

Survey of Texas Nonprofit Organizations

Commissioned by and presented to the
Texas Health and Human Services Commission
Task Force on Strengthening Nonprofit Capacity

from

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APPENDIX A: Questionnaire

APPENDIX B: Crosstabulations of All Questions by Selected Variables

BACKGROUND

BACKGROUND

- ◇ TX Health and Human Services Commission (HHSC) Task Force on Strengthening Nonprofit Capacity commissioned a statewide survey of nonprofits on the issue of strengthening nonprofit capacity.
- ◇ The survey goal was to obtain feedback on perceptions of and how to strengthen nonprofit capacity in Texas.
- ◇ The Task Force delegated survey design to a subcommittee of its members to include: Angela Bies, lead researcher on the project; Bee Moorhead, Executive Director, Texas Impact; and Barry Silverberg, Chief Executive Officer, Texas Association of Nonprofit Organizations. OneStar Senior Organizational Development Specialist Anna McElearney (formerly Libertino) was the lead for the survey design process, with research and evaluation expertise from Erin Brackney, Manager, Research, Evaluation and Learning.



BACKGROUND

- ◇ O'Neil Associates, Inc. was contracted to host and tabulate a survey of Texas nonprofit organizations for the OneStar Foundation and HHSC Task Force on Strengthening Nonprofit Capacity.
- ◇ A network sampling strategy was employed, which utilized distribution of the survey through core networks of community, faith-based, and other nonprofits.
- ◇ A total of 716 responses were collected between July 30 and August 30, 2010.

BACKGROUND

- ◇ O'Neil Associates, Inc. provided analytic support for the close-ended questions; Bush School of Government & Public Service graduate students provided analytic support of the open-ended questions. Graduate student researchers include: Yusun Cho, Victor Gongora, Annie Haymond, Joy Jauer, Emily Neal, Eddiemae Nash, Julie Rogers, and Chang Yun.
- ◇ The analyses which follow represent our professional opinions and not those of the OneStar Foundation or the HHSC Task Force on Strengthening Nonprofit Capacity.

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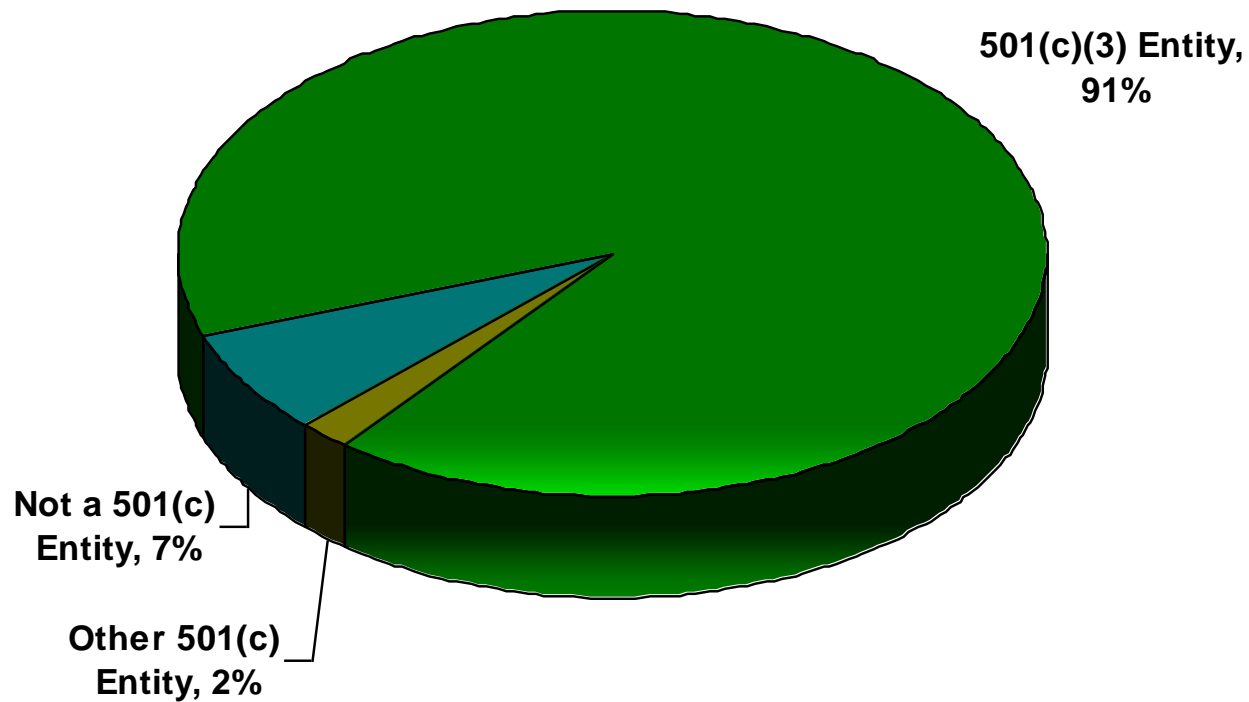
Phone: 979.862.8829

ORGANIZATIONAL CHARACTERISTICS



ORGANIZATIONAL STATUS

Is your organization...

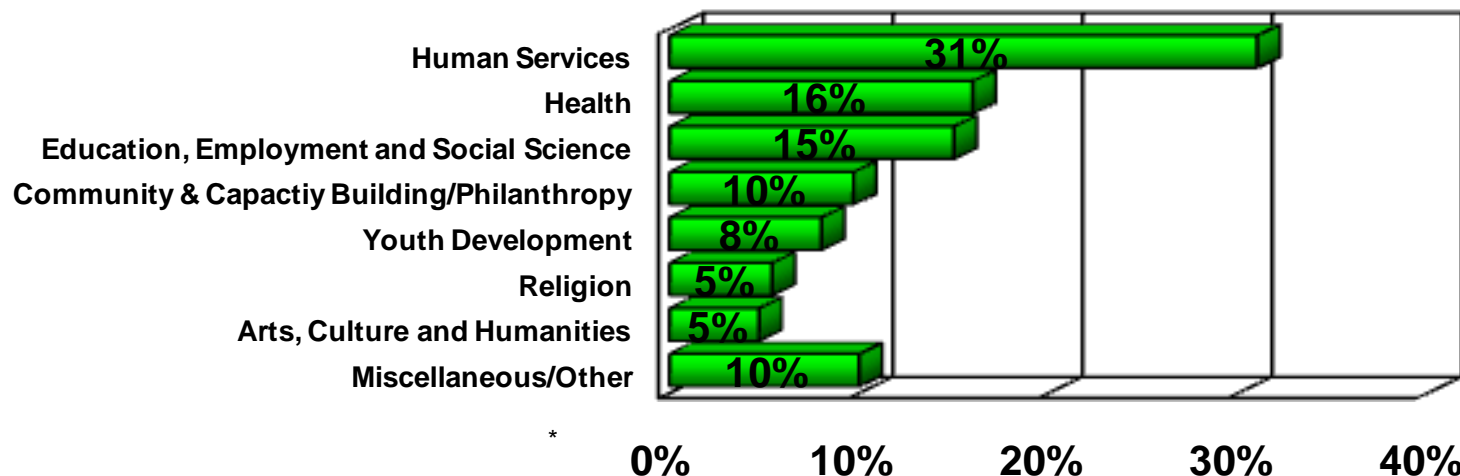


ORGANIZATIONAL STATUS

- ◇ The vast majority of the organizations surveyed are 501(c)(3) organizations (91%).
 - This number was slightly lower for organizations that provide both funds and services (79%), and those who use volunteers rarely (87%).

Mission Area

Which ONE category does your organization BEST fall under?



* Human Services and Health both include several related categories. Education does not include higher education institutions or many p-16 schools.

*Miscellaneous/Other includes Environment, Animal Related, International Foreign Affairs and National Security, Civil Rights Social Action and Advocacy, Public and Social Benefit, Mutual Membership Benefit and Unknown.

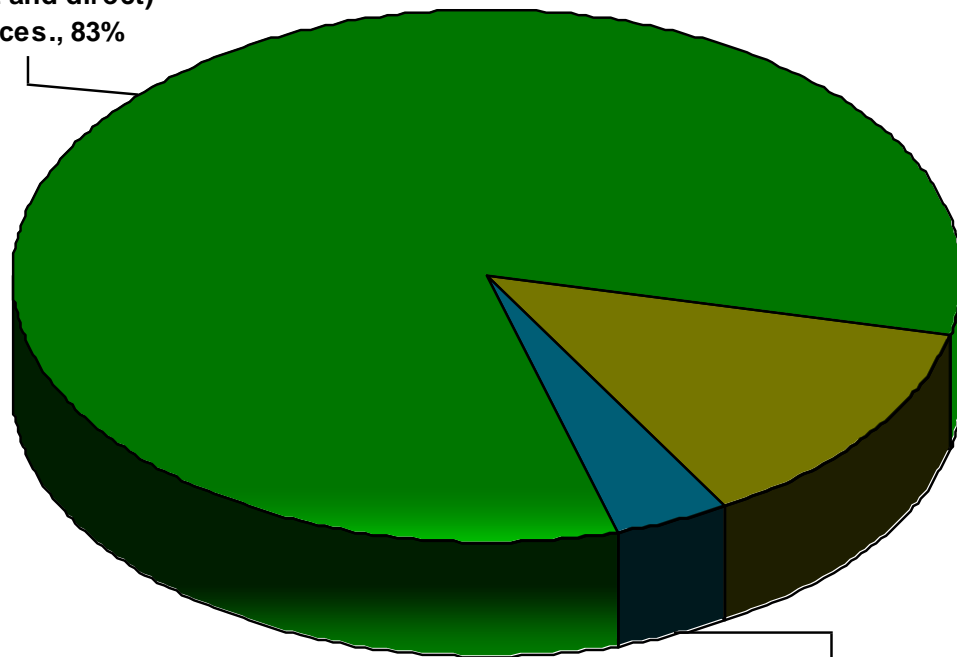
Mission Area

- ◇ Nearly a third of organizations surveyed (31%) were human service organizations. Another 16 % were health related, and 15 % were education related. And 10% were a combination of community improvement, capacity building and philanthropy. Youth development organizations represented 8% of the sample, with arts, culture and humanities and religious organizations each representing an additional 5% of surveyed organizations.
- ◇ Because of the study's purposive network sampling strategy, human services, health, youth development and capacity-building/philanthropy over-represent the general population of nonprofits (as evidenced in NCCS/TANO statewide compilations). In general, this study's sample also over-represents small, direct services, and faith-affiliated organizations. This is consistent, however, with the research study's goals (and ROCA focus) of understanding community-based and religious nonprofit organizations, as well as the general population of nonprofits.

SERVICE PROVIDER / FUNDER

Is your organization...

An entity that
provides (both
indirect and direct)
services., 83%



An entity that both
funds other
organizations and
provides services.,
13%

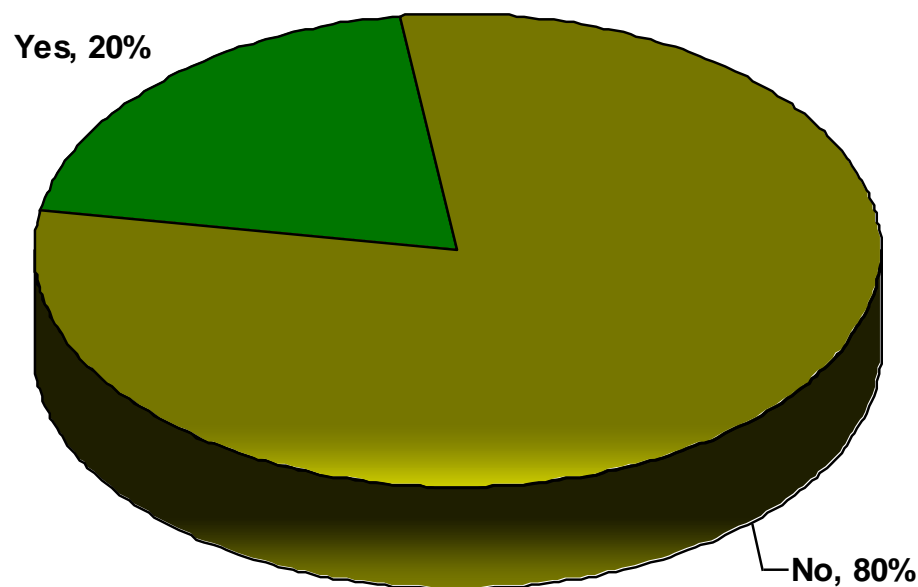
An entity that funds
other organizations.,
4%

SERVICE PROVIDER / FUNDER

- ◇ The vast majority of organizations surveyed are involved in providing services (83%).
- ◇ Another 13% both provide funding and services.
- ◇ Only 4% of these organizations fund others but do not provide services.

FAITH-BASED?

Do you identify your organization as faith-based or religiously-affiliated?



