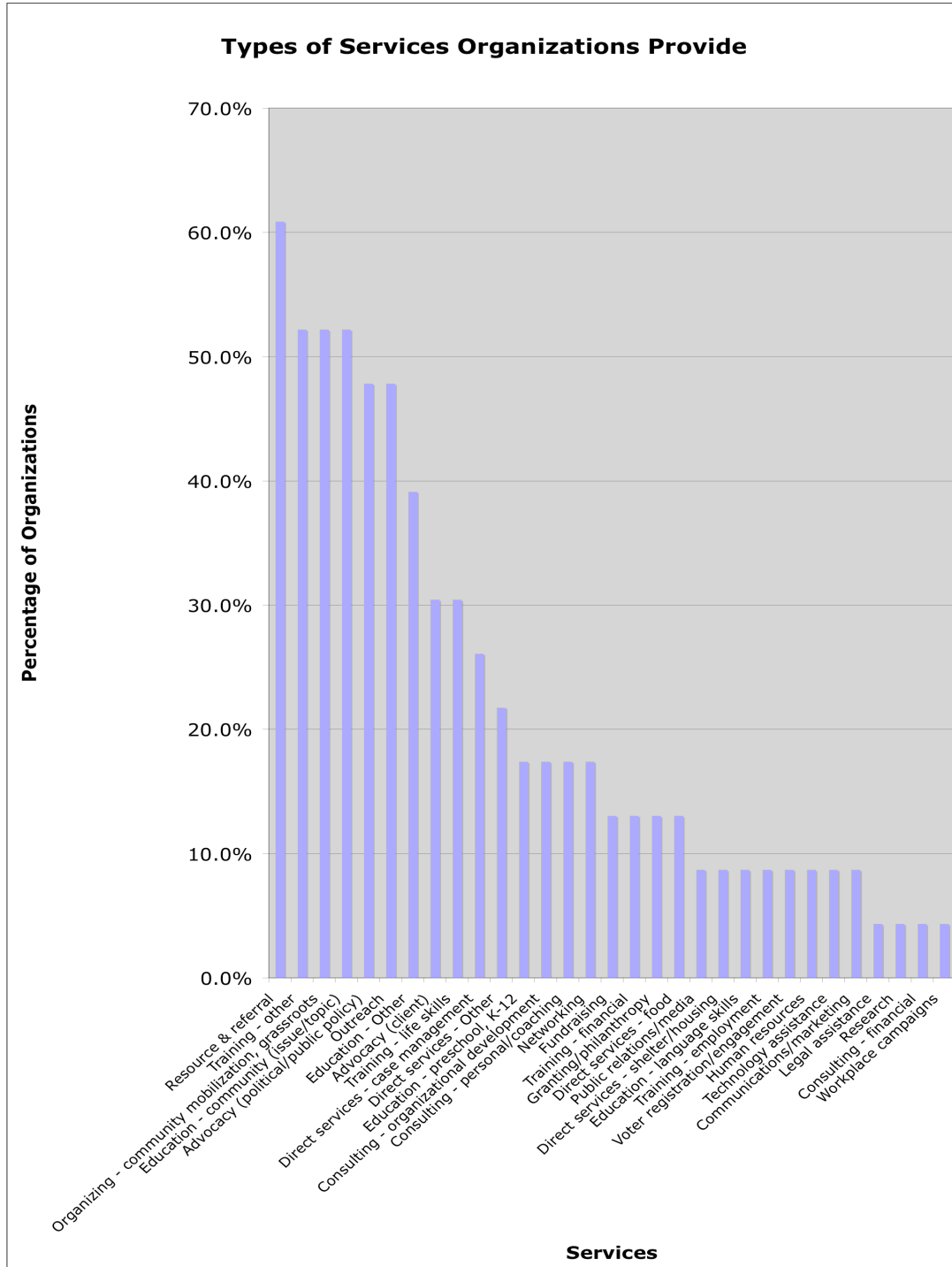


Table 13 Percentage of organizations by the services they provide

Appendix N: Breakdown By Values, Principles, or Movements

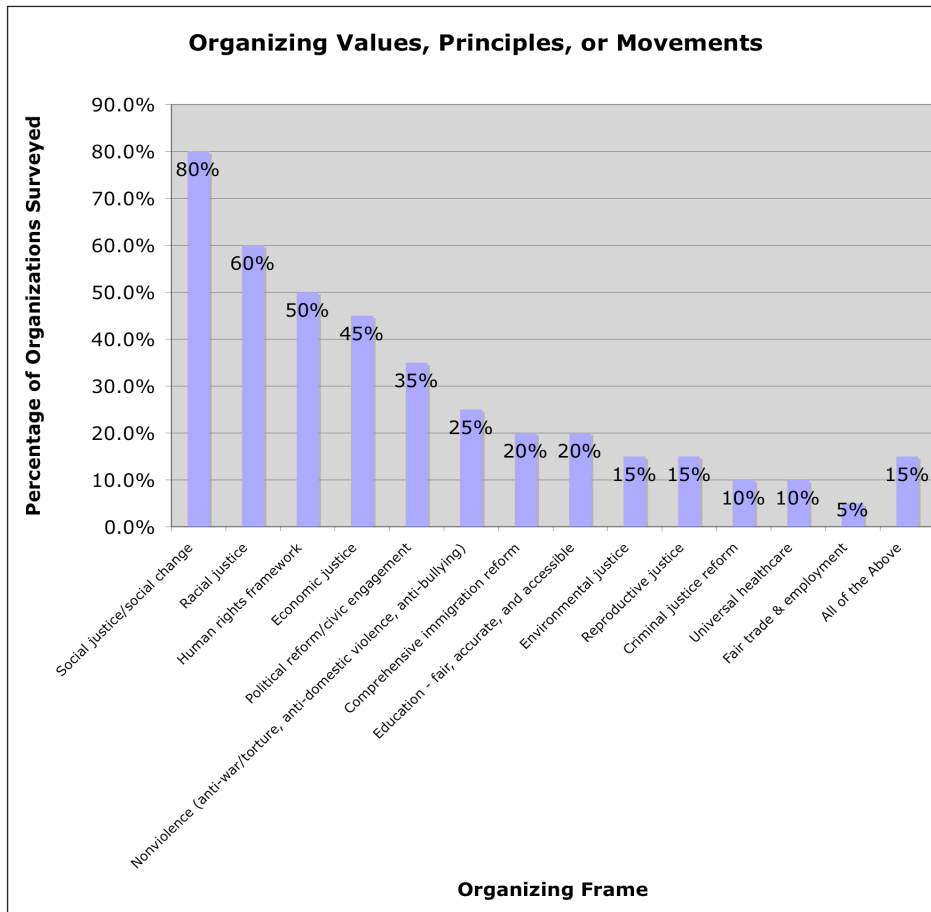


Table 14 Percentage of organizations by organizing frame

Appendix O: Creative Collaborations–Vision, Mission, & Values

Creative Collaborations believes the nonprofit sector is an incredibly valuable asset to our communities, and we would like to see the passion, energy, and resources brought into the work be sustained over time. We work creatively to make that happen by providing infrastructure support and identifying cross-sector and multi-organizational infrastructure and operational collaborations.

Vision

To support an equitable, enduring, and nurturing community empowered and embraced by strong, sustainable nonprofit and community organizations. We envision a world where

- Nonprofits spend **less time on infrastructure, operational, and logistical activities**, allowing them to use their resources to focus on their mission
- Nonprofits **maximize resources** toward staff development and fulfilling their mission, **increasing the impact of mission-related work**
- Nonprofits support **long-term employee growth**, increasing sustainability within the sector
- Nonprofits **build shared frameworks** and work together toward social change

Mission

To increase the capacity, sustainability, and impact of the nonprofit sector by supporting collaborations, sharing resources, and helping to reduce organizational costs through pooling administrative activities, thus freeing up staff and volunteer time to focus on their mission.

Values and Commitments

