Changemaker Needs Assessment Results

August 2022

ROTARY
CHARITIES

Resources for change.

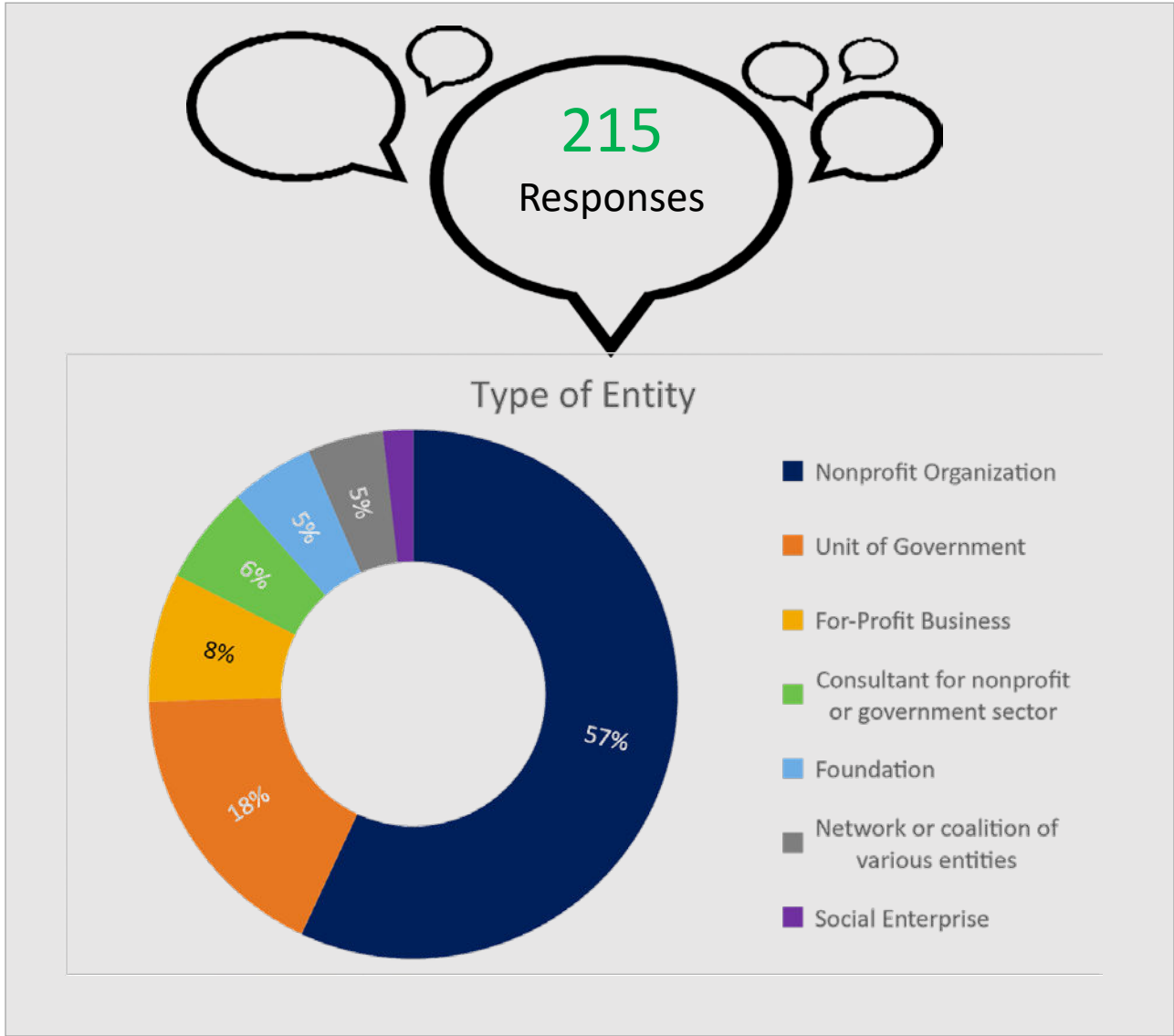
Changemaker Survey Respondents

In March 2022, Rotary Charities created and launched a survey to help us understand the needs and challenges facing those working to create a thriving region.

The survey was divided into several sections:

- State of the Nonprofit Sector
- Diversity Equity & Inclusion
- Collaboration & Systems Change
- Feedback on Rotary Charities Mission, Vision, Values & Strategies

We received a total of 215 responses from a variety of changemakers living and working across our 5-county region. Their responses are summarized in this report.

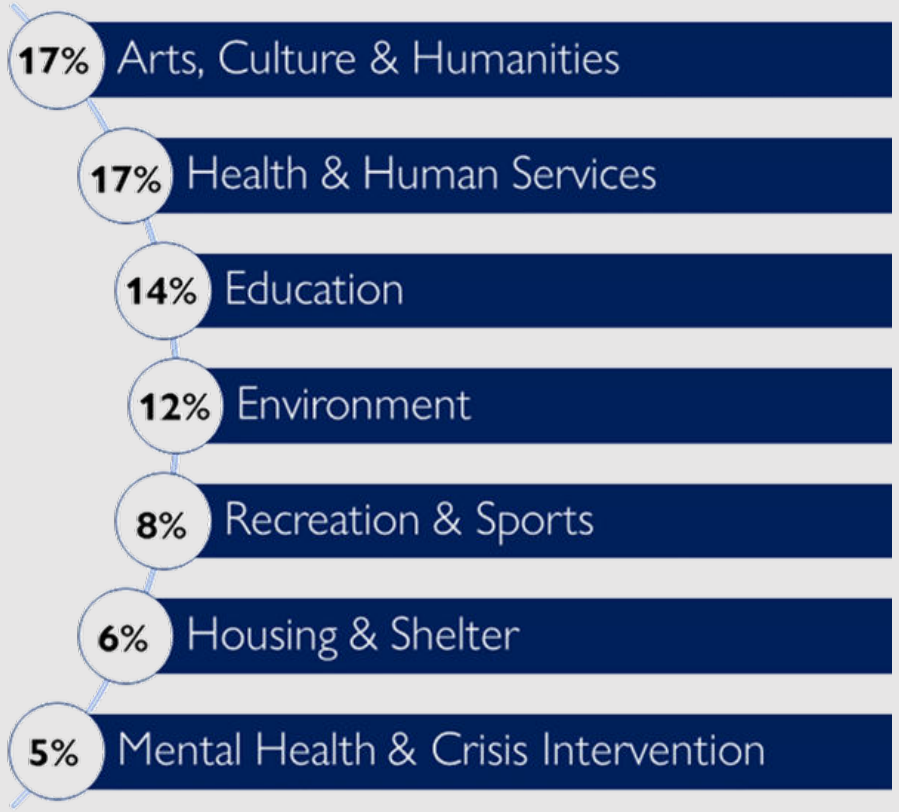


State of the Nonprofit Sector

Nonprofit Respondents

Responses from those affiliated with nonprofit organizations were filtered in order to get a sense of the state of the sector and how it has been responding to the pandemic and resulting challenges. Nonprofit respondents represented a diversity of sectors, sizes and geographic scope.

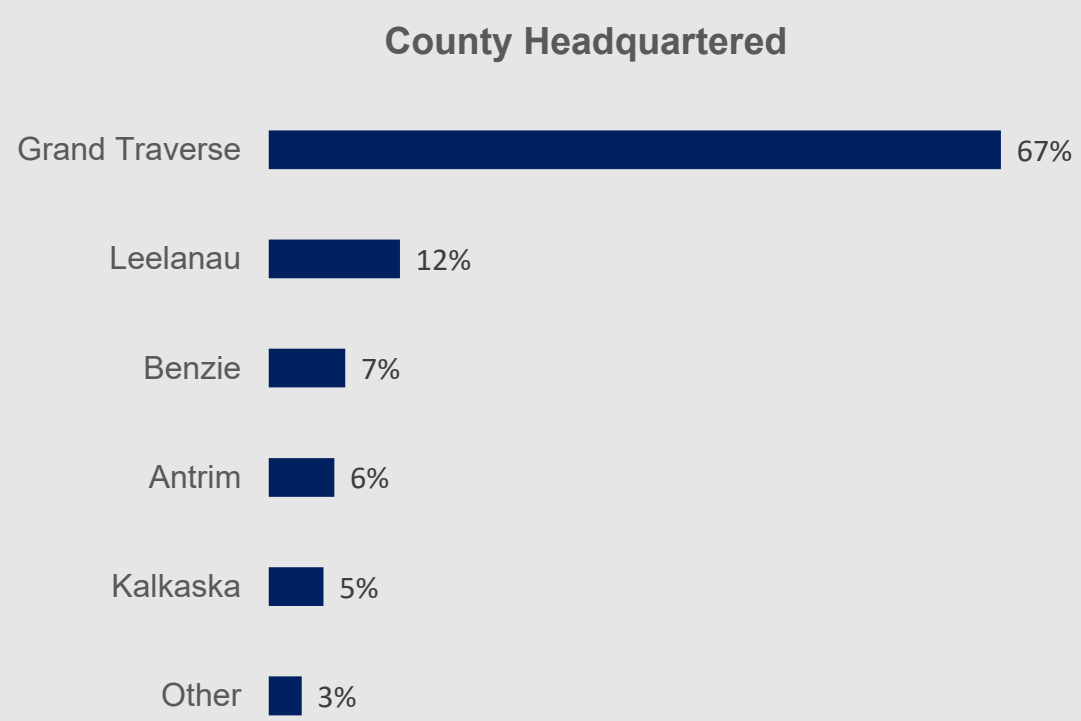
128 Responses from Nonprofit Organizations

