Needs Scan Report:
Identifying the Organizational Effectiveness Needs of Nonprofit Organizations in the Greater New Orleans Region

PRESENTED BY THE GREATER NEW ORLEANS FOUNDATION
ORGANIZATIONAL EFFECTIVENESS INITIATIVE
SEPTEMBER 2011
INTRODUCTION

The Greater New Orleans Foundation (GNOF) believes that in order to create a resilient, sustainable, and thriving community for all, the region’s inequities must be addressed. It’s clear that nonprofits play a leading role in closing this gap.

GNOF is committed to helping the region’s nonprofits reach their highest potential and make the greatest positive impact in their communities. This report on organizational effectiveness needs is one part of that ongoing commitment.

Our work in organizational effectiveness represents an expanded role for GNOF. We recognize that as our grantees become better skilled in nonprofit management, program delivery, and leadership, that their core community efforts will be more effective, sustainable, and better able to adapt to the ever-changing economic, cultural, and environmental landscape. These are the capacities that enable our nonprofits to make the best use of resources and achieve the most in their missions.

GNOF conducted a needs scan to assess these organizational effectiveness needs and help direct our own programming and support initiatives in this area. The Foundation is also making these findings available as a resource for nonprofits and other groups that support the sector. Capacity building within an organization begins with its leaders taking an honest, informed look at their operations. Nonprofits can use this Needs Scan Report to assess how they fare in light of its findings and to begin important conversations within and between organizations about addressing these needs and spurring improvement.

ACKNOWLEDGEMENTS

A special thanks goes to the Greater New Orleans area nonprofit leaders who generously shared their time and insights to ensure that this report depicts their true organizational effectiveness needs. The ability of the area’s nonprofit sector to continue—and in many cases to expand—services and programs for the people of our region in the face of both natural and man-made disasters and severe economic challenges in recent years is nothing short of inspiring. These organizations are key assets in our area’s historic renewal.
PART I: Understanding and Gauging Organizational Effectiveness

The nonprofit landscape in our region is diverse and robust, including many long-established organizations and also a large number of new organizations that have emerged as the area has rebuilt post-Katrina. It’s a transformational time for local nonprofits and the communities they serve, and the surge in activism and engagement holds great promise for the New Orleans region. However, long-term, significant issues within the sector must be addressed to give these community efforts the greatest impact.

New and well-established nonprofits alike have struggled with myriad organizational capacity issues, whether challenged by inexperienced boards, overwhelming fundraising constraints, or a lack of resources to develop their own infrastructure and talent. Left unattended, these challenges will create obstacles for the nonprofits and the important role they play in building a healthy, safe, and prosperous region.

In response to these organizational capacity gaps, the GNOF board has adopted an Organizational Effectiveness Initiative. This effort, launched in early 2011, intends to increase and strengthen the organizational capacity of GNOF’s grant recipients and other area nonprofits. The goal is to build the sector’s capacity to address the most important needs of the communities they serve. Two key questions guide this work in organizational effectiveness:

- How can GNOF best serve its grantees and other community nonprofits to help them better achieve their missions?
- How can GNOF become a better grantmaker?

Organizational capacity represents the knowledge, skills, resources, and people a nonprofit needs to effectively meet its mission. According to Grantmakers for Effective Organizations (GEO), it is “the ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent rededication to achieving results.”

GNOF believes an effective nonprofit is one that:

- Has a clear sense of its identity, with a compelling mission guided by organizational values and planning efforts rooted in community needs, and can communicate this clearly to stakeholders.
- Is led by an engaged, thoughtful, ethical, and competent board with good governance policies guiding its efforts.
- Delivers programs and services of the highest quality which demonstrate growth towards...
Addressing the Needs of Nonprofits

addressing the needs in the community as evidenced through data and evaluation.

- Is sound financially, with a diversified, stable funding base able to weather the ever-changing economic and funding landscape.

- Is respected by key stakeholders—clients, funders, donors, members, and others in the field—and influences its sector and community.

- Is managed and operated with sound operational and organizational practices and knowledgeable and skilled staff, and strives to be an organization of excellence and quality.

- Can respond effectively to the changing landscape of community needs, economic turbulence, and unforeseen circumstances.

Why Start with a “Needs Scan”?

To ensure that our Organizational Effectiveness Initiative is responsive and tailored to the real needs facing our nonprofit partners, GNOF began the initiative by directly engaging the leaders of area nonprofits.

In March and April 2011, GNOF conducted a “needs scan.” This began with Foundation staff holding one-on-one meetings with key grantees, surveying nonprofits throughout the region, and hosting a series of focus group conversations with nonprofit leaders. Through this process we gathered up-to-date data and personal insights about the organizational capacity challenges and needs these groups face. This scanning process approach builds on the collective strengths and assets of the area's nonprofits, identifies capacity needs and gaps, and helps us shape a response program to address real needs. The results from this initial scanning effort will chart a course for our Organizational Effectiveness Initiative.