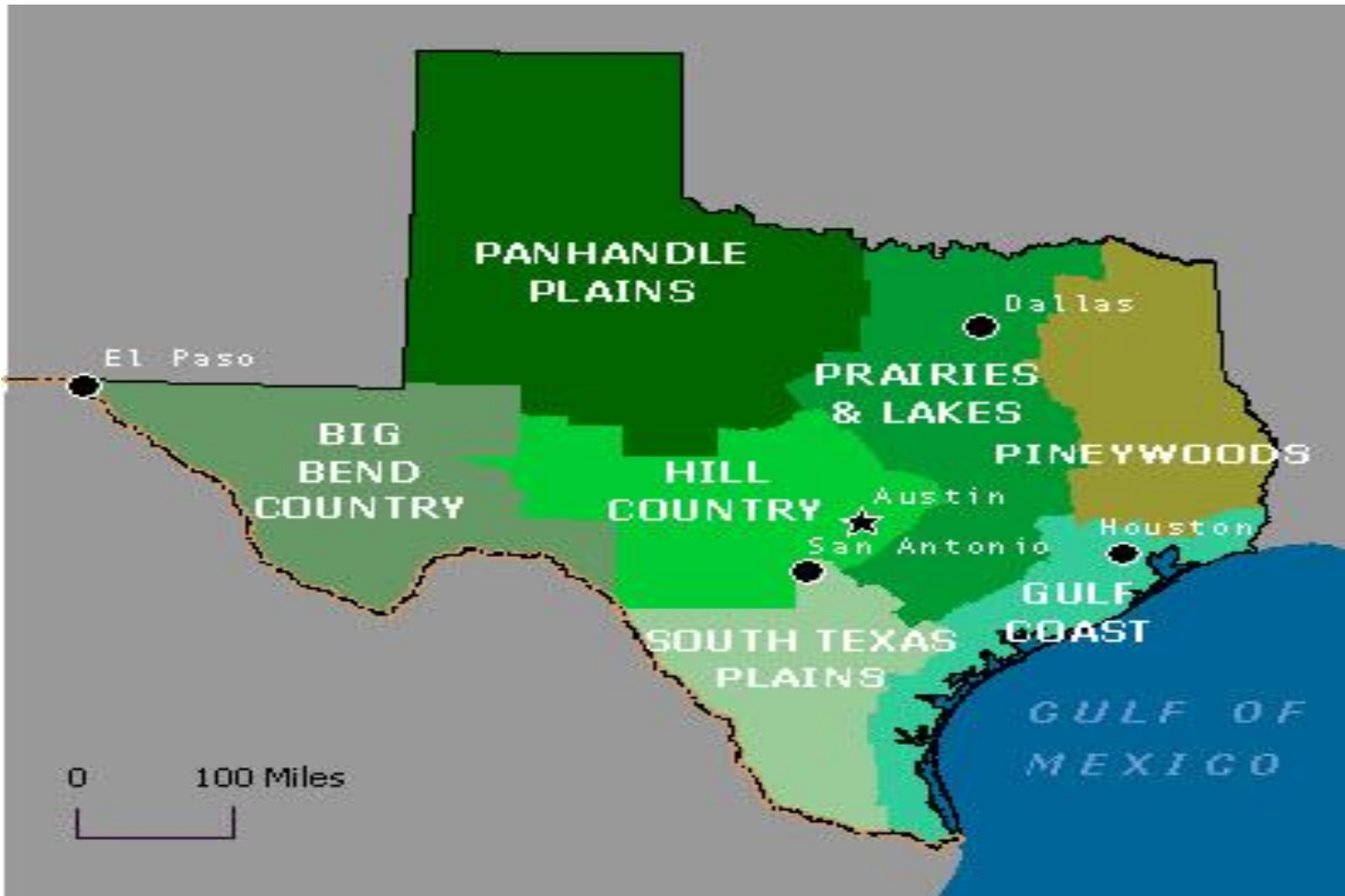
Faith affiliation?

<i>Faith Affiliation</i>	<i>Frequency</i>	<i>Percent</i>
Christian (Unclassified)	36	30%
Non-denominational	20	16%
Other	18	15%
Methodist	12	10%
Episcopal	10	8%
Baptist	7	6%
Catholic	7	6%
Presbyterian	5	4%
Jewish	4	3%
Lutheran	3	2%
Total Responses	122	100%

FAITH-BASED?

- ◇ Four-fifths (80%) of surveyed nonprofits are not faith-based or religiously-affiliated. One-fifth (20%) are faith-based or religiously-affiliated.
- ◇ Of the one-fifth that identified as being faith-based, Christian affiliations (unclassified or of a specific denomination) were most common. Six percent identified Jewish affiliations. None indicated a Muslim affiliation. More than 30%, however, self-identified as either non-denominational or other.
- ◇ Faith-based organizations are more likely to be smaller organizations.

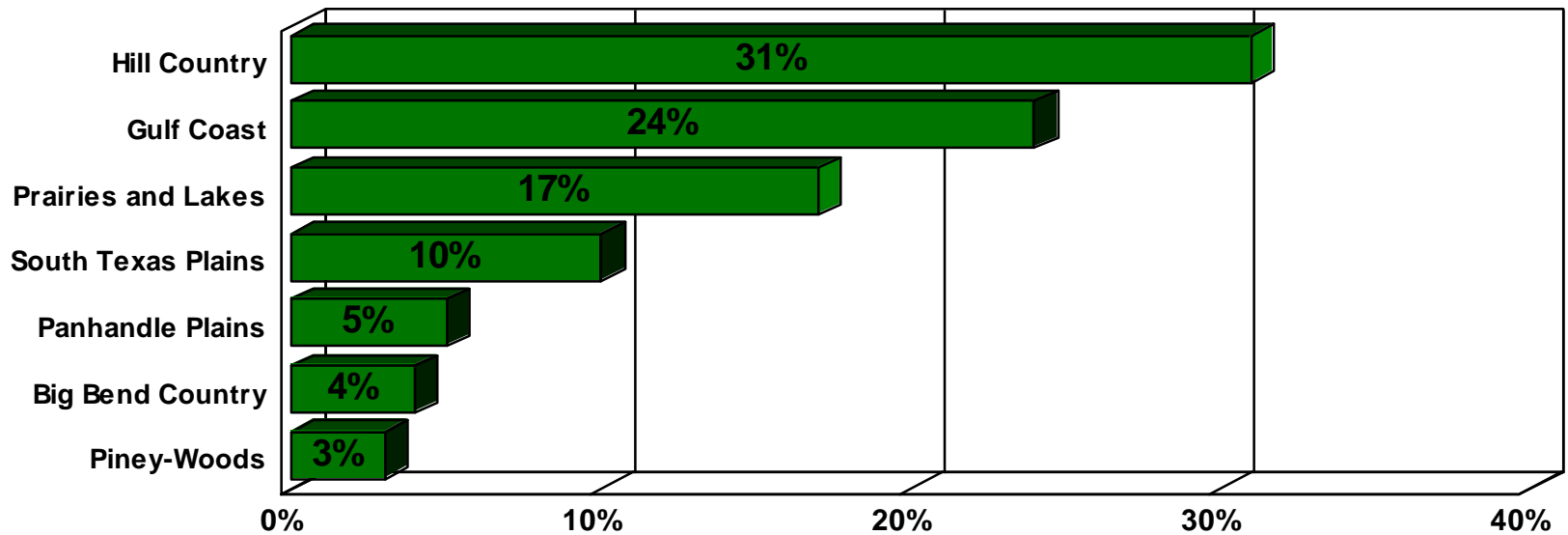
GEOGRAPHIC DISTRIBUTION



Geographic Distribution

- ◇ The map utilized to define the geographic ranges within Texas is derived from the Texas Department of Agriculture; it is also used by “Texas Travel”.

GEOGRAPHIC DISTRIBUTION

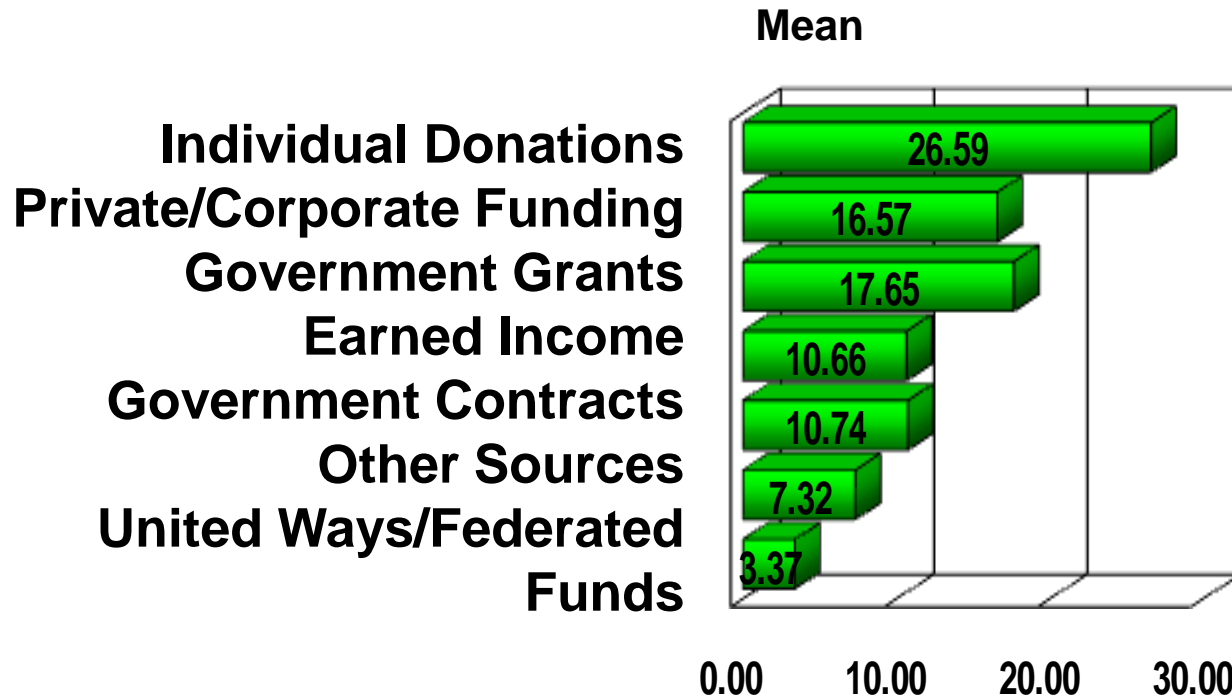


GEOGRAPHICAL DISTRIBUTION

- ◇ Responses were grouped by zip code into the following geographical regions within Texas: Hill Country, Gulf Coast, Prairies and Lake, South Texas Plains, Panhandle Plains, Big Bend Country and Piney-Woods.
- ◇ The most commonly cited region in Texas were Hill Country (31%) and Gulf Coast (24%).
- ◇ Cited slightly less often were Prairies and Lakes (17%) and South Texas Plains (10%).
- ◇ Panhandle Plains (5%), Big Bend Country (4%) and Piney-Woods (3%) were cited significantly less often.

REVENUE SOURCES

What percentage of your annual operating budget comes from the following sources?

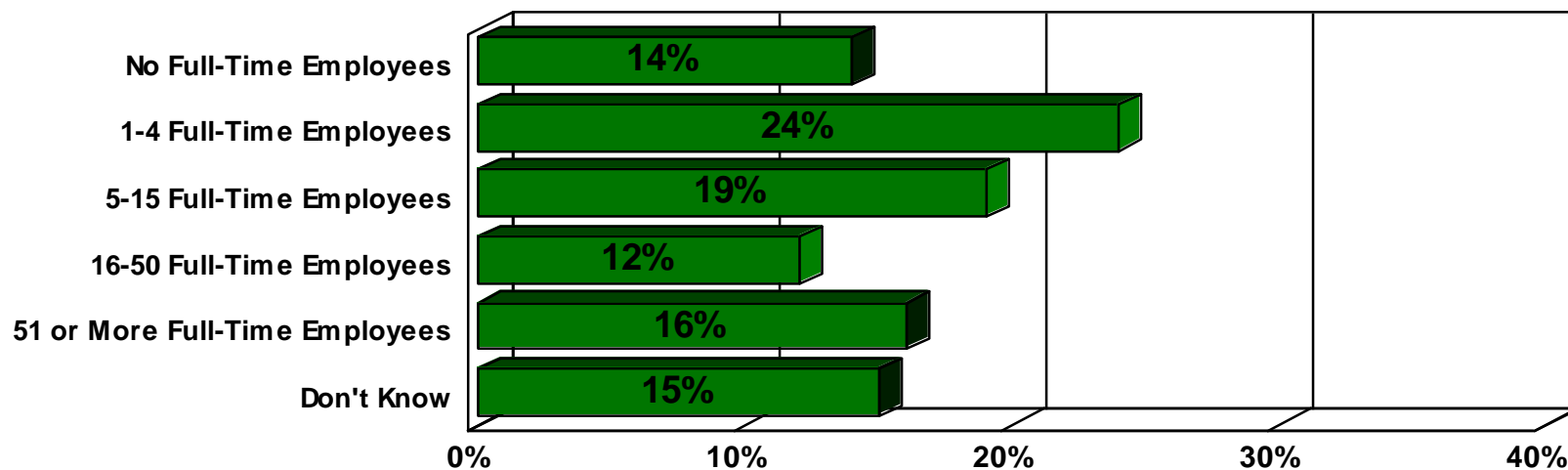


REVENUE SOURCES

- **On average, individual donations comprise the largest revenue stream (at 27% of revenue).**
- **The next largest revenue stream represented is Private/Corporate Funding (16%).**
- **In addition, Government Grants (17% each) and Government Contracts (10%) comprise the second largest areas of revenue.**
- **While variation exists by subfield and size, the study sample's composition suggests revenue diversity and representation of groups experienced with institutional funding and contracts (e.g., foundation and government funds).**

FULL-TIME EMPLOYEES

Approximately how many paid full-time employees does your organization have?

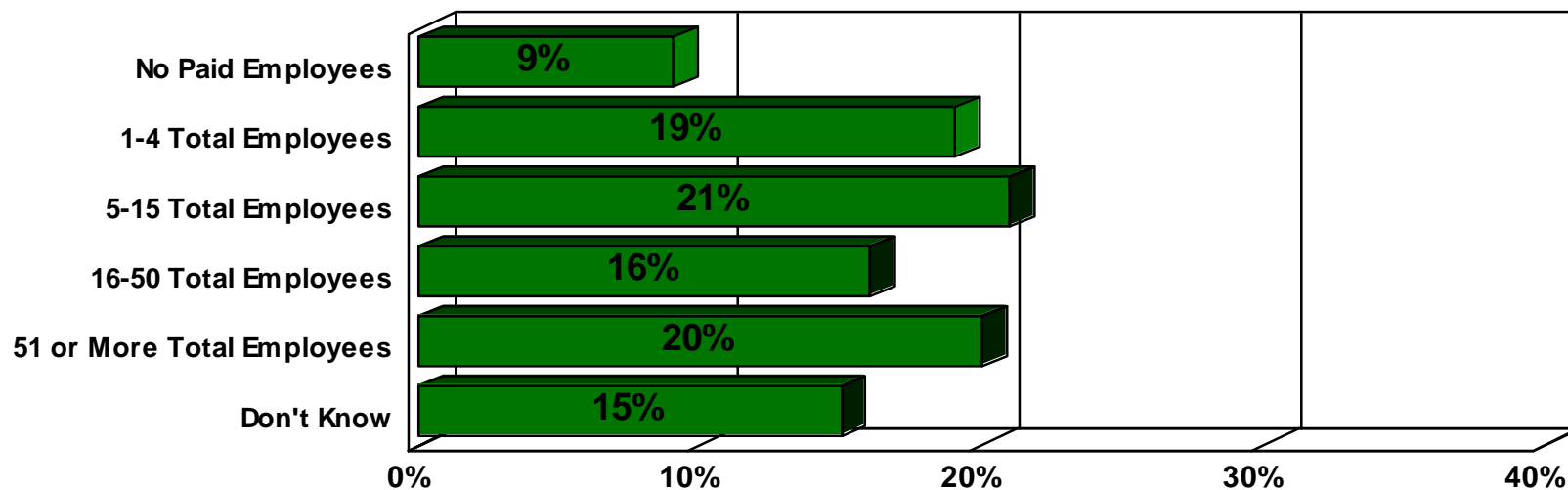


FULL-TIME EMPLOYEES

- ◇ The organizations surveyed varied widely in terms of size as measured by full-time employees.
- ◇ The median number of full-time employees is eight.