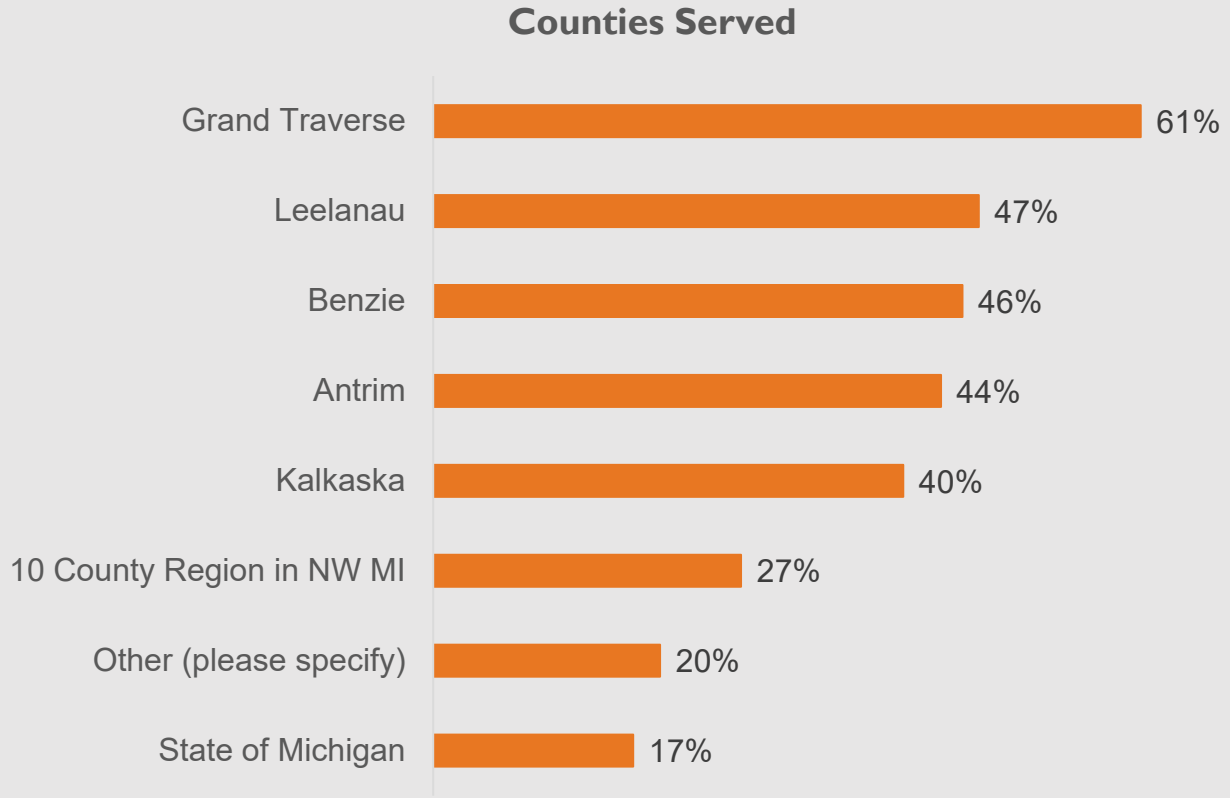


*21% various other sectors

Nonprofit Respondents

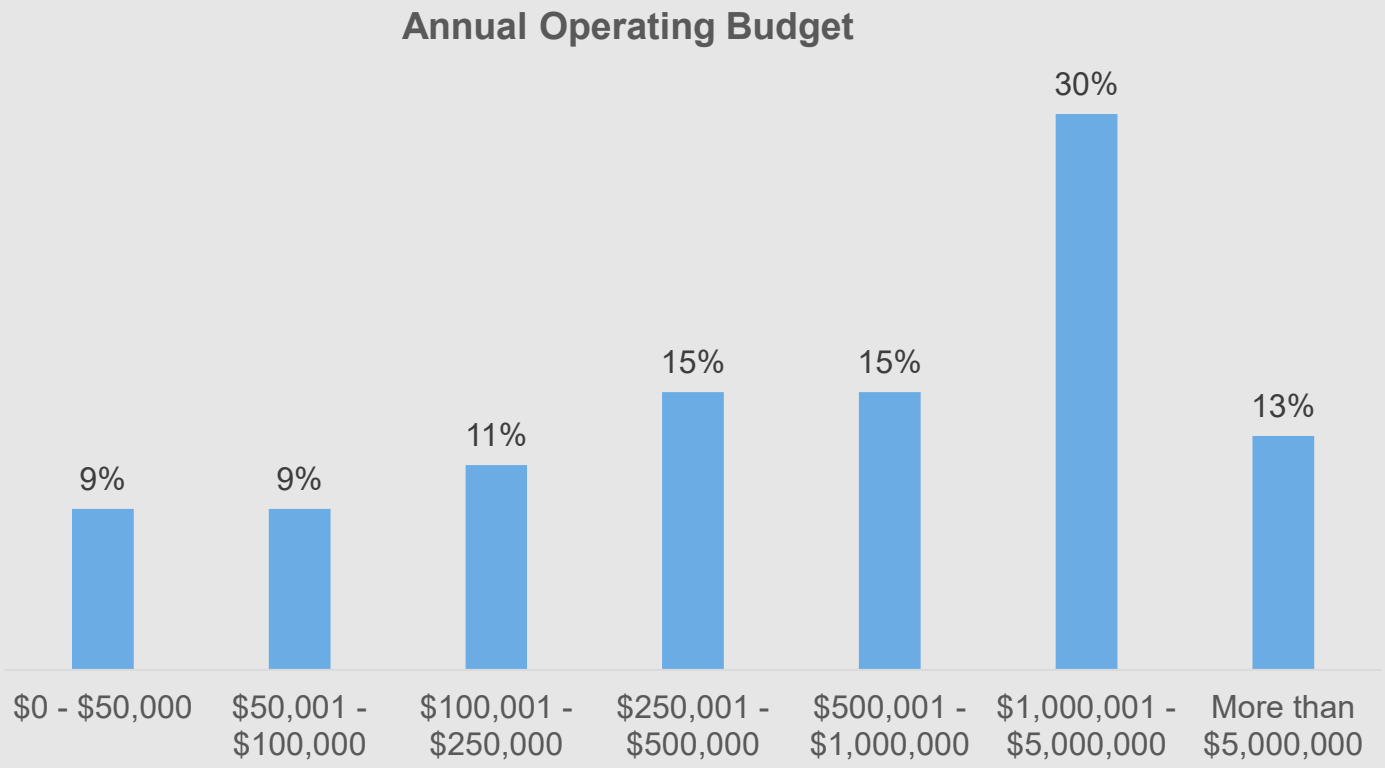
Most respondents were headquartered in Grand Traverse County, where 54% of the population in the region lives. The counties served by organizations represented were well distributed across the region.

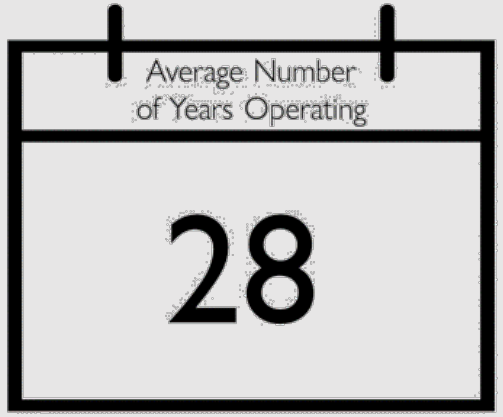




Nonprofit Respondents

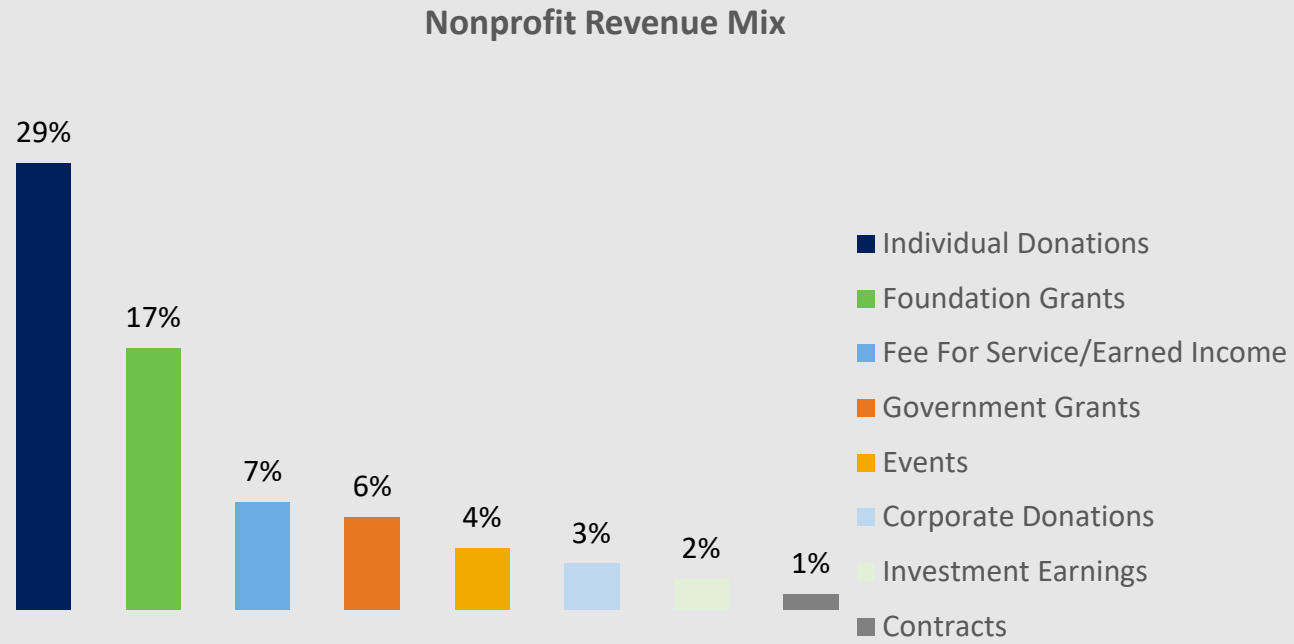
Operating budgets of nonprofits were distributed across a wide range, with slightly more than half (58%) reporting budgets over $500,000/year. Organizations reported a range of years operating from 1 year to 150 years.

