The following is a summary of the Lakeshore Nonprofit Alliance’s “Nonprofit Community Assessment,” which was a first-of-its-kind data collection project to help measure the overall health of the local nonprofit community. A total of 64 nonprofits completed the assessment. The results (to be collected every three years) will track several important outcomes for Ottawa County-area nonprofits including demographic data, retention and talent level of staff, board practices, compensation data, the degree to which organizations are following best financial and operational practices, and the overall strategic nature of nonprofits. The results of this assessment will help inform where strategic focus is needed to improve the overall effectiveness of local nonprofits.

- 58% of organizations were founded in the 1990s or later; 33 years is the average number of years in operation
- 95% of organizations have paid staff

### Annual revenue of organizations

- Greater than $5M: 15%
- $2M up to $5M: 19%
- $500k up to $2M: 20%
- $100k up to $500k: 37%
- Under $100k: 9%

### The IRS sub-sector Human Services is the most commonly reported

- Human Services: 22%
- Education: 10%
- Mental Health and Crisis Intervention: 8%
- Religion-Related: 8%
- Youth Development: 8%
- Arts, Culture, & Humanities: 6%
- Housing & Shelter: 6%
- Public & Societal Benefits: 6%

Prepared by: Ottawa County Planning and Performance Improvement Department (9/26/19)
Nonprofit Community Assessment

Board of Directors

DEMOGRAPHICS

- 53% of board members are male
- 87% of board members are White or Caucasian
- 49% of organizations have boards comprised of all White/Caucasian members

Race

- 87% of board members are White or Caucasian

TERMS

- 50% of board members are limited to 2 consecutive terms
- 34% have no term limits

- 82% of board member terms are 3 years long

Age of board members

- 65+: 12%
- 51-64: 39%
- 35-50: 38%
- 21-34: 11%
- <20: 0.2%

Term limits

- 2 terms: 50%
- 3 terms: 14%
- 4 terms: 2%
- No term limits: 34%

- 5%: 2 years
- 82%: 3 years
- 13%: 6+ years
When asked if board has an effective process for evaluating and holding Director accountable, 57% of Executive Directors or organizational leaders strongly agreed/agreed while 76% of Board Chairs strongly agreed/agreed.*

Financial Leadership

Executive Directors or other organizational leaders strongly agree/agree that board members...

- Contribute financially to the organization: 63%
- Are active in fundraising efforts: 47%
- Understand fundraising expectations: 41%

When asked if members played an active role in fundraising, 45% of Executive Directors or organizational leaders strongly agreed/agreed, while 69% of Board Chairs strongly agreed/agreed.*

*27 organizations completed both the Executive Director and Board Chair survey and answered these survey questions. The bulleted items reflect responses from these 27 organizations and, as a result, may differ from the charts provided above.
Nonprofit Community Assessment

Executive Director/CEO

Demographics

98% of Executive Directors identify as White/Caucasian.

63% of executive directors identify as female.

The most commonly reported age for Executive Directors is 51-64 years old.

- 65+: 5%
- 51-64: 48%
- 35-50: 39%
- 21-34: 8%

Service in Nonprofit Sector

56% of CEO/Executive Directors have held staffing positions in the nonprofit sector, but this is their first time as a CEO/Executive Director in the nonprofit sector.

- First CEO/Executive Director position: 56%
- First paid position in nonprofit: 27%
- Has held other CEO/ED positions: 17%

6.7 years is the average time CEO/Executive Directors have been in their role, with a range from less than 1 year up to 26 years.

17% of CEO/Executive Directors anticipate leaving their position in the next 3 years.

Job Satisfaction

- Extremely satisfied: 59%
- Satisfied: 36%
- Neither satisfied nor dissatisfied: 5%

Professional Development

39% of organizations have a professional development plan for their CEO/Executive Director to enhance effectiveness.
Nonprofit Community Assessment

Human Resources

Demographics

- 76% of employees are White or Caucasian
- 82% of employees are female

Age of staff

- 65+: 6%
- 51-64: 21%
- 35-50: 34%
- 21-34: 35%
- <20: 4%

Retention

- 37% of organizations are concerned about staff retention.
- Of these organizations, 81% do not have a clear staff retention strategy

Mission Maximizing

- 88% of Executive Directors (or organizational leaders) say their organization has the right staff makeup, skill sets and chemistry to achieve its current mission and goals

Personnel changes

Change in staff size during the past fiscal year

- Decreased: 8%
- Stayed the same: 40%
- Increased: 52%

Planned change in staff size in the coming year

- Decrease: 2%
- Keep it the same: 56%
- Increase: 42%
Diversity, Equity & Inclusion

50% or more of organizations have modified recruitment efforts to reach potential board and staff members from diverse backgrounds.