To remain responsive and relevant to the needs of our nonprofit partners we intend to regularly conduct such needs scans. This ongoing dialogue will contribute to Organizational Effectiveness Initiative offerings and reflect the changing needs of the organizations we support.

About the Methodology Used

In March 2011, a total of 175 nonprofits participated in an online survey using SurveyMonkey, which produced a 42% response rate. Respondents came from all parts of GNOF’s 13-parish service region, representing a broad range of nonprofit service areas. Of these participants, nearly 60% were current GNOF grantees and just over 40% were not.

“We need to look forward rather than back and prepare for moments of change.”

— New Orleans area nonprofit staff member
We asked nonprofits to answer 15 questions about their organizational capacity and community needs.

With this initial data collected, GNOF convened a series of group conversations with 60 nonprofit leaders to review and respond to the data and to help interpret the findings. In addition, Foundation staff conducted approximately 20 one-on-one interviews with other key representatives from the field and reviewed secondary data.

PART II: Key Findings and Trends

The findings of our needs scan quantify well-known anecdotal evidence about the region’s needs, and they provide a more detailed analysis of these needs, concerns, and challenges as well as insights to opportunities for addressing them. This information will help GNOF focus its organizational effectiveness efforts on where they are most needed and wanted. It also can be helpful for other agencies supporting the nonprofits in the Greater New Orleans area.

Key findings of the needs scan include:

Service Gaps Outside the City: A majority of the nonprofits that responded to the survey provide programs and services in Orleans Parish. Far fewer nonprofits serve the surrounding parishes and many areas face a gap in service provision. Particularly underserved are rural areas, low-income residents, elderly residents, children, minorities, and populations with limited English proficiency.

A Multiplicity of Connected Needs: When asked to identify the priority needs facing the communities they serve, survey respondents cited:

- Improved K-12 educational outcomes for students
- Affordable and accessible healthcare
- Crime reduction
- Clean, safe environment
- Quality youth development programs and services
- Job creation / job opportunities

Members of the focus groups reported that “all of these needs areas are important” and “pre-Katrina we would not have been able to say that.”

“If we were operating in an economy of scarcity pre-Katrina, after Katrina there was expansive work and funding. Now we don’t know what is terra firma. Will funders be there in a year or two? It is especially chaotic now.”

— New Orleans nonprofit leader
Another noted that: “We are a community of huge problems and few resources and that leads to a lack of sustainability.”

And another shared that: “Nonprofit service offerings provide and determine the quality of life rather than government—nonprofits play a key role in the community.”

**Capacity Challenges Within:** Nonprofits across all sectors are struggling with a variety of organizational challenges. Those cited include:

- Raising adequate funds to sustain levels of service post-Katrina is growing more difficult.

- Expertise is needed to develop plans for fundraising; in particular, building a case for support and engendering board involvement in fundraising efforts is a challenge for many nonprofits.

- Governance, leadership, and financial management issues hamper impact efforts. Some boards are unclear about their primary roles and responsibilities including their oversight and fundraising charges.

- Civic engagement and advocacy remain priorities yet are difficult to fund.

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“We need to **link arms across disciplines and touch allies around the state** … we’ve been siloed by programs and geography and we need to look at things holistically.”

— Focus group participant

- Effective communications remain challenging for some nonprofits surveyed. They struggle with articulating the impact of programs and service offerings and building a strong case for funding support.

- Developing partnerships and collaborations between nonprofits is difficult for the sector. While many nonprofits agree that partnerships and working with other organizations is key to addressing the challenges facing our community, competition for resources and few experiences in successful partnering initiatives hinder progress.

“Peer networking is important; we need to work with a facilitator for stronger conversations,” reported one leader.

As one grantee noted: “It takes time to make significant change; meanwhile we have to chase dollars each year.”
“We need new board members, more cross-pollinating between organizations, more African Americans, and more women,” shared a nonprofit leader.

**Fragmentation of the Sector:** The nonprofit sector is fragmented and siloed, and this inhibits systemic change.

“We don’t have any one thing that connects us … no one holding the whole agenda,” offered one organizational leader.

Another reflected that: “we need help in coalition building among non-usual suspects; we need to put concerned citizens with key experts.”

Still another said, “we need to link arms across disciplines and touch allies around the state … we’ve been siloed by programs and geography and we need to look at things holistically.”

**Low Foundation Support:** Nonprofits report a limited level of support from local, state, and national philanthropy. Nearly three quarters of respondents report that 25% or less of their budgets come from local, state, and/or national foundations.

**Problems Accessing Government Support:** Just over one-third of survey respondents reported receiving no government funding (city, state, or federal). Nearly a quarter of those responding garner 25% or less of their budget from government sources.

Almost a third of the nonprofits report that 50% or more of their budget comes from government sources. Some nonprofits anecdotally told of delays in receiving funding and uncertainty about the future of these sources of support. In light of recent state and federal budget/funding cuts and revenue shortfalls, these factors can only add to the fund development challenges facing nonprofits.