TOTAL EMPLOYEES

Approximately how many paid employees does your organization have?

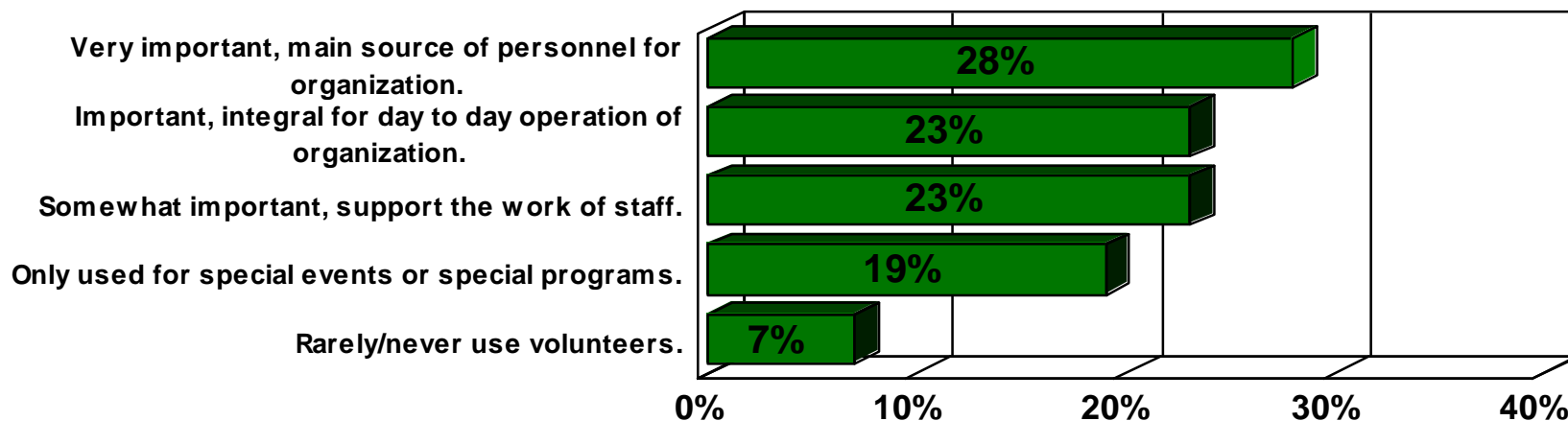


TOTAL EMPLOYEES

- ◇ The number of total employees also varies widely.
- ◇ The median number of employees including both full and part-time employees is 12.
- ◇ Not surprisingly, volunteers are conspicuously important in organizations with no employees.

VOLUNTEERS

Not considering Board Members, how important are volunteers to your organization's day-to-day operations?

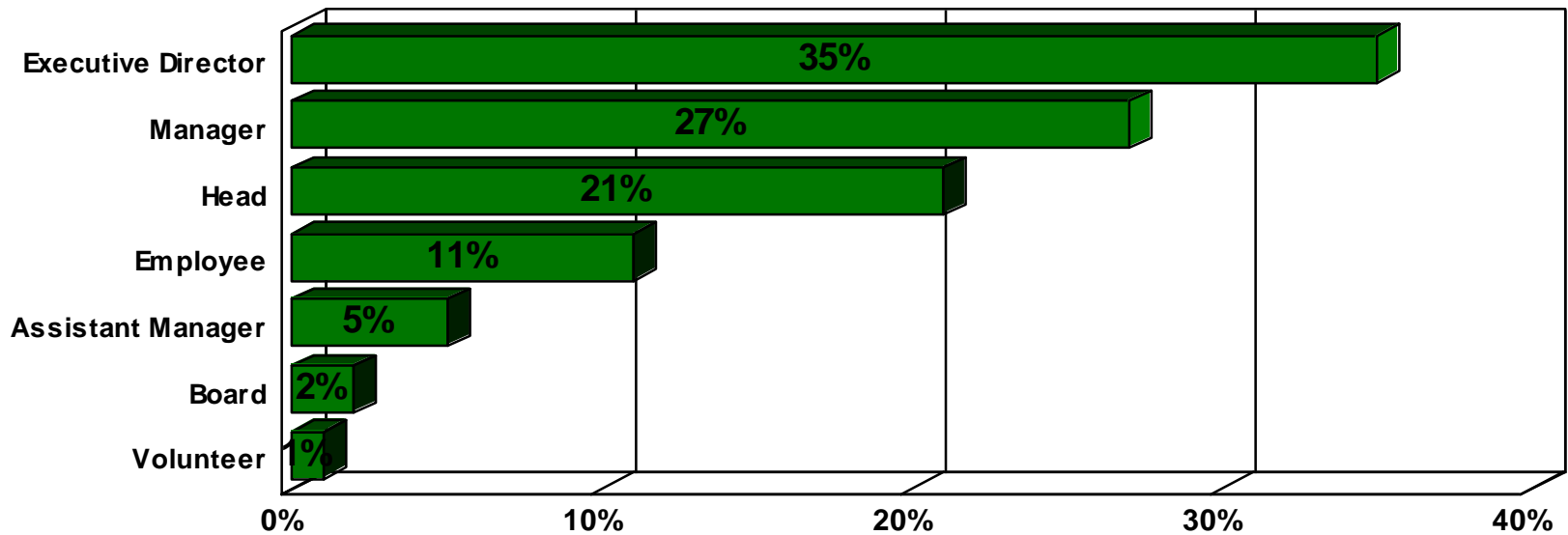


VOLUNTEERS

- ◇ These nonprofits varied widely in terms of their use of volunteers.
 - A little over a quarter (28%) considered them to be a very important source of personnel.
 - A little under a quarter (23%) considered them to be important and somewhat important (23%), while only slightly fewer (19%) only use them for special events or programs. Only 7% use volunteers rarely.
- ◇ The significance of volunteers, however, varies widely by size of organizations.
 - Among those with no full-time employees, 60% consider volunteers to be very important.
 - Among those with no paid employees whatsoever, this number rises to 70%.
- ◇ Volunteers are also more significant among faith-based organizations.
 - Among this group, 45% consider volunteers to be very important and an additional 27% consider them to be important, a total of 73%.

RESPONDENT POSITION

What is your title within your organization?



RESPONDENT POSITION

- ◇ Responses given to the question of one's title within their organization were grouped into the following categories: Executive Director, Manager, Head, Employee, Assistant Manager, Board and Volunteer.
- ◇ The most commonly cited responses for title were Executive Director (35%), Manager (27%) and Head (21%).
- ◇ Mentioned slightly less often was Employee (11%), and
- ◇ Significantly fewer respondents indicated their title is either Assistant Manager (5%), Board (2%) or Volunteer (1%).

STRENGTHENING CAPACITY

STRENGTHENING CAPACITY

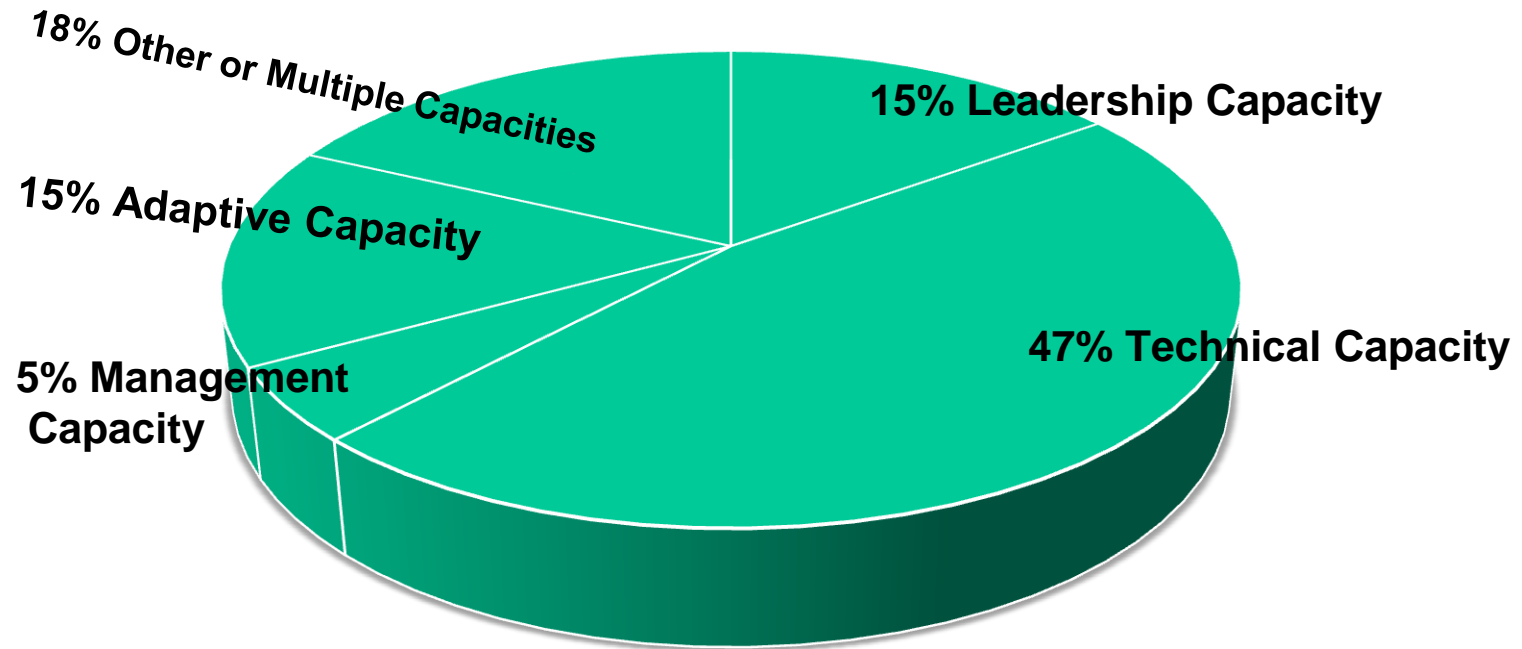
Respondents were asked to consider four core areas of nonprofit capacity* :

- ◇ **Leadership Capacity** – the ability to create and sustain a vision, to inspire, to model, to prioritize, to make decisions, to provide direction, and to innovate – all in an effort to achieve an organization’s mission.
- ◇ **Adaptive Capacity** - ability to monitor, assess, respond to, and create internal and external changes.
- ◇ **Management Capacity** – the ability to use resources effectively and efficiently.
- ◇ **Technical Capacity** – the resources (e.g., skills, experience, knowledge, tools, facilities, technology, etc.) needed to implement all programmatic, organizational and community strategies

****developed by Peter York of the TCC Group***

STRENGTHENING CAPACITY

- ◇ Thinking about your organization's *internal capacity needs* in reference to the four capacity areas defined above, what is your organization's most important need?



STRENGTHENING CAPACITY

◇ In consideration of **internal capacity needs**:

- Nearly half (47%) of the respondents indicated technical capacity as the most important need.
- Also, 15% indicated leadership capacity, while 4% indicated management capacity as the most important need.
- An additional 15% indicated adaptive capacity.
- Nearly one-fifth of respondents, indicated multiple or overlapping capacity needs.

- ## ◇ The leadership and management figures may be underestimated by survey respondents, as most respondents are managers or leaders of nonprofit organizations. Respondents can sometimes have a difficult time assessing their own strengths and weaknesses, especially when personal in nature; this can lead to response bias.