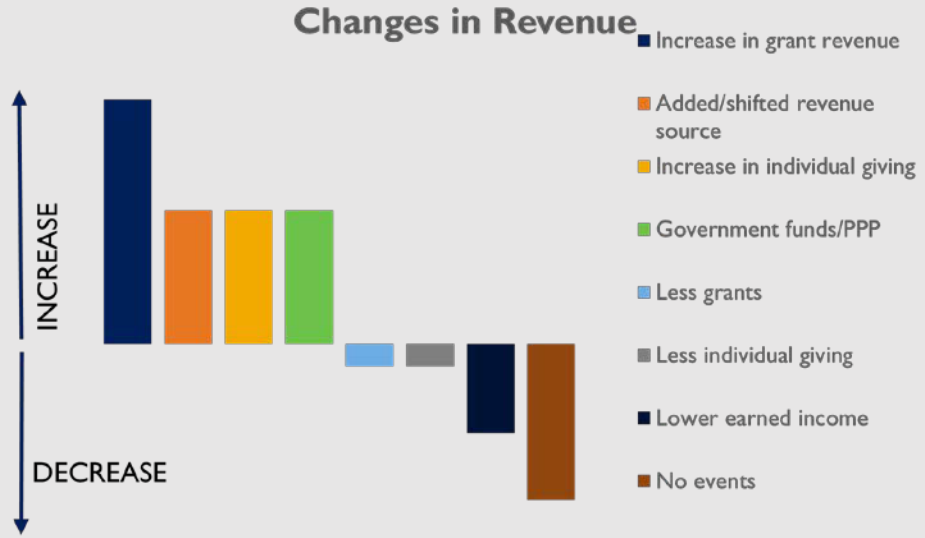




Nonprofit Revenue

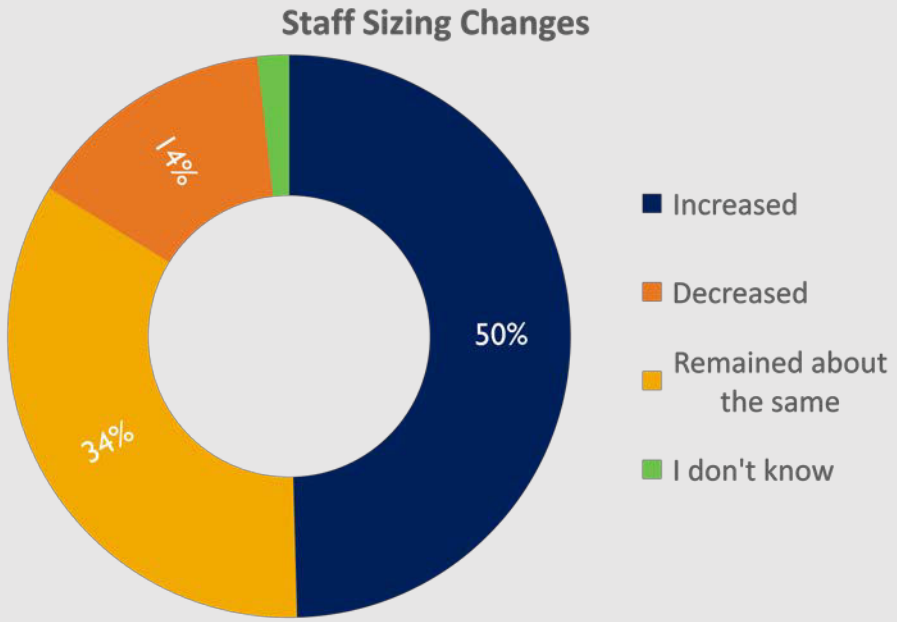
Nonprofits reported relying on a mix of revenue sources. Many nonprofits (44%) reported that their revenue mix has changed significantly over the last two years.

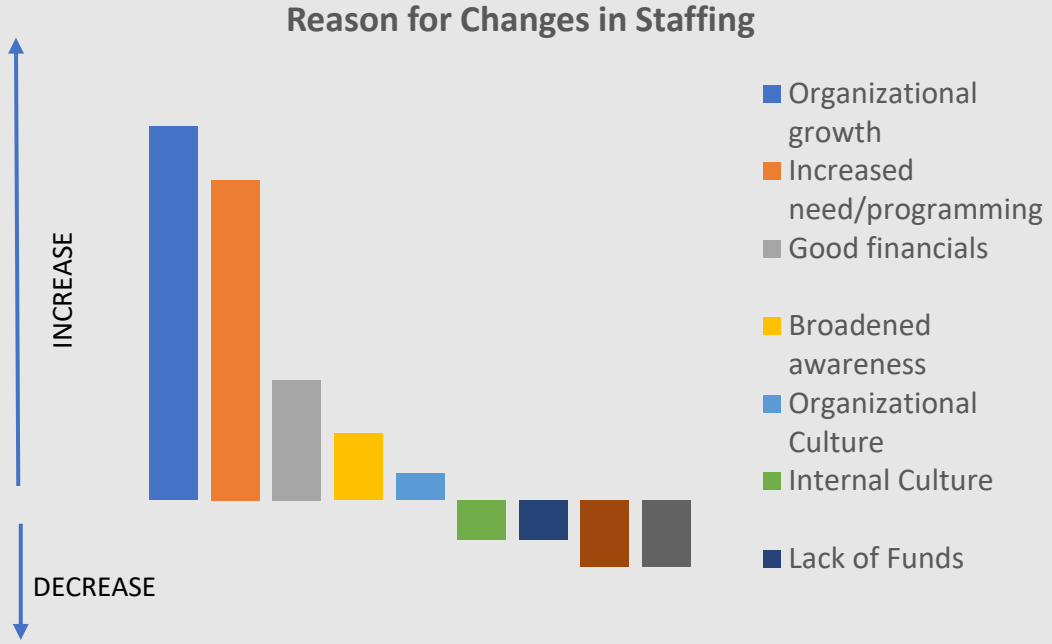




Nonprofit Staffing

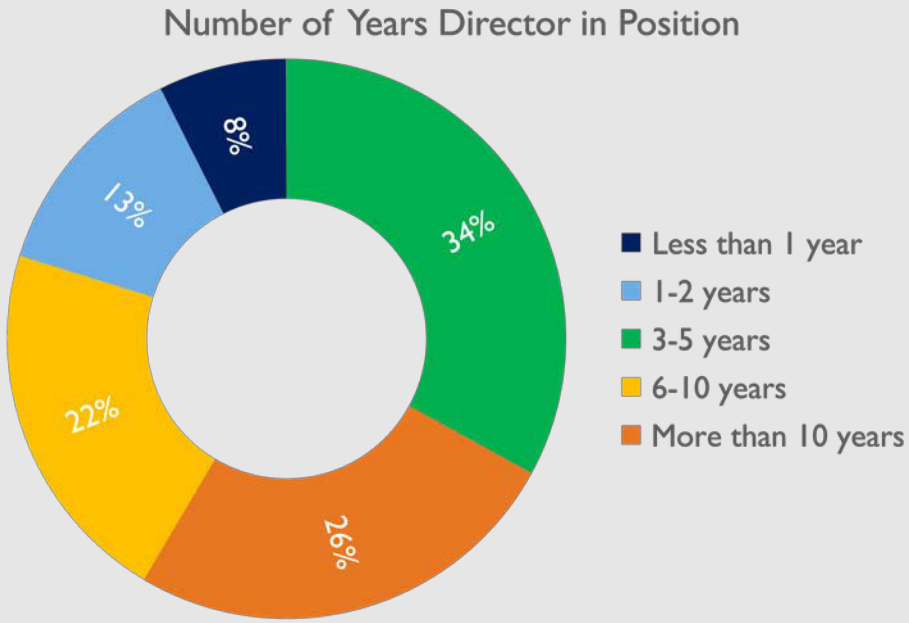
The majority (88%) of nonprofit respondents reported working for organizations with paid staff. Most (64%) have 10 or fewer employees. Half of respondents reported the size of their staff increased over the last year, most due to an increased need for services. For those reporting a decrease in staff size (14%), a lack of funding and COVID were the most frequently mentioned reasons for the change.

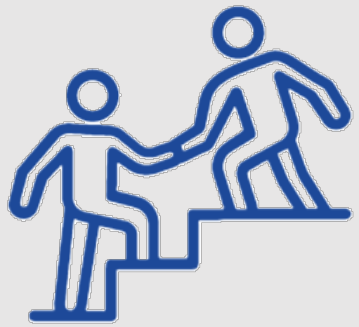




Nonprofit Leadership

Many nonprofit leaders are new to their current positions. Fifty-five percent (55%) have been in their position five years or less; 21% two years or less. An additional 6% of organizations are expecting a leader transition in the next 12-18 months. The vast majority of organizations (67%) report that they do not have a succession plan in place.





67% of respondents do not have a succession plan in place.

Nonprofit Volunteers

Most respondents from nonprofit organizations (89%) reported using volunteers, for an average of 2,885 hours per organization. This is the equivalent of 1.39 full time staff members per organization.