- We believe **learning and innovation** lead to personal, organizational, and societal growth. Therefore, we are committed to *fostering learning environments and environments in which innovation can flourish*
- We believe **collaboration at the intersections** is critical to achieving large-scale social change. Therefore, we are committed to *focusing our efforts* on our commonalities and *recognizing and managing differences*
- We believe the most **sustainable solutions to complex community issues** are solutions that **engage and empower those most affected** by the issues. Therefore, we are committed to *identifying, engaging, and serving self-selecting member organizations that are highly impacted and highly invested*
- We believe in a **progressive social change model** that integrates a power-privilege analysis, and that translates between the academic, activist, and entrepreneur. Therefore, we are committed to *employing tools and methods of facilitation that help us build and share knowledge*

Appendix P: Redefining Nonprofit Capacity Building

A number of factors affect individual nonprofit capacity, including but not limited to:

- **Mission & motivation** (strategic readiness, leadership promotion, team cohesiveness, roles and responsibilities, conflict management, risk management)
- **Access to resources** (material, financial, personnel-related, technological, informational)
- **Capability & skill sets** (expertise, training and tools, process)

What is nonprofit capacity building? In the nonprofit sector, much focus has been given to how to build capacity within an individual organization, and there are different understandings of what capacity is and how to go about building that capacity.