STRENGTHENING CAPACITY

Provider Types and Providers

- ◇ Nonprofit organizations were asked to identify *to whom they look for assistance in strengthening their organization's capacity (by general category, respondents selected three each)*.
- ◇ In the two slides which follow, *providers are organized first by general categories and then by specific providers*.
 - *In the general categorizations by type of provider: Nearly one-third identified foundations or other nonprofits, 13% donors (with no other explanation), and government (11%).*
 - *When categorized by specific providers: Foundations were identified most frequently; local nonprofit management support centers, local United Ways, all levels of government, and individual board members or consultants were identified fairly frequently.*

STRENGTHENING CAPACITY

Category	Frequency	Percentage
Foundation or other nonprofits	670	31%
Donors	270	13%
Government	230	11%
Miscellaneous	211	10%
Community	127	6%
Consultants	59	3%
Faith based organizations	57	3%
Business and Corporations	50	2%
Grants	23	1%
No funding	13	0.6%
Unknown	438	20%
Total # of Responses	2148	100%

STRENGTHENING CAPACITY

Accessibility, Effectiveness, and Cost

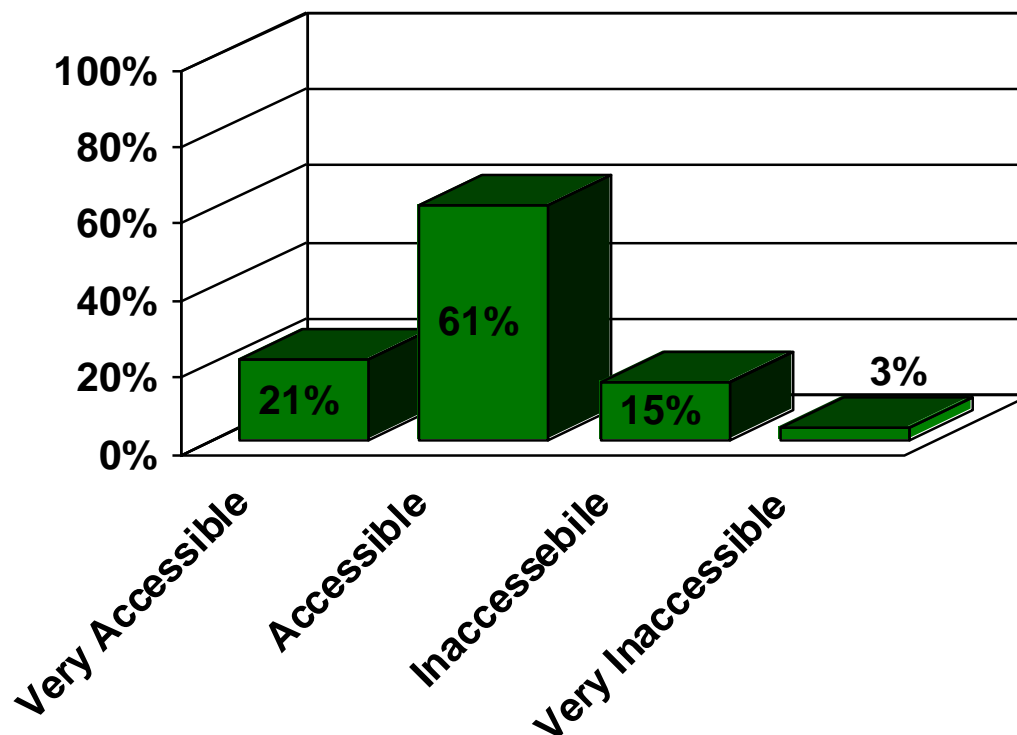
- ◇ After identifying providers, nonprofit organizations in Texas were then asked to assess the accessibility, effectiveness and cost of providers *available in their region to assist them* in strengthening their organization's capacity.
- ◇ In general, accessibility was rated slightly higher than effectiveness.
- ◇ Both accessibility and effectiveness were rated considerably higher than cost.

STRENGTHENING CAPACITY

General category	Specific category	Frequency	Percentage (Frequency/ n_i)
Foundations or Other nonprofits ($n_1 = 670$)	Nonprofit Management Support Centers	78	12%
	United Way	78	12%
	Associated nonprofits	49	7%
	TANO	44	7%
	Green Lights	43	6%
	OneStar	35	5%
	National agency	23	3%
	Other foundations	320	48%
Government ($n_2 = 230$)	State Government	72	31%
	Local Government	66	29%
	Federal Government	50	22%
	Dept. of Health & Human Services	5	2%
	Other Government	37	16%
Individuals and Individual Donors ($n_3 = 270$)	Board	114	42%
	Individuals	86	32%
	Internal	70	26%
Community ($n_4 = 127$)	Community	76	60%
	Volunteers	51	40%

STRENGTHENING CAPACITY: ACCESSIBILITY

Rate the providers in your area in terms of accessibility.



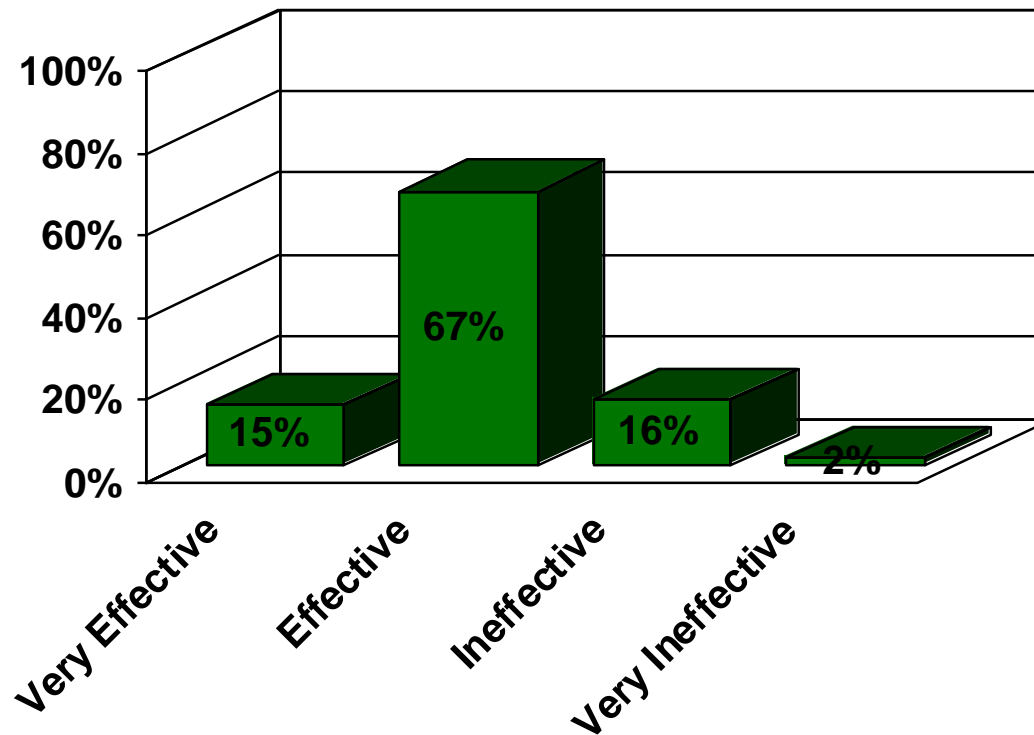
STRENGTHENING CAPACITY: ACCESSIBILITY

- ◇ About five-in-six (83%*) respondents found those providers who assist in strengthening their organization's capacity to be accessible.
 - This includes one-in-five (21%) who find them to be very accessible.
- ◇ Generally speaking, those with fewer full-time employees found providers to be less accessible than those with more full-time employees.

* At first glance, with 21% very accessible and 61% accessible, this would appear to add to 82%. Because these whole numbers are rounded, however, they may not add to precisely that number, as they do not in this case. Our tabulations of totals are based upon the actual, un-rounded, raw numbers. Thus, this is not a computational mistake, but reflects the precision of the calculations. As an example, if 3.3% were added to 3.3% and all of these numbers were expressed in whole numbers, it would be 3.3% rounded to 3% plus 3.3% again rounded to 3% which would appear to be 6%. Given that the real total is 6.6%, 7% is a more accurate computation.

STRENGTHENING CAPACITY: EFFECTIVENESS

Rate the providers in your area in terms of effectiveness.

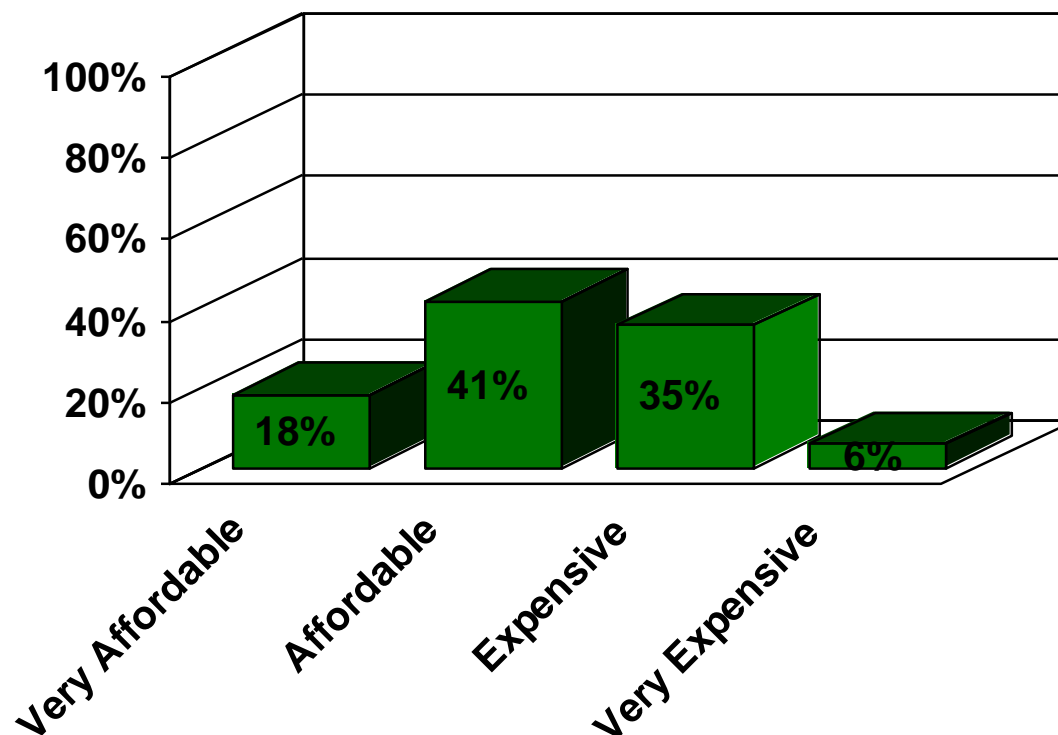


STRENGTHENING CAPACITY: EFFECTIVENESS

- ◇ Virtually the same proportion of respondents (82%) find providers who assist in strengthening their organization's capacity to be effective as find it accessible.
- ◇ The proportion who find it to be very effective is slightly smaller (15% versus 21% for accessibility).

STRENGTHENING CAPACITY: COST

Rate the providers in your area in terms of cost.

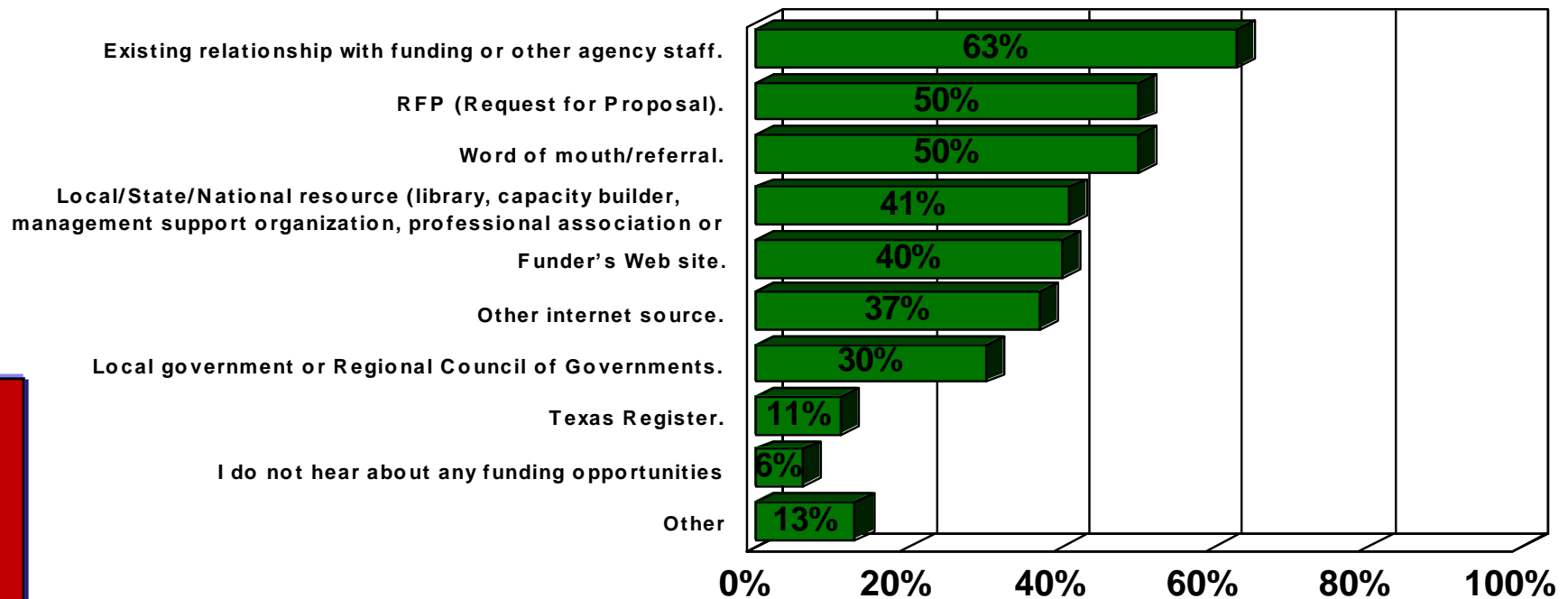


STRENGTHENING CAPACITY: COST

- ◇ While a clear majority (59%) rated providers affordable, a considerable minority (41%) feel that these providers are expensive, including 6% who feel they are very expensive.
- ◇ Thus, it is clear that the affordability of these organizations is ranked measurably lower than either the accessibility or effectiveness of these organizations.

FUNDING INFORMATION

Select the principal ways that you hear about public and/or private funding opportunities, including both grants and contracts.