Organizations engaged an average of 65 volunteers

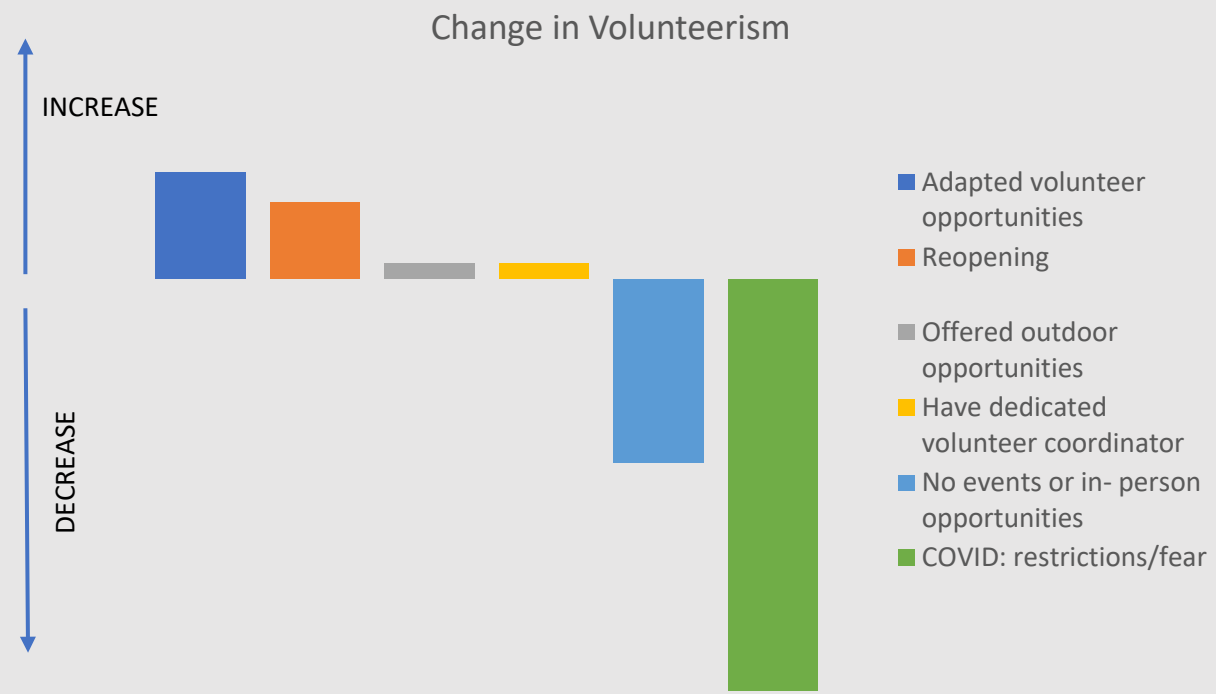
222,168 total volunteer hours

Average of 2,885 per organization or 1.39 FTE

Nonprofit Volunteers

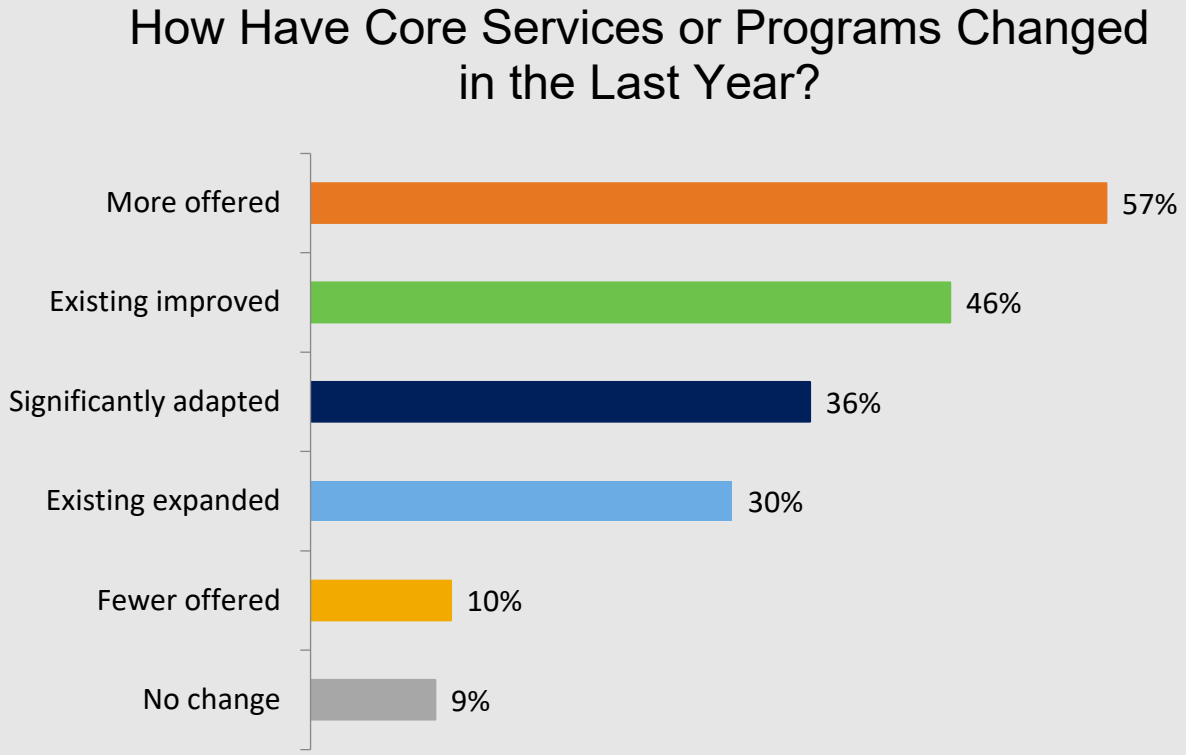
Many nonprofit respondents reported a decline in volunteer hours over the last year, citing COVID restrictions or concerns as the primary reason.

40% report a decline in the overall volunteer hours contributed last year



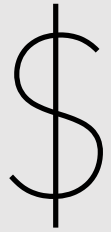
Core Programs & Services

Despite challenges, most nonprofits offered more core programs or services last year. Many also improved, adapted or expanded offerings. Looking to the next year, nearly all anticipate an increase in demand, but only half predict an increase in revenue.



90% of nonprofit respondents predict the demand to increase for their core programs and services in the next year.

51% of nonprofit respondents predict revenue for core programs and services to increase.



Learning Practices

The majority of organizations have participated in at least one learning activity in the last year, the most common being workshops/webinars (68%) and working with a consultant (68%). Only 62% report budgeting for professional development. Of those that do, the most common amount reported was $251-$500/year per employee.

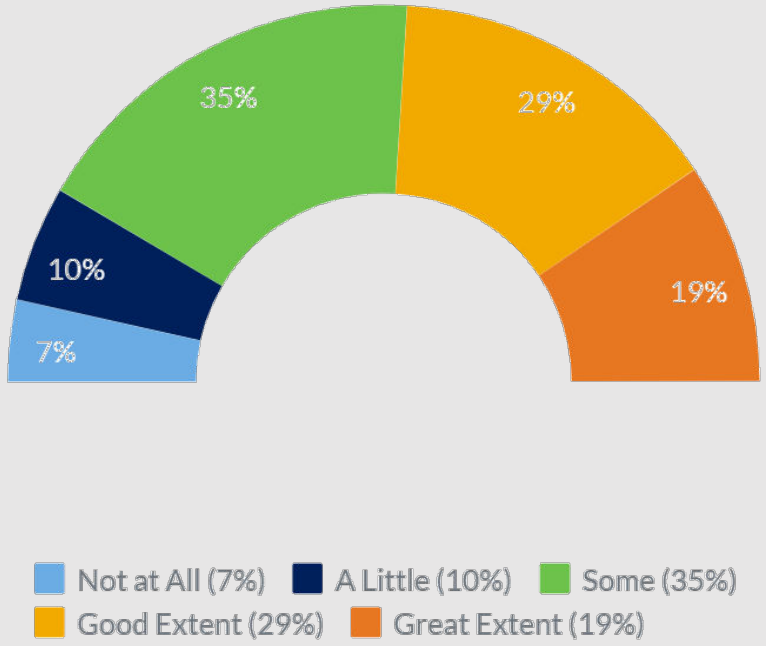
38%

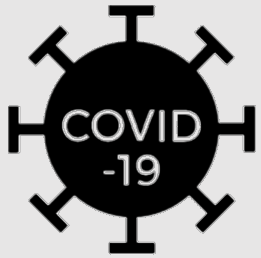
of organizations **do not** budget for employee professional development

Core Programs & Services – COVID 19

The majority of nonprofits (65%) reported receiving some sort of COVID relief funding. COVID-19 continues to impact operations and programming for the majority of nonprofits. Respondents reported impacts to everything from how they deliver services, earn income, and fundraise, to the availability and health of staff and volunteers.

Extent to Which COVID is Impacting Current Programs & Services





"To implement responsible social distancing, we limit participation - and that decreases our ability to reach people. Covid also forced us to revisit our business model, requiring us to add reservations, limit capacity at sessions and completely change how small parts and pieces are handled by guests within the building. It has required us to implement all sorts of new sanitization protocols that we will continue well beyond Covid."
– Nonprofit Respondent

Nonprofit Challenges & Adaptations

Nonprofits reported significant human resource challenges and are actively adapting to meet those challenges in a variety of ways.