- Board members: 61%
- Staff members: 50%

Less than 40% of organizations have conducted diversity, equity, and inclusion training for board and staff members.

- Board members: 14%
- Staff members: 37%

46% of organizations have modified their policies and procedures to be more inclusive.

Volunteers

25,486 volunteers utilized per year. This is an average of 418 volunteers per organization.

770,000 volunteer hours provided per year. This is an average of 14,800 hours per organization.

55% of Executive Directors (or organizational leaders) strongly agree/agree their organization has the right number of volunteers to accomplish their goals.

45% of Executive Directors (or organizational leaders) strongly agree/agree their organization has a volunteer recruitment strategy in place.

Professional Development

68% of organizations have a professional development budget for employees.

Interns

78% of organizations offer internships.

191 internships offered per year; an average of 3.9 per organization.
74% of organizations have solid cash flow—meaning they can cover operating expenses for 3 or more months during their lowest point of the year.

78% of organizations have cash reserves that allow them to be flexible and act on opportunities as they develop.

While 39% of organizations budgeted for a surplus, 58% of organizations achieved a surplus.

29% of organizations utilize a multi-year budget planning process.
Demand for Programs/Services
Change in organizations demand for program/service offerings (compared to last year)

70% were able to meet the demand for programs/services

<table>
<thead>
<tr>
<th>Change in Demand</th>
<th>Able</th>
<th>Unable</th>
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</thead>
<tbody>
<tr>
<td>Significant increase (more than 10%)</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Slight increase (1-10%)</td>
<td>22%</td>
<td>5%</td>
</tr>
<tr>
<td>Stayed the same</td>
<td>18%</td>
<td>3%</td>
</tr>
<tr>
<td>Slight decrease (1-10%)</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Significant decrease (more than 10%)</td>
<td>2%</td>
<td></td>
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</tbody>
</table>

77% of organizations anticipate being able to meet the demand for programs/services in the coming year

Giving
61% of organizations described giving to their organization as having increased from 2017 to 2018

888 is the average number of individuals and entities giving to an organization per year. The range is from 4 to 8,000 per organization.

Organizational Strengths and Weaknesses
Average strength in areas of core organizational development
Rating system: 1 means no strength, 10 means couldn't be stronger. Middle data omitted.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Rating</th>
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<tbody>
<tr>
<td>Transparency &amp; accountability</td>
<td>7.7</td>
</tr>
<tr>
<td>Financial management</td>
<td>7.6</td>
</tr>
<tr>
<td>Program development</td>
<td>7.5</td>
</tr>
<tr>
<td>Meeting facilitation</td>
<td>7.4</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>7.2</td>
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</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant seeking and writing</td>
<td>5.3</td>
</tr>
<tr>
<td>Succession planning</td>
<td>4.8</td>
</tr>
<tr>
<td>Diversity, equity and inclusion efforts</td>
<td>4.8</td>
</tr>
</tbody>
</table>

Financial Planning/ Budgeting Process
64% of organizations indicated their financial planning/budgeting process is very solid or solid

<table>
<thead>
<tr>
<th>Financial Planning/Budgeting Process</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very solid or solid</td>
<td>64%</td>
</tr>
<tr>
<td>Limited, very limited or none</td>
<td>36%</td>
</tr>
</tbody>
</table>

Funding Model & Fund Development Planning
58% of organizations indicated their funding model includes highly diversified funding streams or a solid base of funders

<table>
<thead>
<tr>
<th>Funding Model &amp; Fund Development Planning</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Highly diversified funding streams or a solid base of funders</td>
<td>58%</td>
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</tbody>
</table>

62% of organizations have an annual fund development plan, with 33% of organizations including “planned giving” in their plan
Strategic Planning & Performance Measurement

- 66% of organizations conduct regular strategic planning that engages the board and/or staff, has their buy-in, and results in some concrete action.

Collaboration

- 95% of organizations plan to partner with other nonprofits in the coming year.

Executive Directors or other organizational leaders strongly agree/agree that...

- Collaboration has helped our organization better accomplish its mission/goals: 95%
- Our organization has co-created goals that are shared by a partner organization in the area: 68%

59% of organizations find collaboration to be essential to the success of their organization:

- Essential: 59%
- Essential practice in select instances: 26%
- Valuable in some circumstances: 13%
- Not valuable: 2%

56% of organizations have translated their vision into goals that are often or consistently used to direct actions and set priorities.

58% of organizations regularly or continually measure performance and track progress against internal and external benchmarks to identify their social impact.
We would like to thank our generous funders who helped make this first-ever Nonprofit Community Assessment possible!