FUNDING INFORMATION

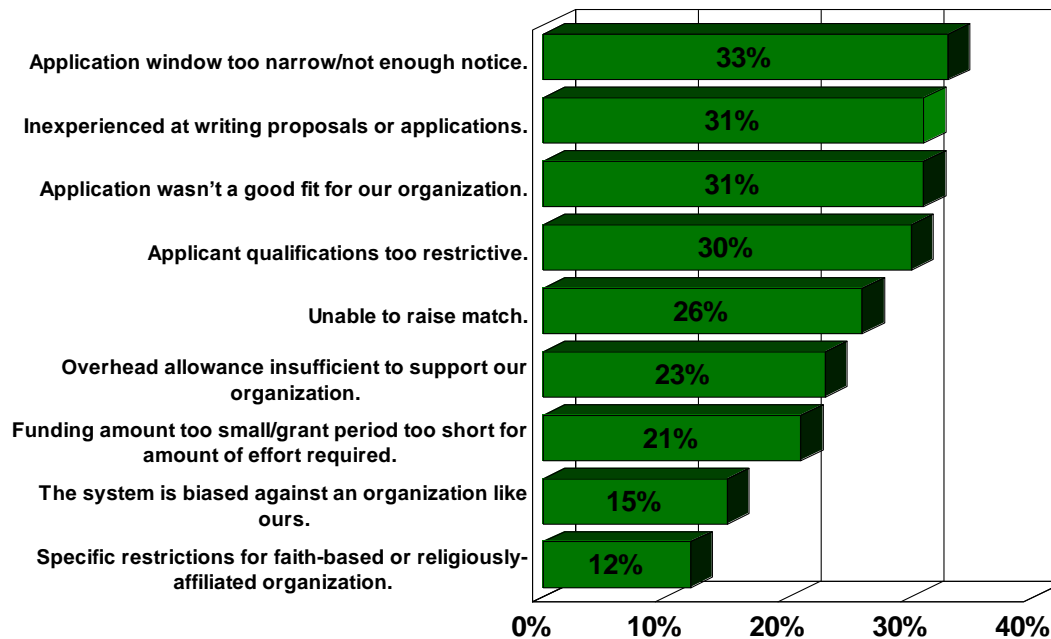
- ◇ The most common means that these nonprofits hear about funding opportunities is through existing relationships with funding or other agency staffs.
 - Existing relationships are particularly likely to be leveraged by larger organizations (whether measured by full-time employees or total number of employees).
 - Existing relationships are also more likely to be used by 501(c)(3) organizations and by organizations that are not faith-based.
- ◇ Precisely half (50%) hear about funding opportunities through RFPs or word of mouth.
 - Again, RFPs are especially likely to be used by larger organizations, whether measured by the total number of employees or the number of full-time employees.
 - RFPs are also more likely to be used by organizations that provide services (58%) and organizations that are faith-based (57%).
- ◇ Somewhat fewer agencies hear about funding opportunities through a variety of resources (41%), a funder's website (40%) or other internet sources (37%).

BARRIERS TO FUNDING



BARRIERS: FEDERAL

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from federal government sources?

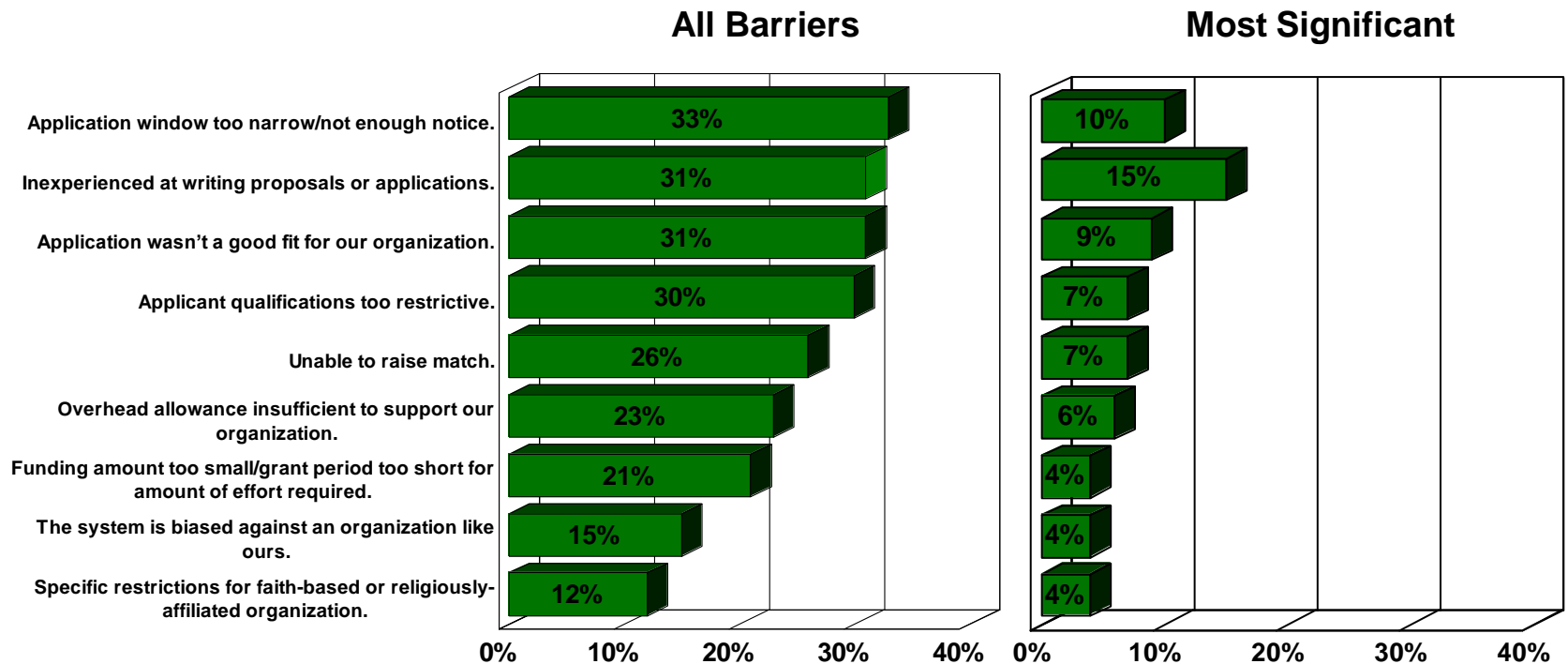


BARRIERS: FEDERAL

- ◇ Organizations experience a wide range of barriers to funding.
- ◇ The most commonly cited were narrow application windows (33%), inexperience at writing proposals (31%), lack of fit between application requirements and a particular organization (31%) and restrictive applicant qualifications (30%).
- ◇ Barriers mentioned slightly less often include an inability to raise match (26%), an inadequate overhead allowance (23%) and too low a level of funding for the effort required (21%).
- ◇ Less commonly mentioned were systemic biases against organizations like the respondent's and faith-based or religiously-affiliated organizational restrictions.
 - Interestingly, the faith-based restriction was cited by 41% of faith-based organizations but only 6% of non-faith-based organizations.
 - For faith-based organizations, this 41% matched inexperience at writing proposals (also 41%) as the single greatest barrier to federal funding.
- ◇ Inexperience at writing proposals was a particularly salient problem for organizations with no full-time or no paid employees whatsoever. While this finding was not surprising, the relationship was dramatic: The proportion doubled and was cited by a majority of small organizations.

BARRIERS: FEDERAL

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from federal government sources?

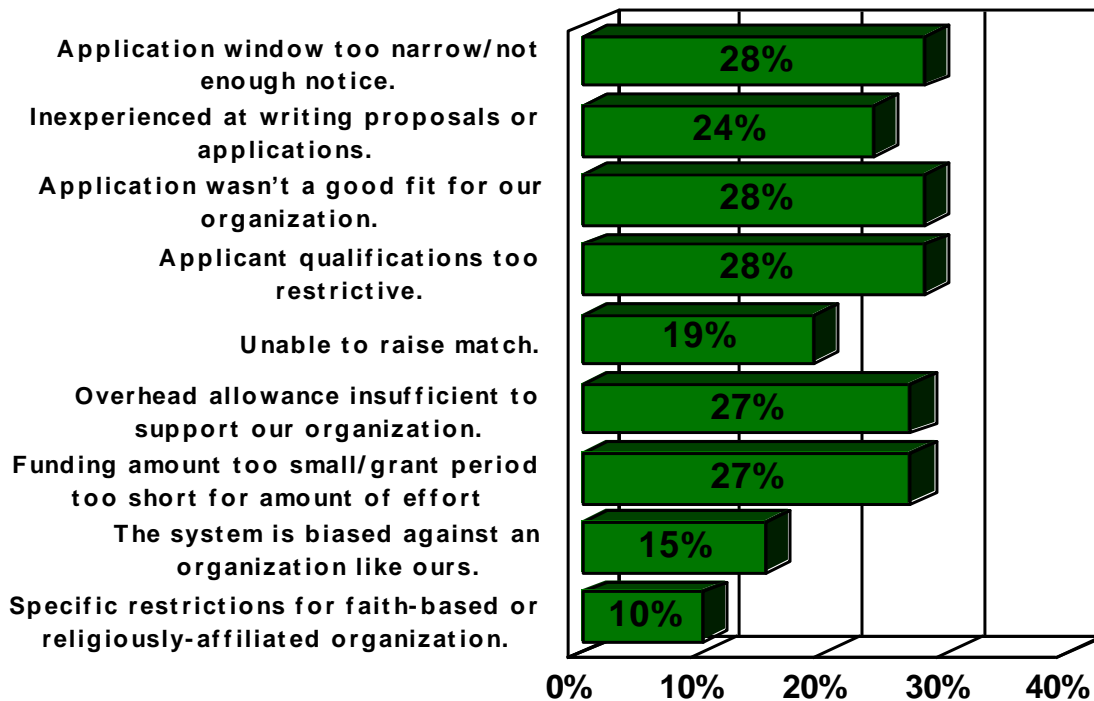


BARRIERS: FEDERAL

- ◇ When we asked organizations what the most significant barrier to federal funding was, the rank order corresponded to the rank order among all barriers with one conspicuous exception.
 - When asked to cite the most significant barrier to federal funding, the most commonly given response was inexperience at writing proposals or applications (15%).
 - No other reason was given by more than 10% of respondents.

BARRIERS: STATE

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from state government sources?



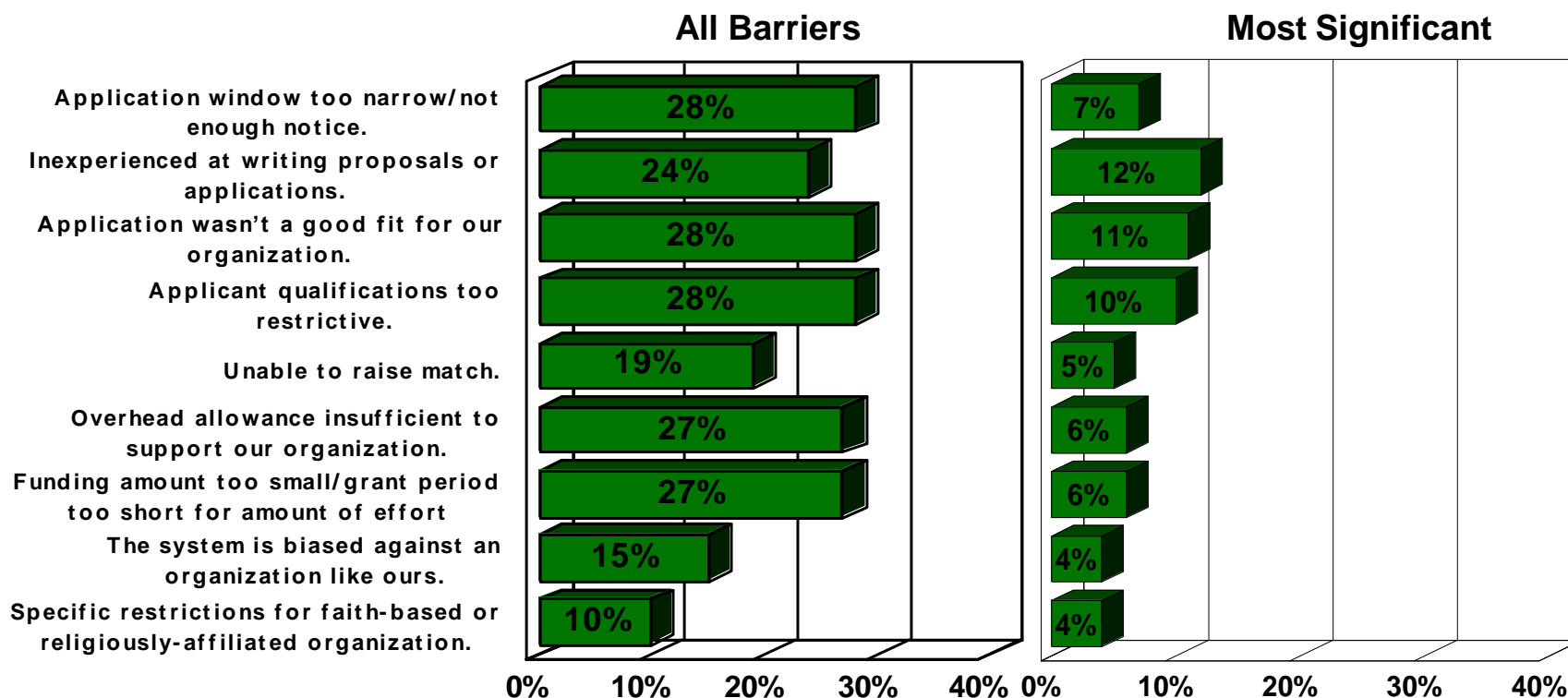
BARRIERS: STATE

NOTE: For purposes of comparison, we have ordered responses by the proportion of responses given to each restriction in responding to the question about federal funding.

- ◇ **Generally speaking, barriers to state funding were somewhat lower than barriers to federal funding**
- ◇ We asked the same question about barriers for state funding as we had asked about federal funding. There was a virtual five-way tie among barriers to state funding: application window too narrow (28%), application not a good fit (28%), application qualifications too restrictive (28%), overhead allowance insufficient (27%) and funding either too small or grant period too short relative to effort (27%).
- ◇ **Only two barriers were greater for state funding than for federal funding:** overhead allowance (27% for state funding, 23% for federal funding) and small funding amounts or short grant period for the effort required (27% for state funding, 21% for federal funding).
- ◇ “Systemic bias against an organization like ours” was equal (15%) for both federal and state funding.

BARRIERS: STATE

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from state government sources?