Human Resources

- 47% report difficulty in recruiting or retaining (27%) staff
- 52% report increased staff burnout
- 40% report declines in mental and/or physical (17%) health

Adaptations

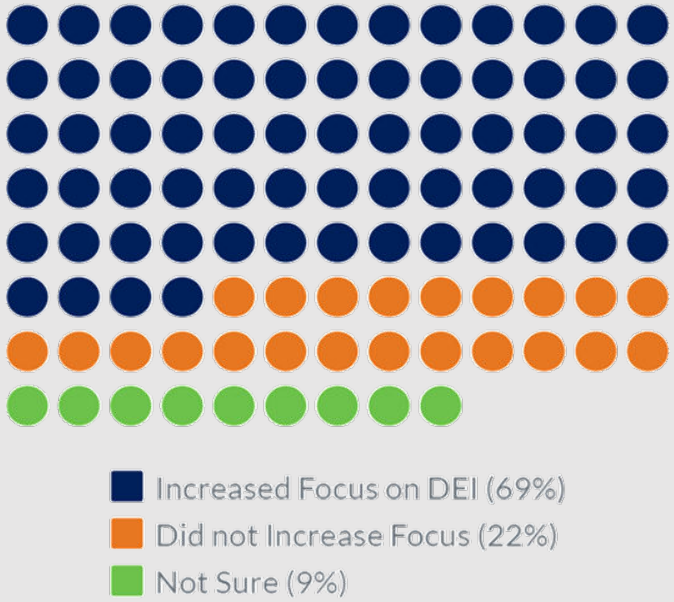
- 67% increased flexibility
- 28% instituted a permanent work from home option
- 41% conducted surveys to better understand employee morale
- 36% made significant changes to payscale
- 36% made adjustments to workload
- 28% provided a new staff benefit

Diversity, Equity & Inclusion

Focus on Diversity, Equity & Inclusion

All 215 respondents were asked several questions about diversity, equity and inclusion (DEI). A large majority (69%) reported that the entity they represent increased their focus on DEI in the last two years, many with outside help.

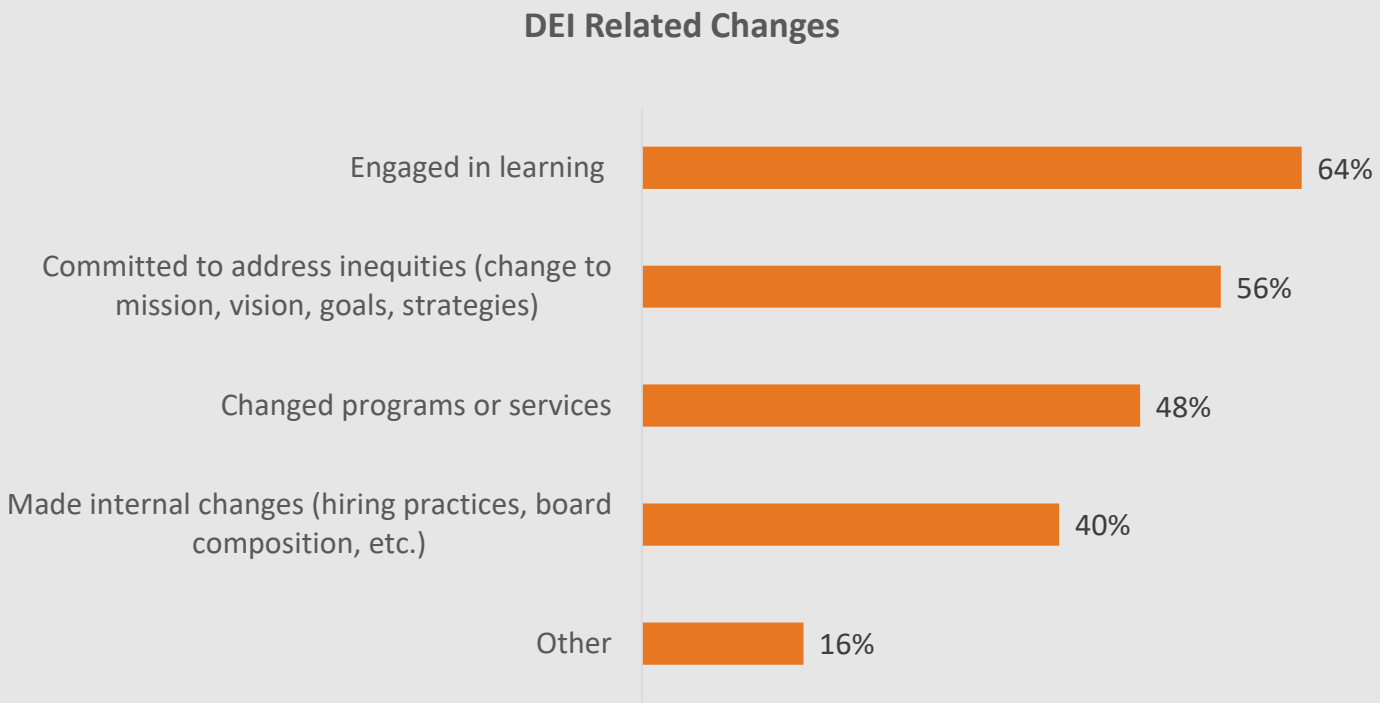
Change in Focus on DEI
in Last Two Years



44% of organizations working more on DEI in the last two years engaged outside help

DEI Changes & Barriers

The most common DEI Related actions reported were learning (64%) and making organizational commitments addressing inequities by making changes to mission, vision, goals, etc. (56%). Several barriers to engaging more deeply with DEI were noted.



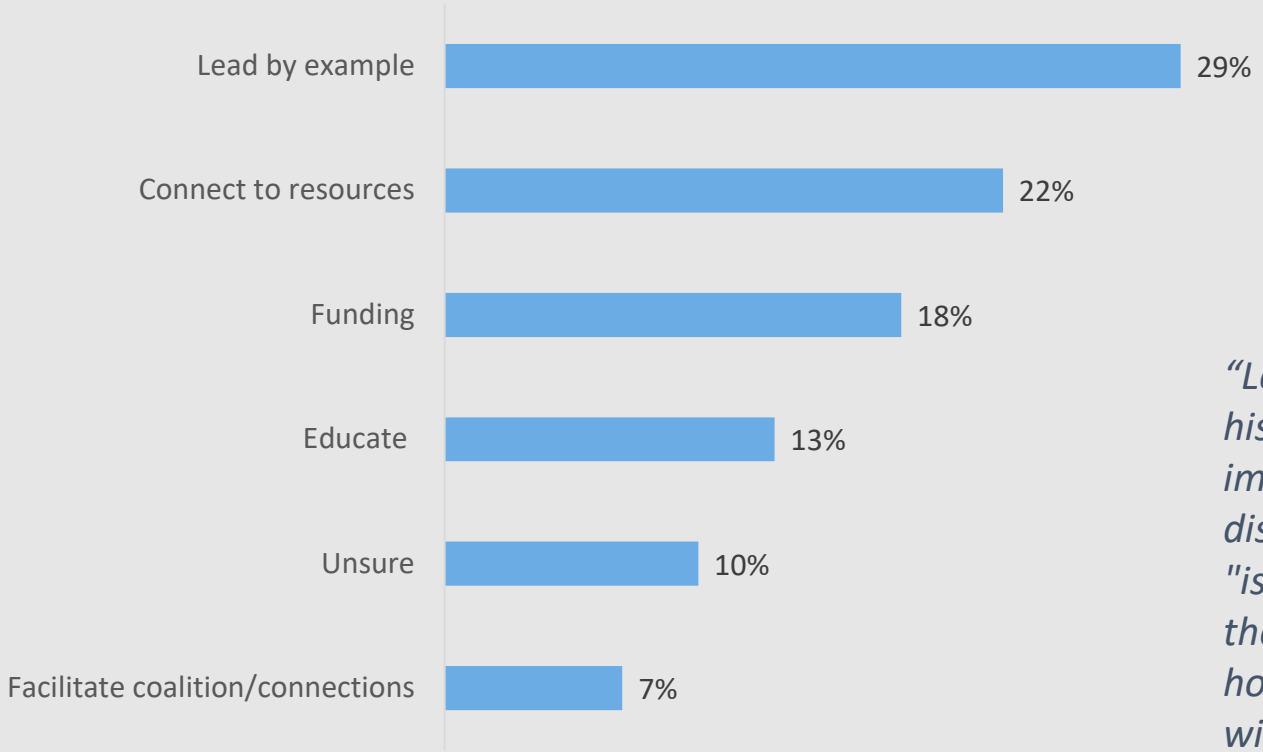
Top Barriers to engaging more deeply with DEI:

- Not a current priority for board (24%)
- Lack funding for assistance (20%)
- Don’t know where to start (15%)
- Not a priority for staff (11%)
- Not sure where to find help (4%)

DEI Rotary Charities Role

Many respondents see a role for Rotary Charities in supporting DEI work in the region. The most common theme from open-ended responses relates to Rotary Charities leading by example.

How Should Rotary Charities Support DEI Work? *Open-Ended Themes*



"Lead by example. Please don't offer any corny cookie cutter strategies just to stay relevant. That always does more harm than good. Once Rotary Charities is an example of successful DEI work then it can consider supporting that work."

"Learning about the hidden diversity in our community and the history of why those groups remain invisible—Tribe, local immigrant and migrant communities, 2SLGBTQIA+, people with disabilities, etc. Talk about and learn the history of why this region "is so white"—acknowledging that it is white by design, unpacking the colonialism of this region, and finding a starting place by being honest about all of these things so we can heal and start working with one another."

Collaboration & Systems Change

Participation in Networks

Respondents were asked several questions about their experience collaborating and working to change the root causes of complex problems. The vast majority (76%) reported being involved in at least one network or coalition working together on a common goal, mentioning over 70 by name.

Collaboration Around Complex Issues

Respondents were asked to rate the extent their organization was already working differently to address complex community issues. While most organizations reported collaborating across sectors with other organizations working on the same issue, they were less often collaborating with those affected by the problem, or actively advocating for policies and practices that will improve the issue.