A simple definition of capacity is “the ability of nonprofit organizations to fulfill their missions in an effective manner.”⁶ This definition includes mission-orientation (mission & motivation), ability (access to resources), and effectiveness (capability & skill sets). It does not, however, include efficiency in its equation.

What led Creative Collaborations to conduct this survey is the search for efficiencies, but in a way that empowers nonprofit organizations and their staff to focus on their mission, innovation, and collective strength. From numerous conversations, we have confirmed that nonprofit leaders want to reduce their infrastructure and administrative overhead, and nonprofit staff want to apply their passion toward fulfilling their organization’s mission and to build their skills in order to expand their career opportunities in the nonprofit sector.

Creative Collaborations sees organizational efficiency as a function of the mission-relatedness of any activity or task, the core competencies of the organization and its stakeholders, and the resulting gain or loss of capacity to the organization as a whole.

At the same time, focusing solely on maximizing the efficiency and effectiveness of one organization at a time creates *inefficiencies* in the sector, and in a social change movement. And that’s why we focus on collaboration.

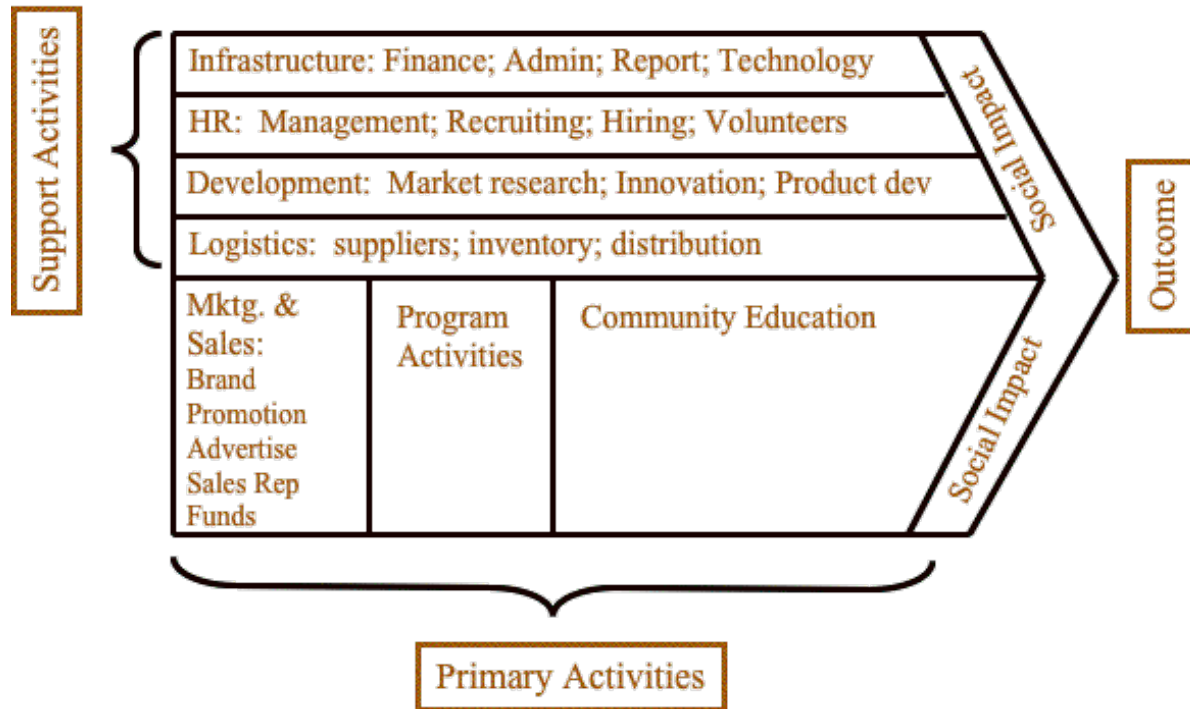
Capacity Building Activities

Capacity building efforts have thus far focused on a variety of areas, including:

- Increasing ability via expansion of the organization’s revenue base/fundraising
- Increasing ability and effectiveness via expansion of skills (technology, organizing, governance) among staff, board, and volunteers
- Increasing effectiveness and mission orientation via strategic management
- Increasing ability and effectiveness via expansion of technology tools

⁶ Penelope McPhee and John Bare, Building Capacity in Nonprofit Organizations (2001)

More and more, funders are recognizing the importance of supporting efficient operations. One concept captured by the visual below is the importance of support activities, not only in advancing primary activities, but also in itself having social impact.



Visual provided by Business Partners Plus. Inc

What this indicates to us is the need to think differently about capacity building. We envision a multi-faceted approach that addresses infrastructure capacity from multiple levels, roles, and perspectives, an approach that is dynamic and adaptable, and that provides individuals, communities, organizations, and movements different entry and exit points based on their passage through time.