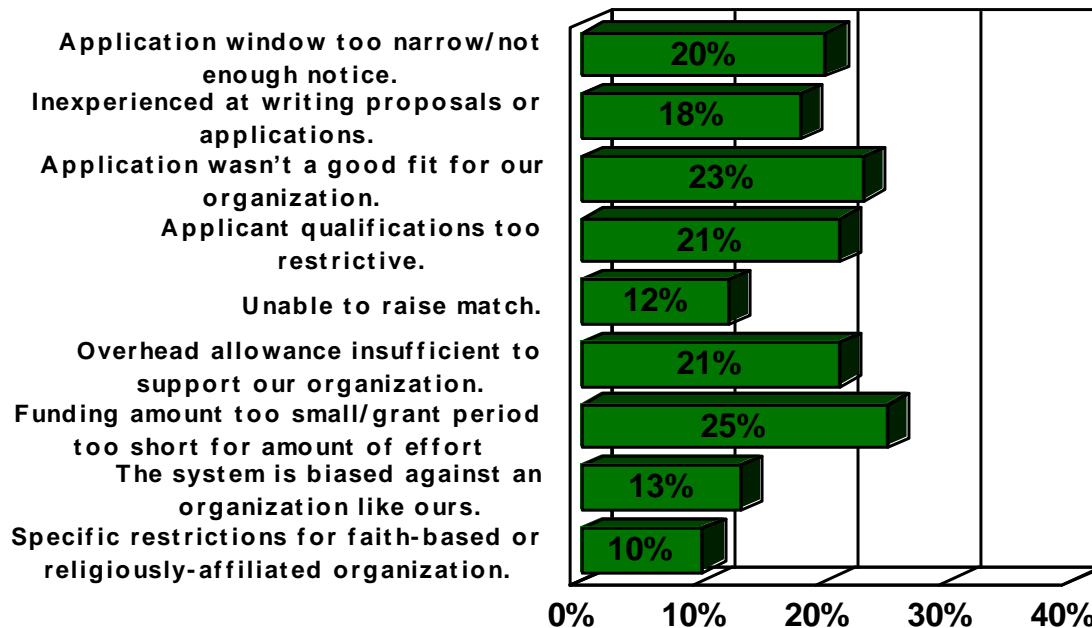


BARRIERS: STATE

- ◇ When asked for the most significant barriers in state funding, three items predominated: inexperience at writing proposals or applications (24%), lack of fit with organization (28%), and restrictive applicant qualifications (10%).
- ◇ Once again, inexperience at writing proposals loomed large for those organizations with no full-time employees.
 - This was cited as a reason by 58% of those with no paid employees and 52% of those with no full-time employees.
 - Furthermore, it was cited as the most important obstacle by 34% of those with no paid employees and 30% of those with no full-time employees.
- ◇ Furthermore, faith-based or religious-based restrictions were an obstacle for 36% of faith-based organizations, and it was the most significant barrier for 16% of these organizations.

BARRIERS: LOCAL

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from local government sources?

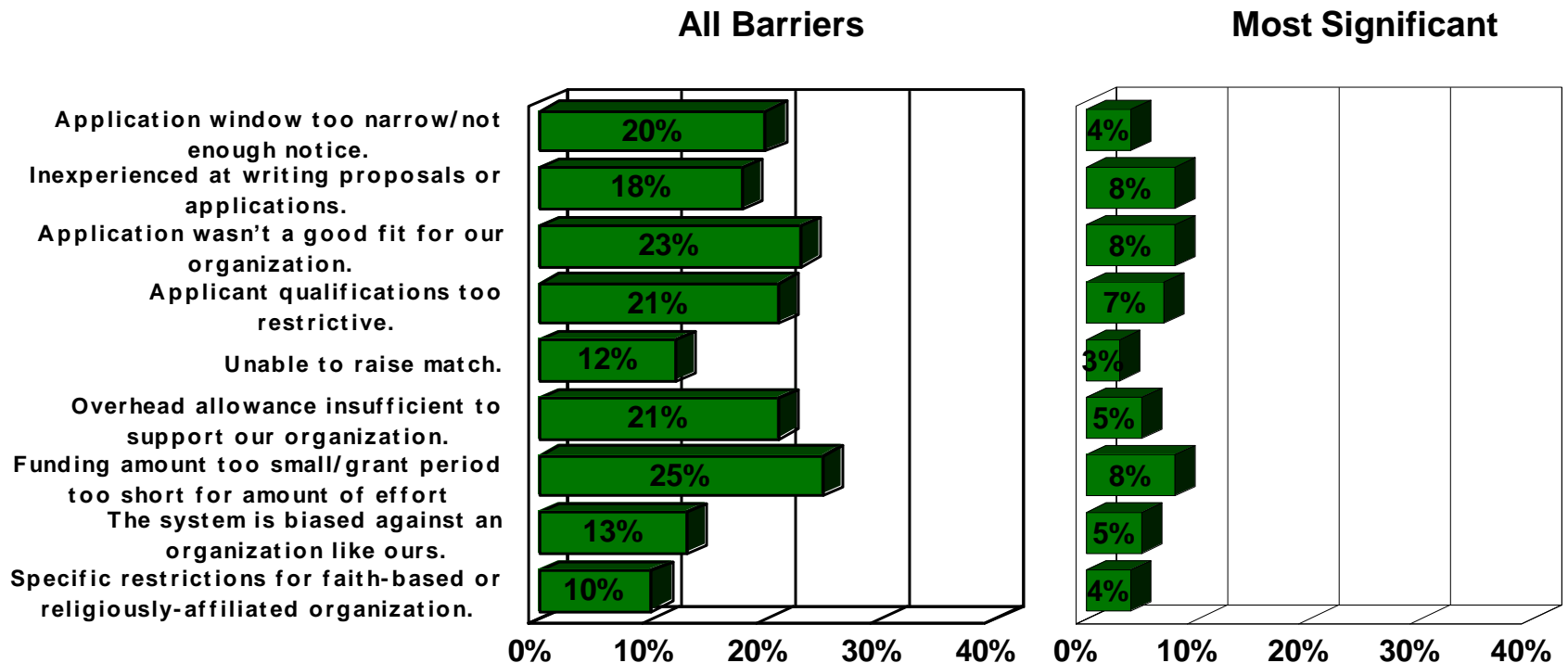


BARRIERS: LOCAL

- ◇ **Barriers to local funding were generally lower than those for either federal or state funding.**
- ◇ The conspicuous exception was the relatively small number who cited the amount of funding and brief grant period. This was a barrier for 25% of organizations with respect to local funding, compared with 27% for state funding and only 21% for federal funding.

BARRIERS: LOCAL

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from local government sources?

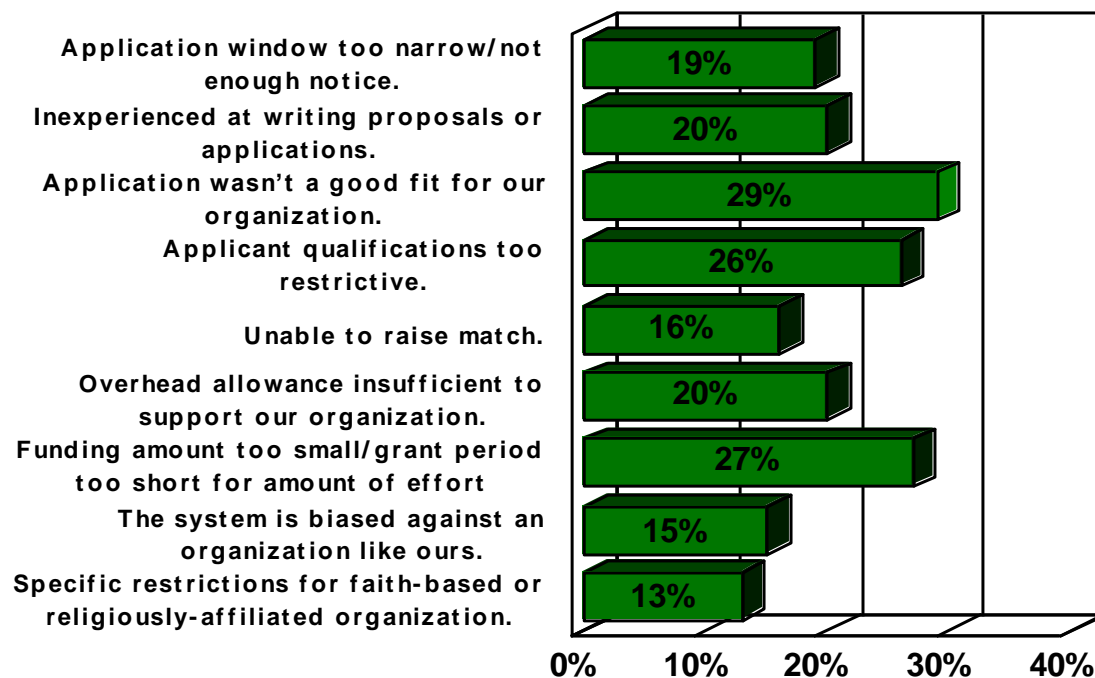


BARRIERS: LOCAL

- ◇ Inexperience in grant writing was an especially noteworthy issue again for organizations without a full-time employee (48% among those with no paid employees and 40% among those with no full-time employees). Furthermore, it was the single most significant obstacle for among 30% of organizations with no paid employees and 35% of those with no full-time employees.
- ◇ One-third (33%) of faith-based organizations were far more likely to encounter faith-based restrictions in local funding, and 16% cited this as their most significant obstacle in obtaining local funding.

BARRIERS: PRIVATE/CORPORATE

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from private/corporate sources?

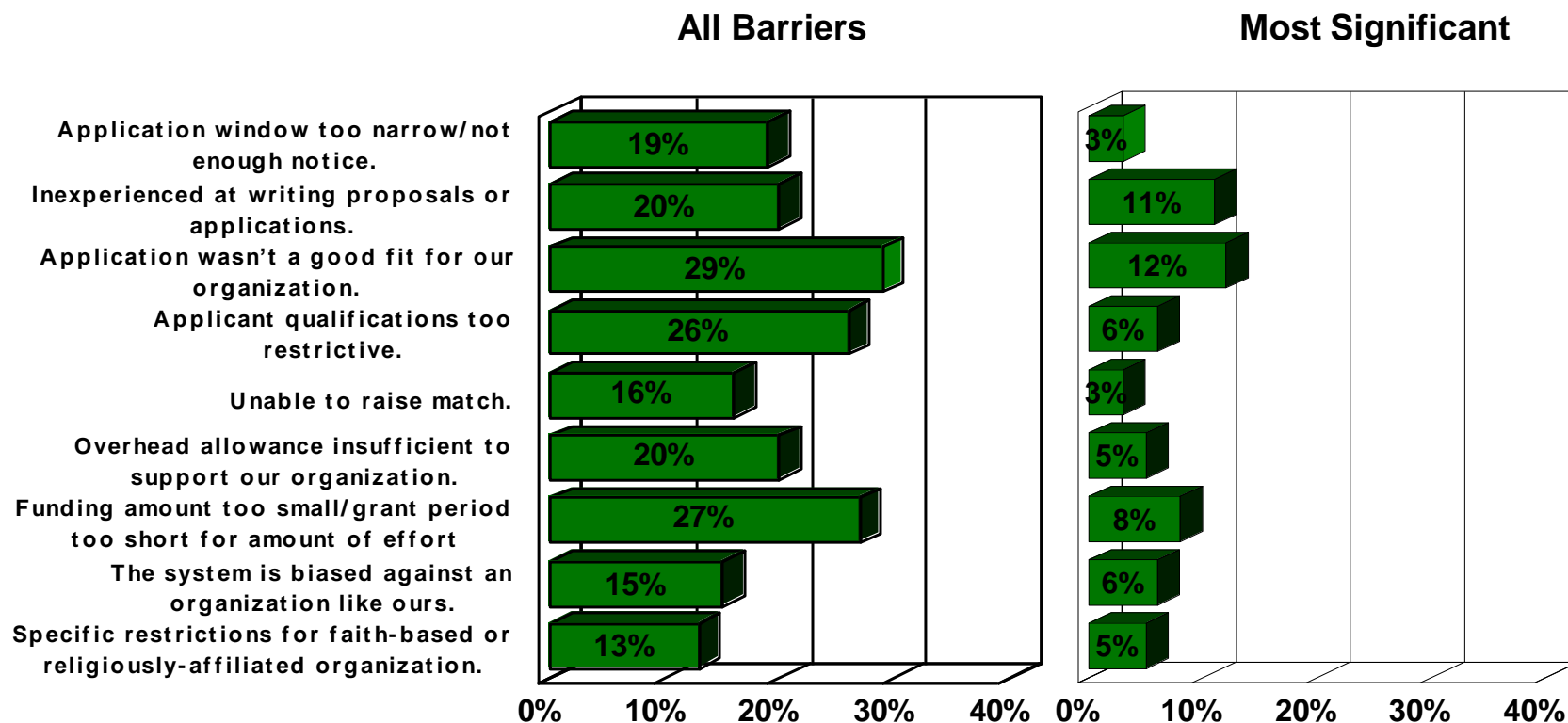


BARRIERS: PRIVATE/CORPORATE

- ◇ The most noteworthy obstacles to private and corporate funding were lack of fit (29%), small levels of funding or short grant periods (27%) and restrictive applicant qualifications (26%).
- ◇ Most other restrictions were generally lower than corresponding proportions for government funding.

BARRIERS: PRIVATE/CORPORATE

What barriers have you experienced in the application process for obtaining funding (either a grant award or contract) from private/corporate sources?