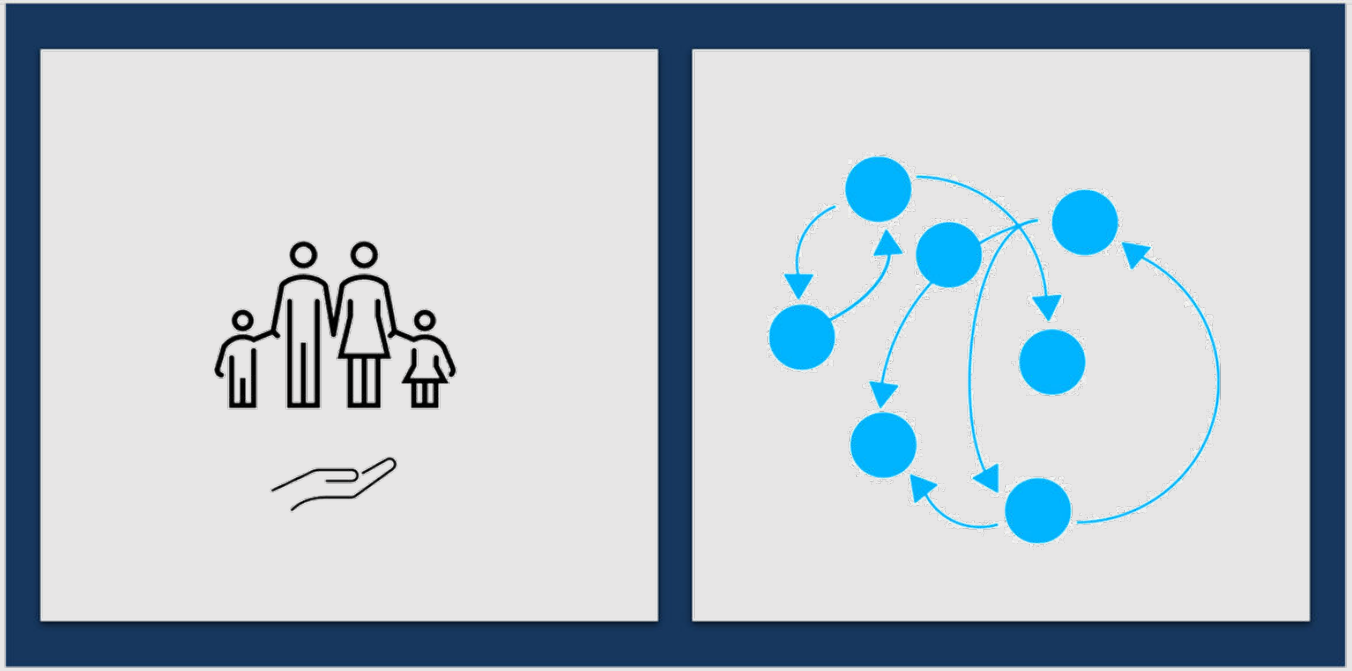
Top Barriers to Successful Collaboration:

- Lack of funding for collaborative work (51%)
- Turfism, competition for resources (42%)
- Lack of responsibility/accountability for the additional work created by the collaborative (35%)
- Lack of “backbone support” for things like communications, convening, shared measurement, and administration (34%)
- Time spent away from my organization’s priorities (34%)

Direct Service vs. Systems Change

Respondents were asked to consider their work in two categories: direct service and upstream systems change. On average, the majority of respondents' time (63%) was spent in direct service work to help those experiencing a problem cope or transcend the problem.

AVG 63% of Time



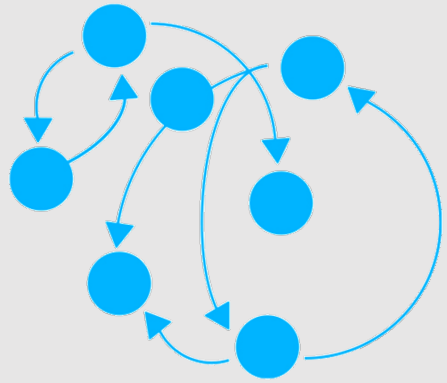
AVG 35% of Time

Direct Service to individuals or environments experiencing the problem

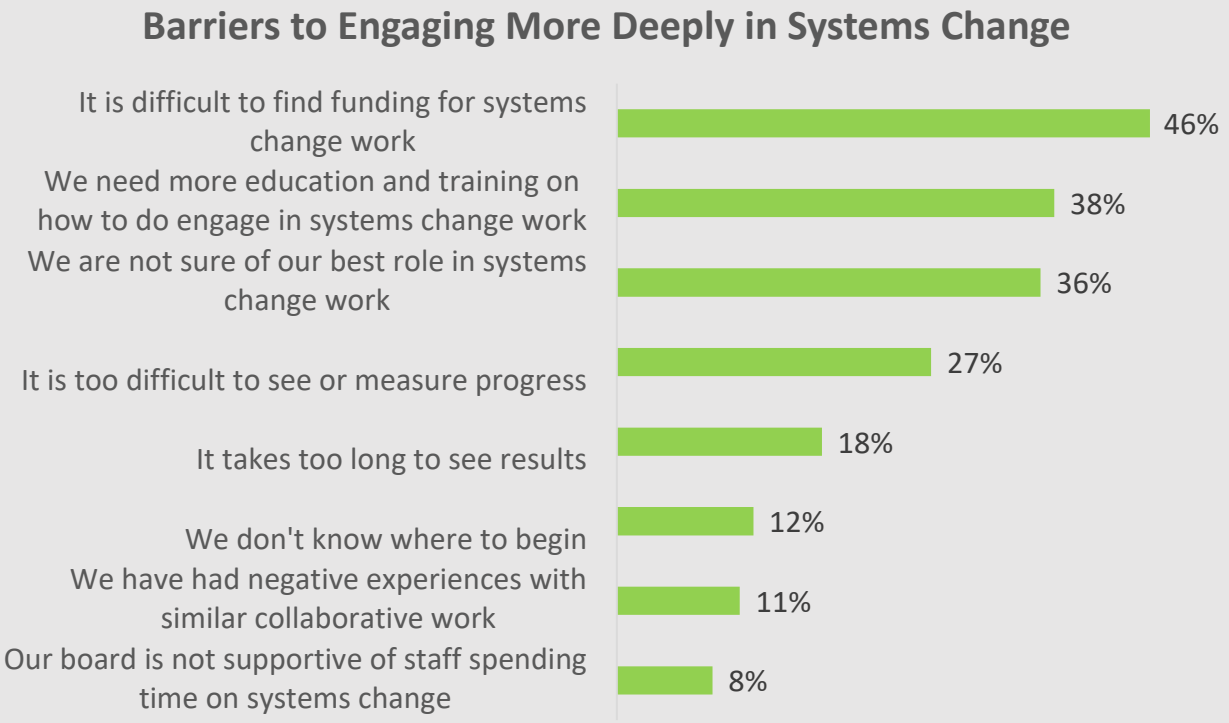
Systems Change to change the root causes that are creating the current levels of the problem

Systems Change & Barriers

The majority of respondents (58%) reported wanting to work more on upstream causes of complex problems, or systems change. However, many cited several barriers that inhibit them from engaging more deeply including funding, training, and finding their best role.



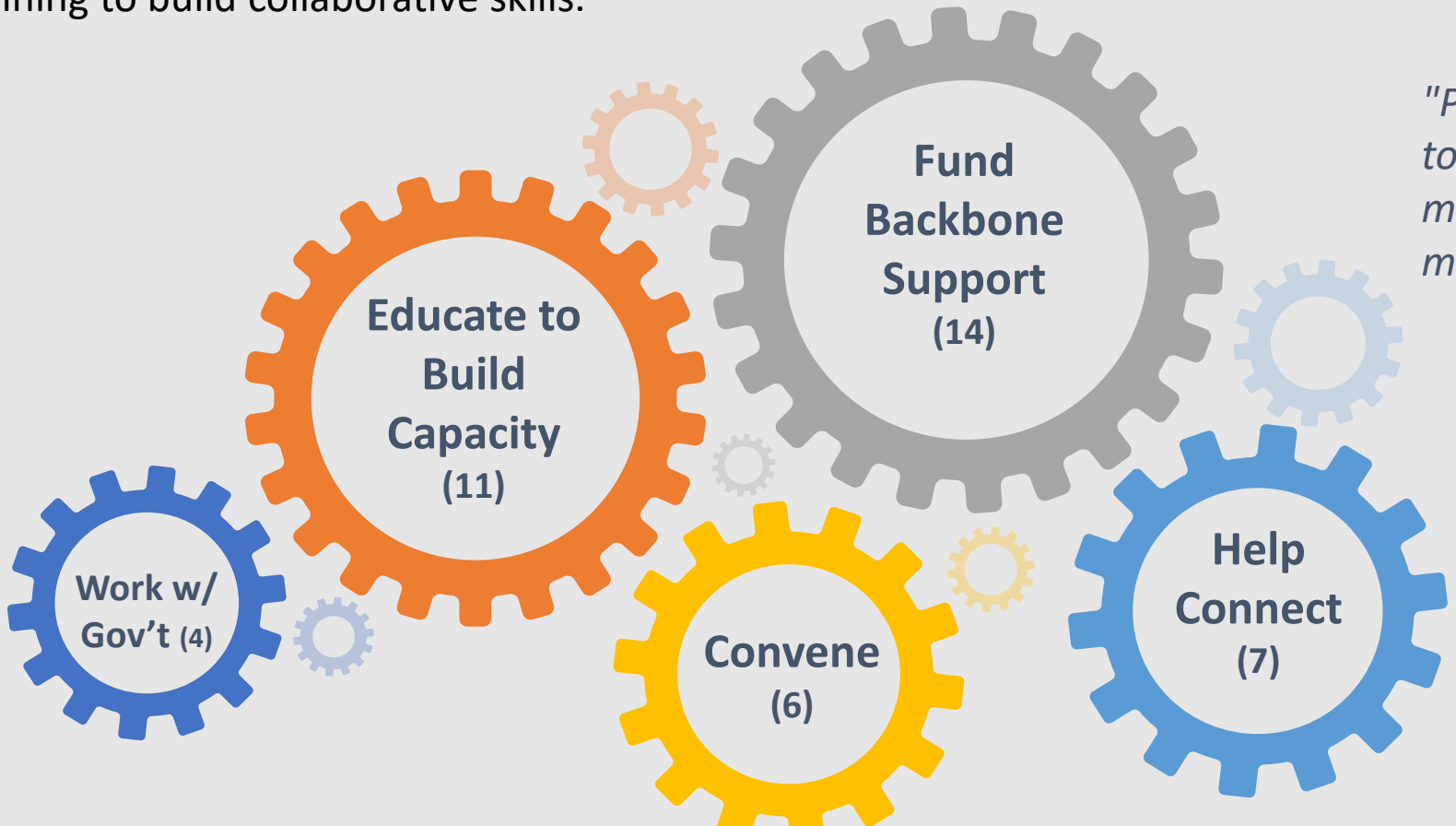
58% of respondents would like to spend more time on systems change work.