BARRIERS: PRIVATE/CORPORATE

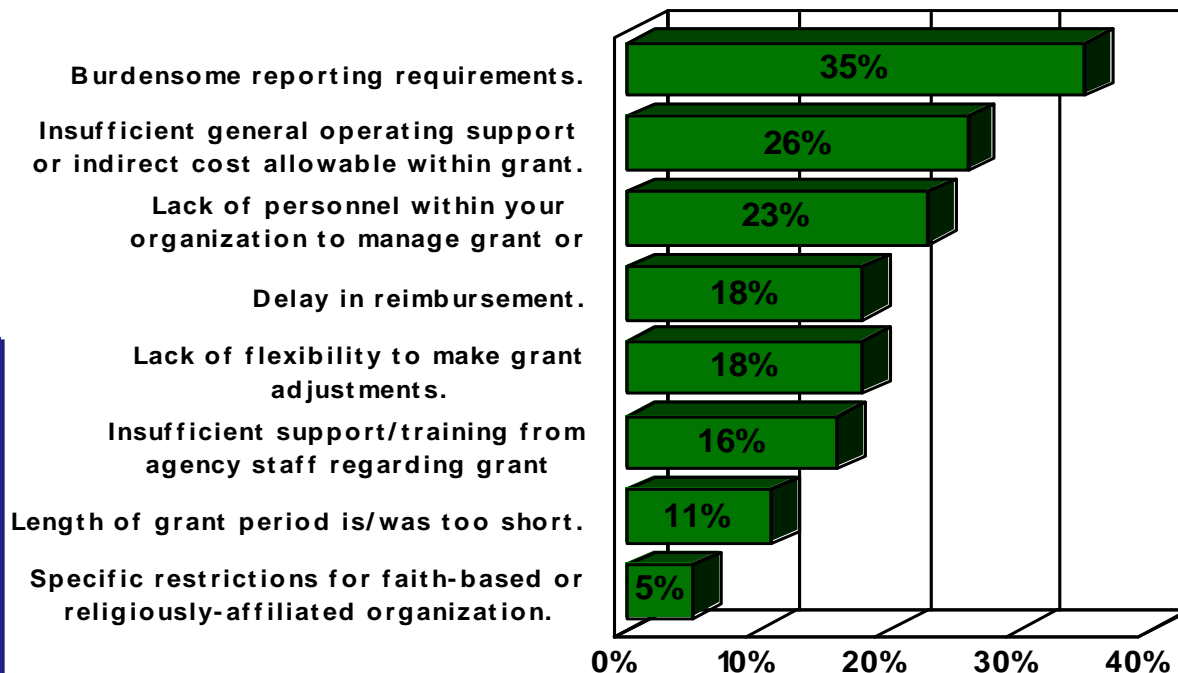
- ◇ The obstacle cited most often as the most significant barrier to private/corporate funding was lack of fit (12%) followed closely by inexperience at writing proposals (11%).
- ◇ Thirty-nine percent (39%) of faith-based organizations found faith-based restrictions to be an obstacle in private or corporate funding.
 - Twenty-three percent (23%) of faith-based organizations cited it as the most significant obstacle to receiving private or corporate funding.

POST FUNDING CHALLENGES



CHALLENGES POST FUNDING: FEDERAL

What challenges have you experienced upon receipt of funding (either a grant award or contract) from federal government sources?

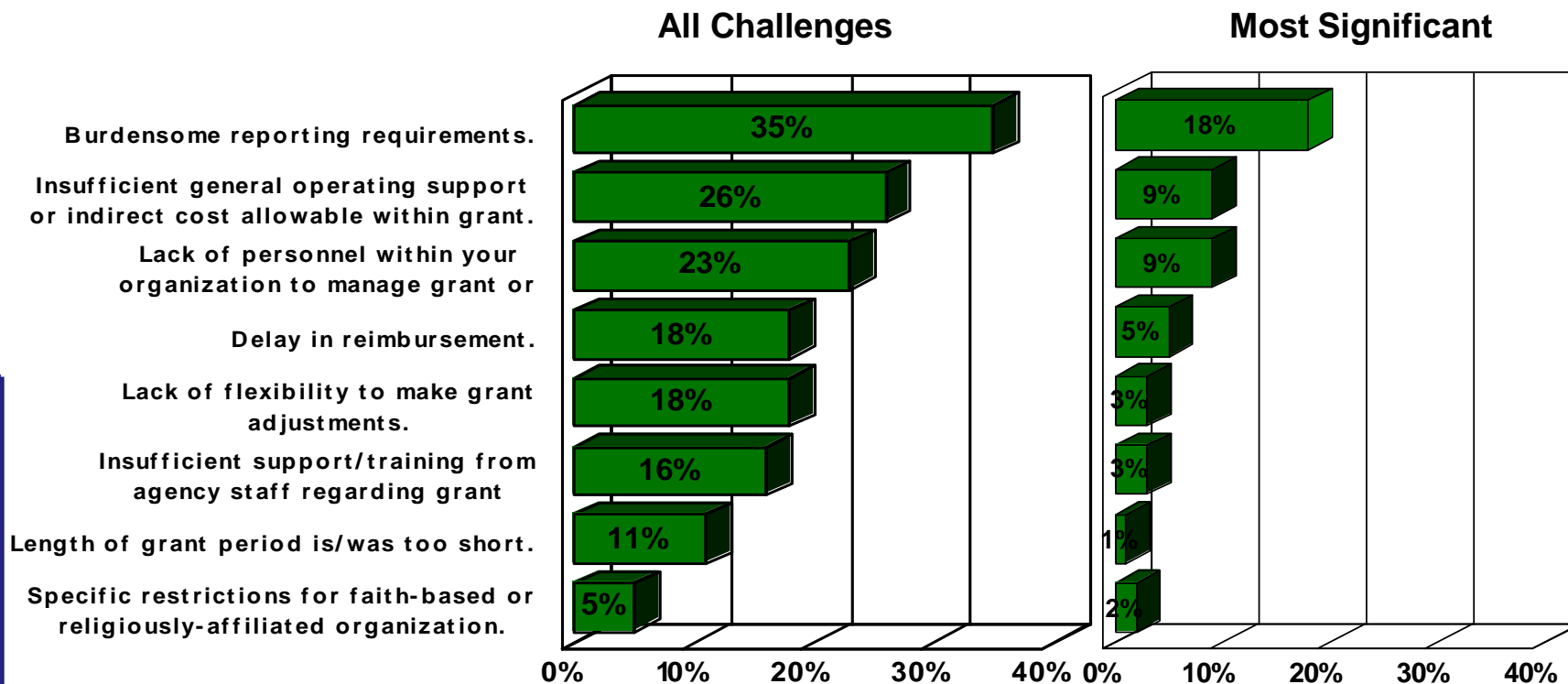


CHALLENGES POST FUNDING: FEDERAL

- ◇ The most commonly cited post-funding challenge in federal funding was burdensome reporting requirements, which was cited by fully 35% of respondents.
- ◇ Interestingly, and in contrast to pre-funding obstacles, larger organizations (those with more employees) were more rather than less likely to report burdensome federal requirements.
- ◇ The next most cited challenge in federal funding is insufficient general operating or indirect cost allowable within grants (26%). This was also more likely to be cited by larger, rather than smaller, organizations.
- ◇ Other significant post-funding challenges for federal funding include lack of personnel within your organization to manage the grant (23%), reimbursement delays (18%), lack of flexibility to make grant adjustments (18%) and insufficient support or training from agency staff during the grant (16%). Far less likely to be cited were short grant periods and faith-based organizational restrictions (11% and 5% respectively).
 - Among faith-based organizations, however, the faith-based restriction was cited by 18%.

CHALLENGES POST FUNDING: FEDERAL

What challenges have you experienced upon receipt of funding (either a grant award or contract) from federal government sources?

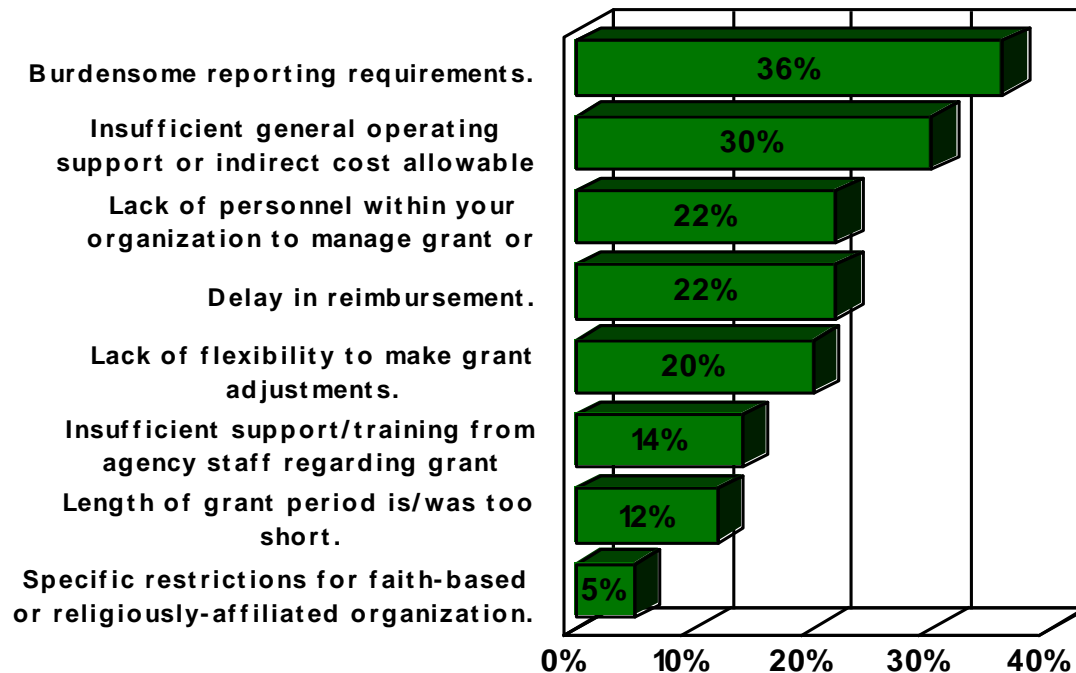


CHALLENGES POST FUNDING: FEDERAL

- ◇ When we asked organizations to focus on the most significant post funding challenge in federal contracts, the dominant response (given by 18% of respondents) was burdensome reporting requirements.
- ◇ Somewhat less frequently cited were insufficient operating or indirect cost support and a lack of personnel within the organization to manage the grant, cited by 9% in each case.

CHALLENGES POST FUNDING: STATE

What challenges have you experienced upon receipt of funding (either a grant award or contract) from state government sources?



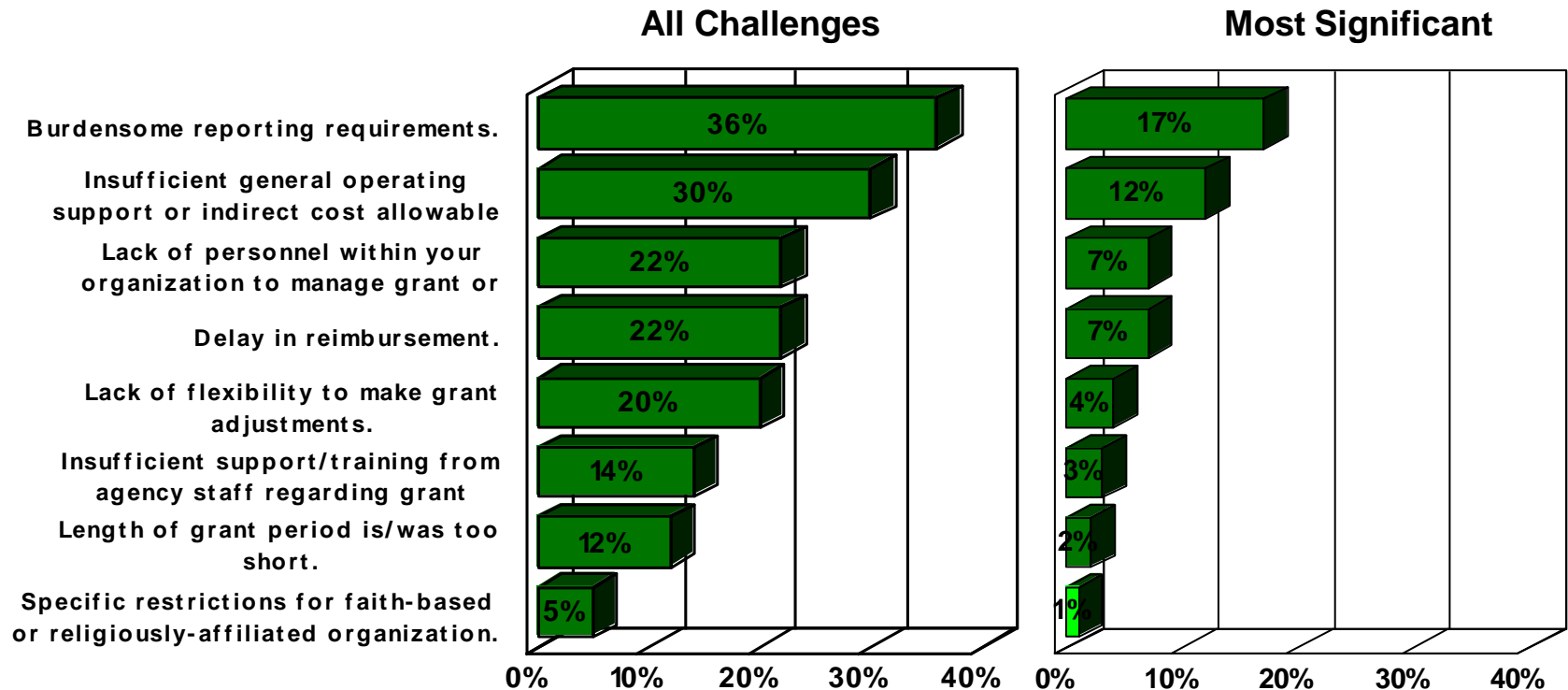
CHALLENGES POST FUNDING: STATE

NOTE: For purposes of comparison, we have ordered responses by the proportion of responses given to each post funding obstacle in responding to the question about federal funding.

- ◇ Post funding challenges for state funding were virtually identical to those for federal funding.
- ◇ Insufficient general operating support was slightly higher for state versus federally funded projects (30% versus 26%), as was delay in reimbursement (22% versus 18%), but other challenges were within a percent or two of their federal equivalents.

CHALLENGES POST FUNDING: STATE

What challenges have you experienced upon receipt of funding (either a grant award or contract) from state government sources?

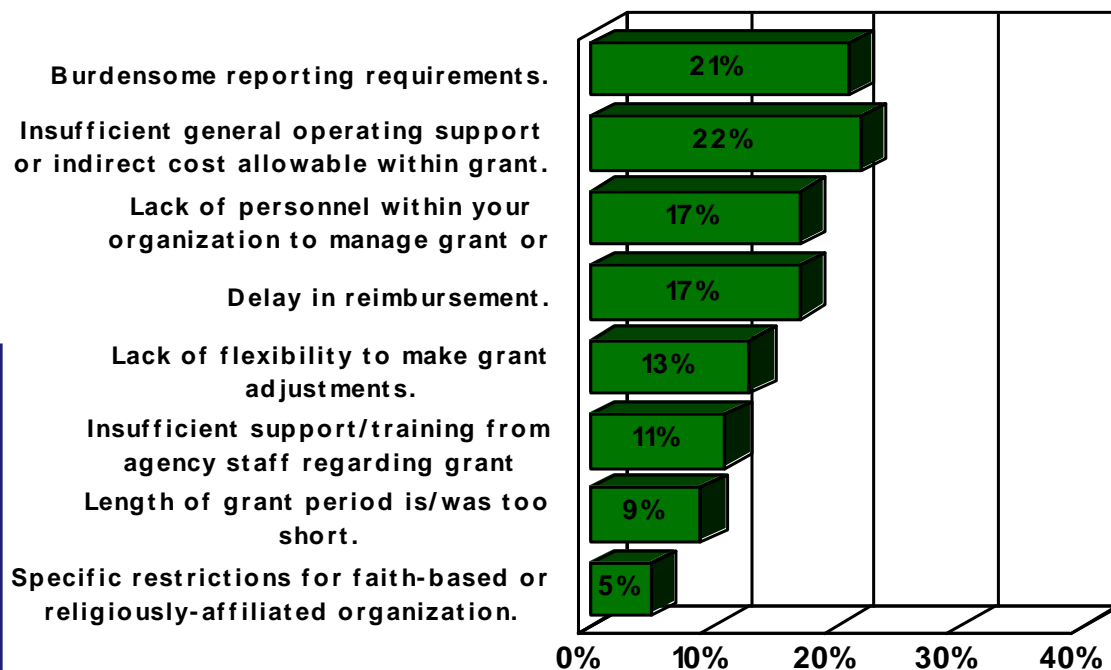


CHALLENGES POST FUNDING: STATE

- ◇ The rank ordering of the most significant post funding challenges for state funding was similar to federally funded projects.
 - The biggest change was that insufficient general operating support or allowable indirect costs was a bit higher (12% versus 9% for federal) and lack of personnel within the organization was a little lower (7% versus 9%).
 - Delay in reimbursement was a little higher (7% versus 5%).
 - Other percentages were within one percent of their federal equivalents.

CHALLENGES POST FUNDING: LOCAL

What challenges have you experienced upon receipt of funding (either a grant award or contract) from local government sources?

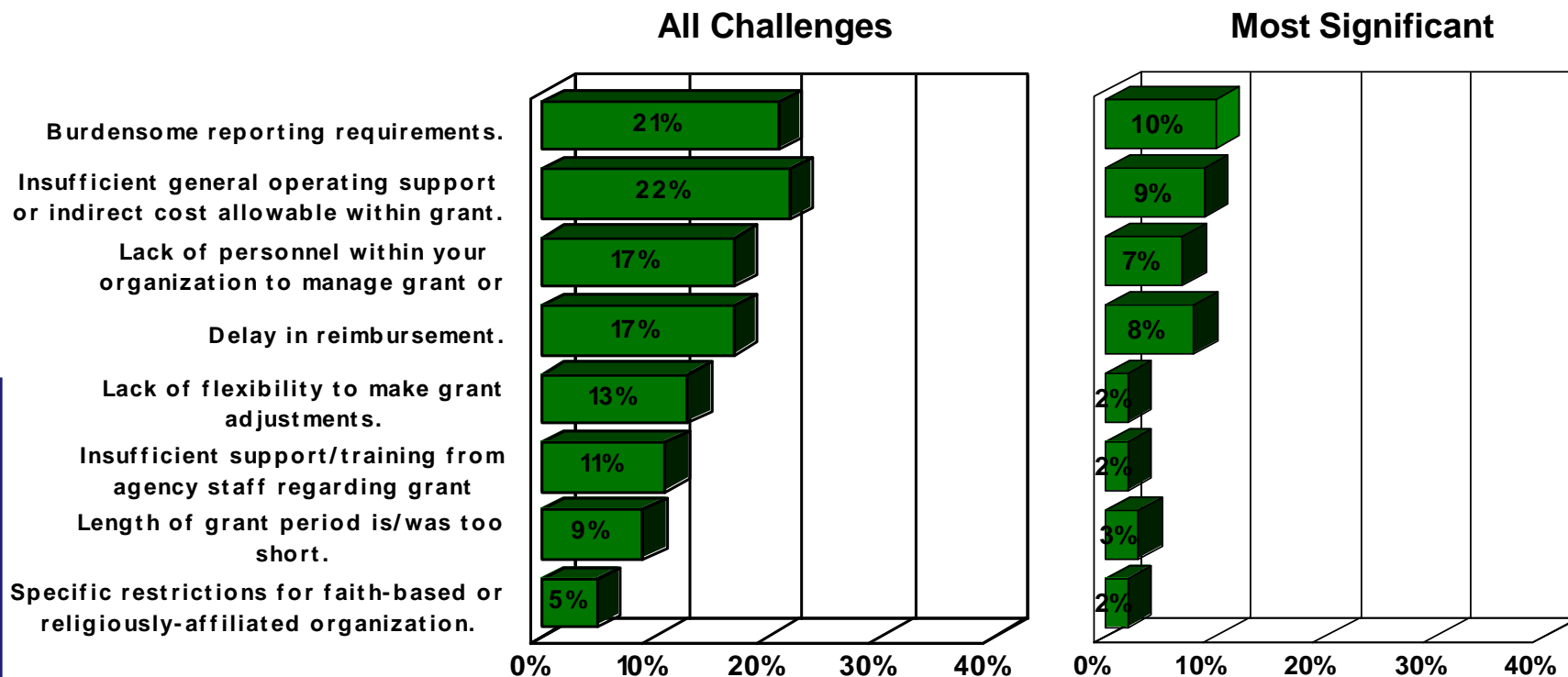


CHALLENGES POST FUNDING: LOCAL

- ◇ The level of post funding challenges for local funding are considerably lower than for federal or state funding.
- ◇ In general, the level of challenges in local funding was about two-thirds compared to federal or state funding.
- ◇ The rank ordering of problems, however, was virtually identical.

CHALLENGES POST FUNDING: LOCAL

What challenges have you experienced upon receipt of funding (either a grant award or contract) from local government sources?

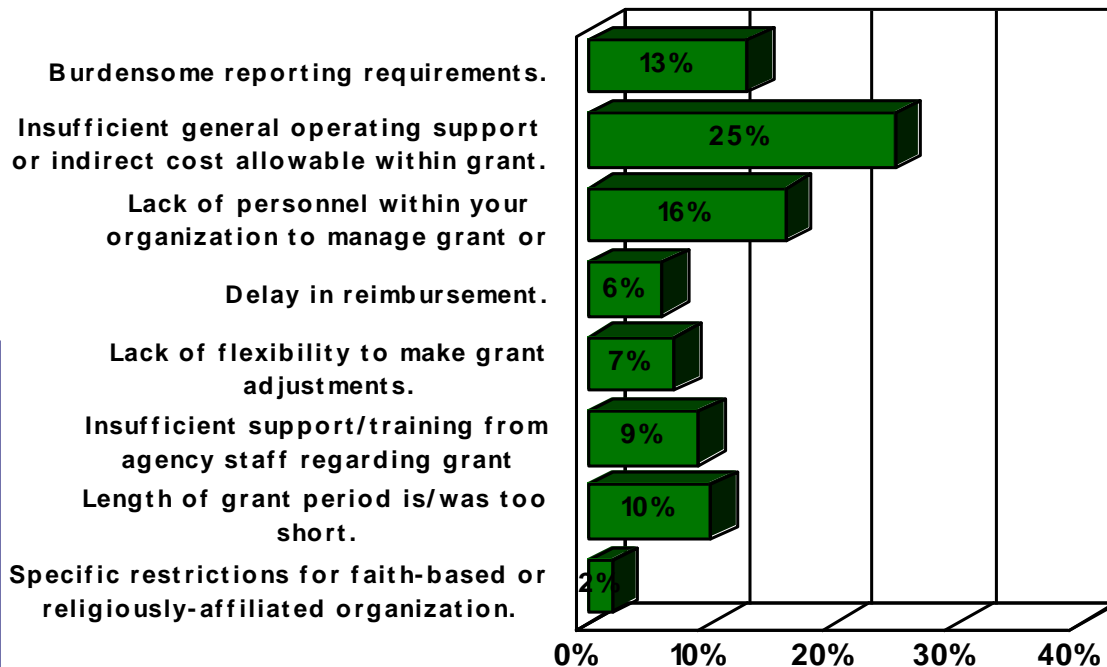


CHALLENGES POST FUNDING: LOCAL

- ◇ The general level of most significant challenges was also lower for local than for federal or for state funding.
- ◇ There was one minor exception: delays in reimbursement on local projects was cited as the most significant challenge by 8% of local recipients compared with only 7% of federal recipients and 5% of state recipients.
- ◇ With this sole exception, however, post funding problems for local recipients are lower than the corresponding problems for either federal or state funding.

CHALLENGES POST FUNDING: PRIVATE/CORPORATE

What challenges have you experienced upon receipt of funding (either a grant award or contract) from private/corporate sources?

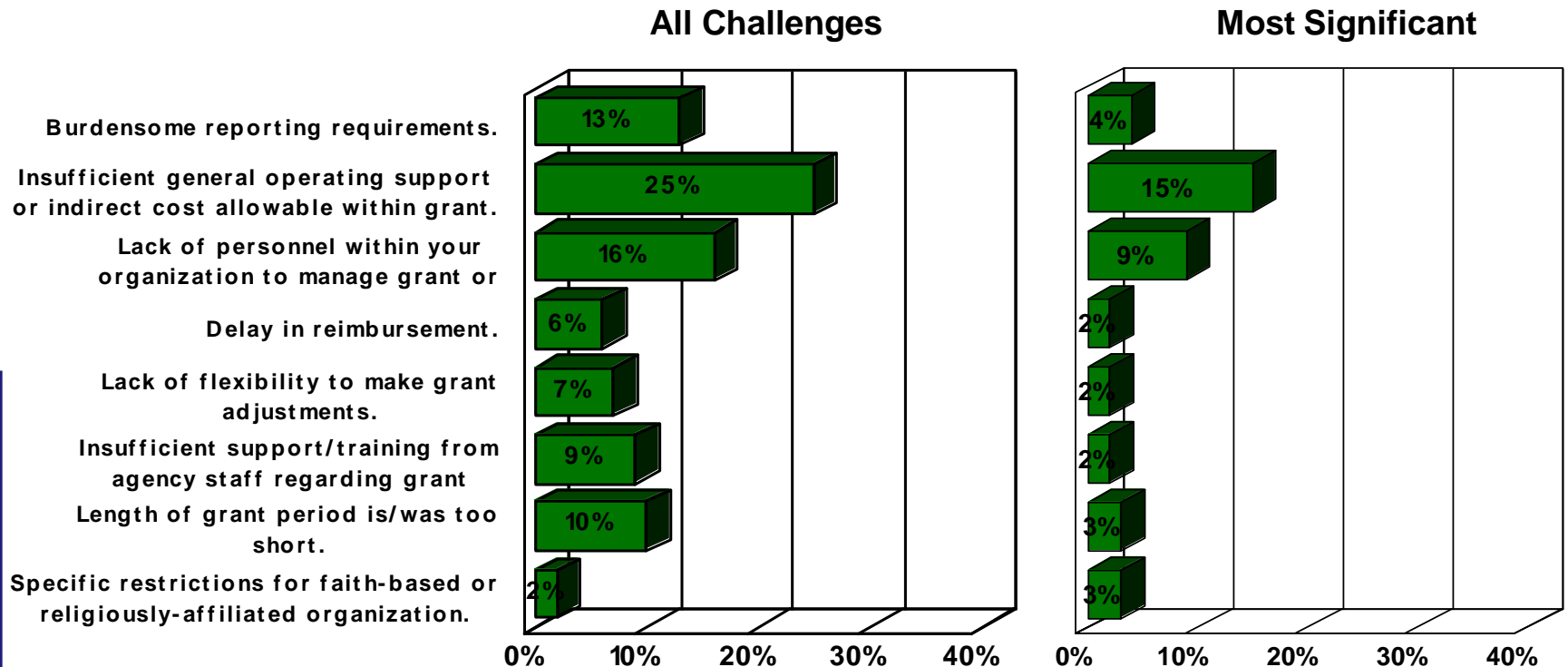


CHALLENGES POST FUNDING: LOCAL

- ◇ When we looked at post funding challenges for private or corporate funding, the pattern was conspicuously different from that which is evident in all levels of government funding.
- ◇ The most frequently cited challenge by far for private and corporate funding was insufficient general operating support or indirect cost allowable by the funding. This was cited by 25% of all recipients of private or corporate funding.
- ◇ Lack of personnel within the organization was also disproportionately high (at 16%), as was short grant periods (10%).
- ◇ With these exceptions, however, most challenges from private or corporate funding are lower than for corresponding government funding.

CHALLENGES POST FUNDING: PRIVATE/CORPORATE

What challenges have you experienced upon receipt of funding (either a grant award or contract) from private/corporate sources?



CHALLENGES POST FUNDING: LOCAL

- ◇ When we turn our attention to the most significant post funding problem associated with private and corporate funding, two responses predominate.
 - Insufficient operating support or indirect costs allowable (15%), and
 - Lack of personnel to manage the grant (9%).

Partnerships and Collaboration

“What (if any) ways does your organization collaborate with other organizations?” 563 respondents* indicated:

- ◇ **combining programs (137) or special events/activities (47)**
- ◇ **sharing information/best practices/and networking (129)**
- ◇ **sharing funding (115) and other resources including staff (97)**
- ◇ **identifying service gaps and duplicated services (61)**
- ◇ **referring clients to other nonprofits (61)**
- ◇ **as part of a larger formal network (52)**
- ◇ **through training/education (49)**
- ◇ **NO collaboration whatsoever (16)**

**Note: some individual respondents provided more than one response, which is why the # of responses exceeds the # of respondents.*

Partnerships and Collaboration

“What are the challenges to collaboration with other organizations?”

- ◇ 205 reported no such problems or did not enter a response.
- ◇ 506* respondents indicated challenges, categorized as:
 - lack of time (112 responses)
 - identified competition (86)
 - inability to find funding (73)
 - inability to mesh well with other organizations (67)
 - lack of staff to operate a collaborative effort (61)
 - organizational capacity (59)
 - finding willing organizations (48)
 - communication problems (41)

Note: some individual respondents provided more than one response, which is why the # of responses exceed the # of respondents.