Rotary Charities Role in Supporting Collaboration & Systems Change

Changemakers envision a variety of ways Rotary Charities can support collaboration and systems change, most frequently mentioned were providing backbone funding for things like convening and administration and provide education and training to build collaborative skills.

"Provide different frameworks and approaches to how to make collaborative entities more effective. Support facilitators, conveners, and backbone organizations."



"Provide blanket funding to allow networks to manage internal grant-making."

Next Steps

KEY INSIGHTS → ADAPTATIONS

ADAPT & LEARN

APPENDICES

Appendix A: State of the Nonprofit Sector

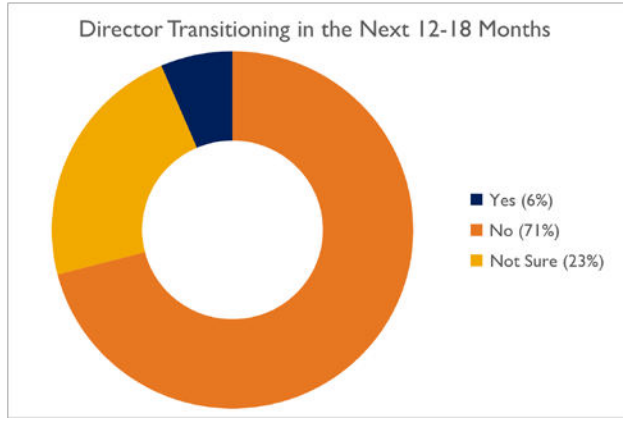
- Nonprofit Respondents
- Nonprofit Staffing
- Nonprofit Leadership
- Nonprofit Volunteers
- Core Programs & Services
- Core Programs & Services – COVID 19
- Nonprofit Challenges & Adaptations

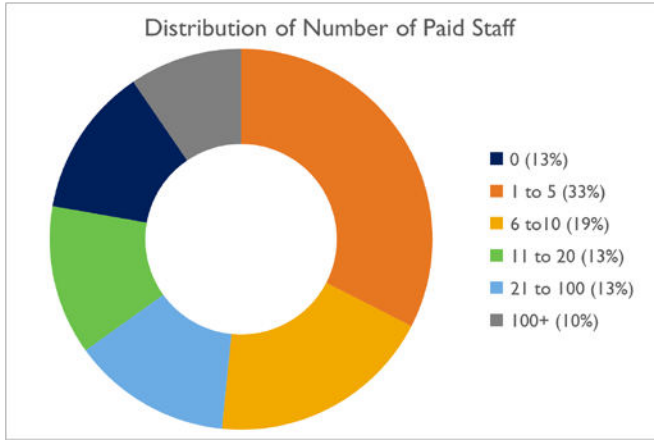
Appendix B: Focus on DEI

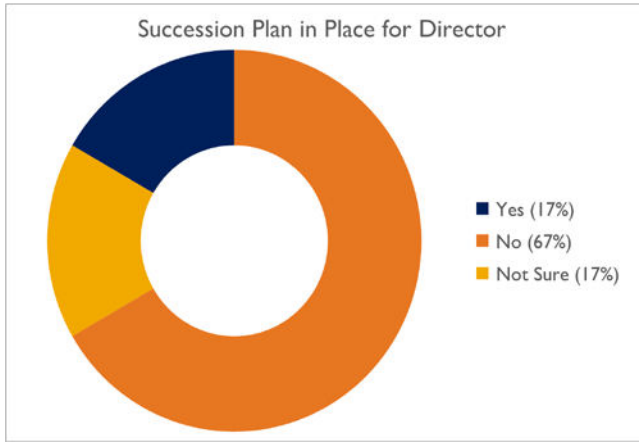
Appendix C: Collaboration & Systems Change

- Participation in Networks & Collaboration Around Complex Issues

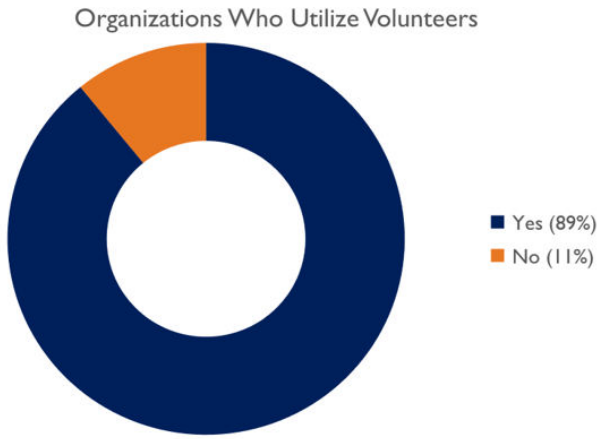
Appendix A: State of the Nonprofit Sector

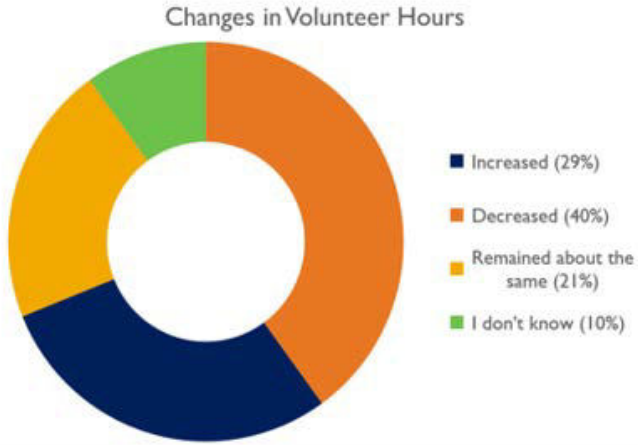


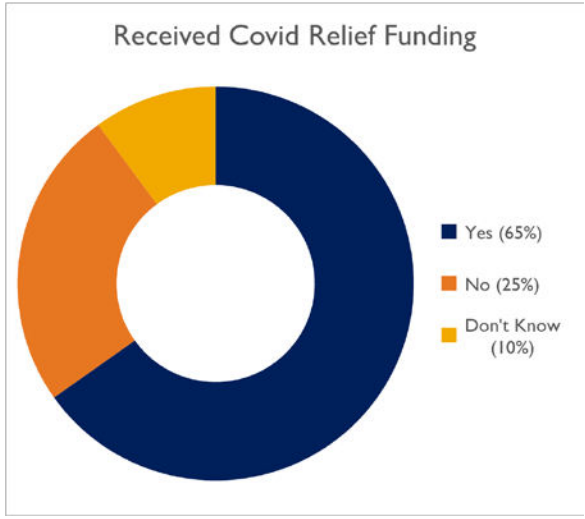




Appendix A: State of the Nonprofit Sector (continued)







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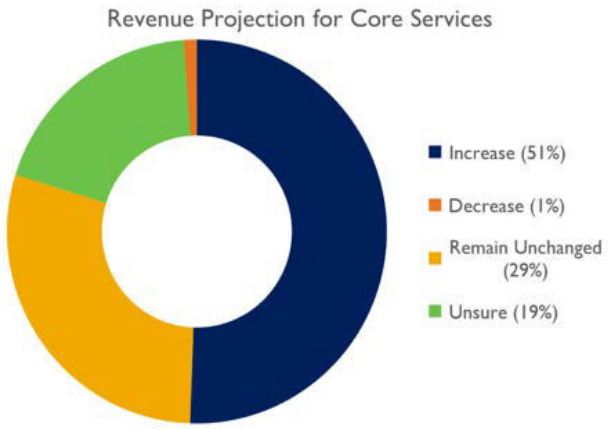
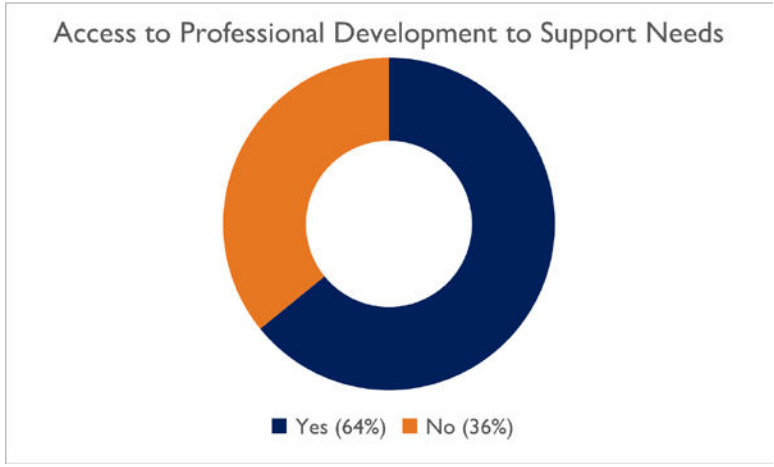
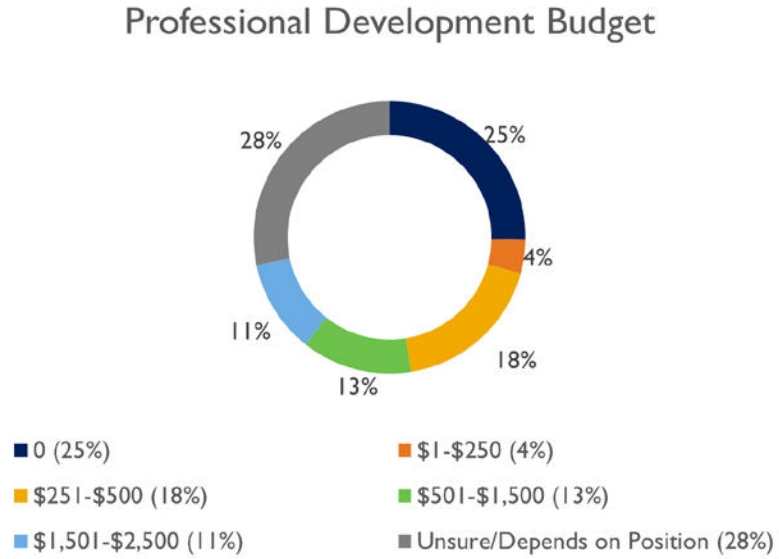
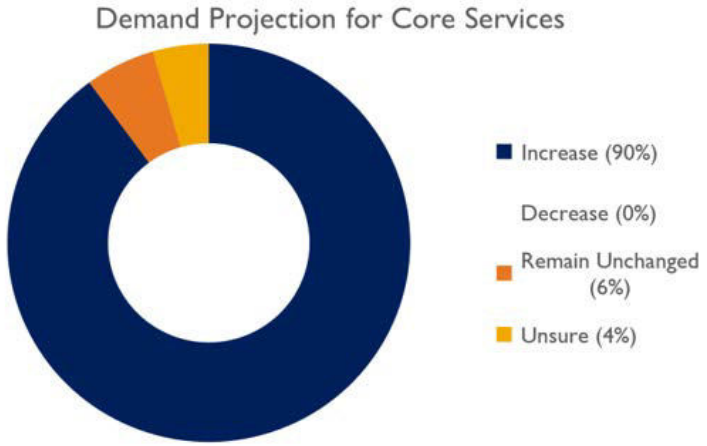


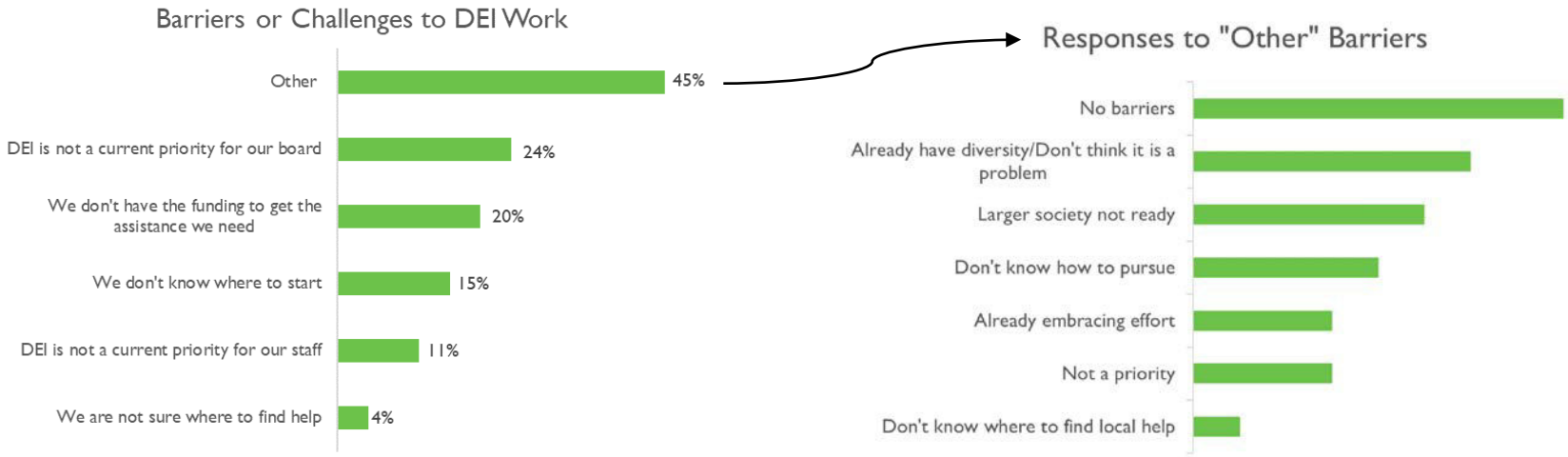


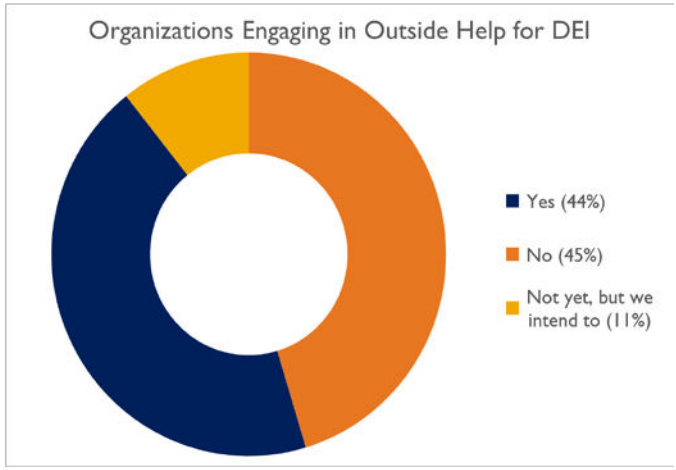


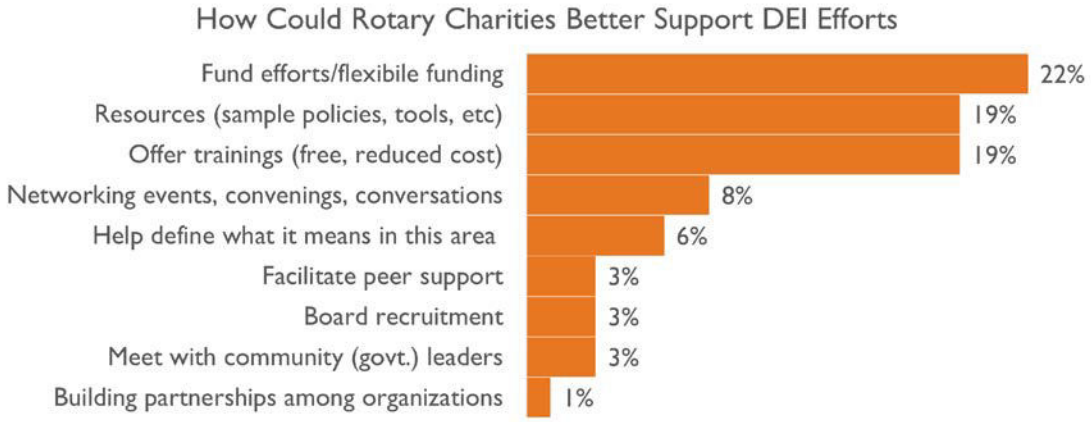


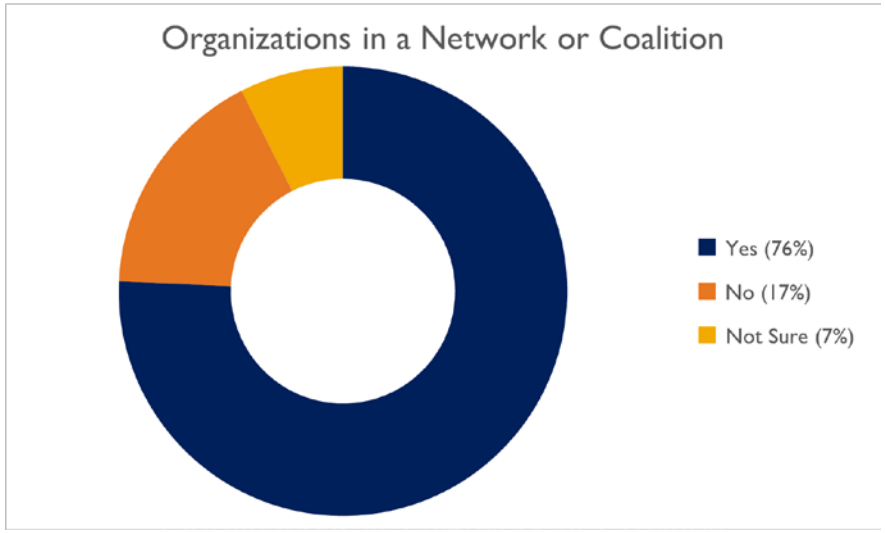
Appendix B: Diversity, Equity and Inclusion

"We don't understand how to pursue DEI authentically"







"We have attempted and done well with increasing representation by age and economics, but the reality is that Benzie is over 96% white"

Appendix C: Collaboration & Systems Change