As one participant suggested: “There will be an extreme impact on nonprofit effectiveness if federal funding cuts occur; those nonprofits that receive federal funds will be struggling.”

**Scant Reserves:** Operating reserves are thin for many of the survey respondents, especially small- to mid-sized organizations. Many nonprofits do not have adequate cash reserves to weather inevitable changes in the economic landscape.

Nearly half of the nonprofits report less than a three-month reserve of “rainy day funds.” Of those, approximately 17% have less cash on hand than they need to last a single month. Nearly 32% have between a one- and three-month reserve.

On the other hand, 30% of the respondents report more than seven months of reserves, a bright spot...
in the findings, though many of these are larger organizations with annual budgets reaching into the millions.

**What Nonprofits Want from GNOF**

When asked how GNOF could respond to these needs and challenges, nonprofits suggested that the Foundation:

- Provide multi-year, unrestricted, and/or general operating support.
- Support affinity groups between and among nonprofits to learn with and from one another.
- Provide assistance to strengthen the communication strategies within nonprofits.
- Provide technical assistance in a variety of areas and consultants to work with organizations.
- Help create partnerships and alliances both among nonprofits and also between nonprofits and the business and higher education sectors.

A grantee from the focus group reported: “The Foundation can do more convening to discuss overall strategies to address (community) needs.”

Another said: “We are so competitive with one another and we need to partner better. We need good models and infrastructure for collaboration.”

And another leader shared that: “We need collaboration that addresses regional and inner-city inequalities.

I don't see how anyone can do business anymore without partnering … funders don’t want to hear it … that there isn’t a partnership or collaboration.”

**PART III: Putting This Data To Use**

We believe the findings of the Needs Scan Report hold insight and opportunities for improvement for individual nonprofits and for donors. GNOF is also using these findings to help shape new programs to help the groups we serve increase their organizational effectiveness. In short, we’ve listened to the nonprofit community, sought their input on these findings, and are committed to putting this research to effective use to support the sector.

**1. Recommendations for Nonprofits**

**Ask the Right Questions:** We invite nonprofits to review these findings and share them with staff and board members to begin conversations about how they reflect their own specific situations. Some questions to guide those conversations might include:

- How does our organization fare in comparison to these findings? Which of these challenges do we face?
- What data in this summary should we focus on as we plan for the rest of the year and beyond?
- How would we define organizational effectiveness? How would we characterize the effectiveness of our organization today? Where do we have room for improvement? How can we address these issues in meaningful and action-oriented ways?

**Build a Reserve:** Devoting funds for operating reserves is a key step to stabilizing and strengthening a nonprofit. Establishing such a reserve or adding cash to an existing reserve helps prepare your organization...
for an ever-changing funding and economic landscape. See our attached primer, *Operating Reserves: A Step in the Right Direction* for more on this subject.

**Review Your Funding Mix:** How dependent is your group on a single source of funding? How diversified is your base of support? What is a healthy blend of funding for your organization? For more information, see our attached primer, *Funding Sources: What is the Right Mix?*

**Ask for Assistance:** When you face difficulties in the operation and management of your nonprofit, reach out for help. Open, honest, and clear communications with your board and key donors can bring issues to the forefront and help illuminate the necessary steps in addressing them.

**Expand Collaboration:** Look for opportunities with other nonprofits conducting similar work and explore possibilities for sharing services and reducing costs (for instance, by hiring a mutual policy director or renting shared offices) or collaborating on a program that targets similar constituents. Finding these connections can strengthen your organization, reduce duplication of services, cut costs, and send a positive signal to current and potential funders. Ask your local funders who else might be doing similar work and suggest they broker a meeting to discuss possible opportunities for collaboration.

### 2. Recommendations for Donors

**Fund Capacity:** Donors play a key role in supporting the effectiveness and health of nonprofits. Consider providing general operating support grants to organizations to help build their capacity. Foundations and other donors can also help by underwriting technical assistance requests, providing funding for consultants, and making professional development grants directly or by pooling funds with other funders.

**Support Reserve-Building:** Donors that provide unrestricted grants can assist nonprofit organizations in building their operating reserves—a key indicator of a healthy and well-managed entity. Consider providing a year-end contribution toward a group’s rainy day fund as a long-term gift.

**Coordinate Responses:** Donors can work in concert with other funders to determine funding priorities and build grant-reporting processes on common indicators.

### 3. How will GNOF respond?

GNOF is committed to developing programs that address needs detailed in this report. To that end, we have convened a design team comprised of nonprofit practitioners to help work with staff to design and develop capacity-building programs to ensure the offerings meet the needs in the field.

**“Philanthropy may be in a unique role to remind policymakers of the impact of nonprofits (in the community).”**

– As one focus group participant suggested
Some new examples include:

**101 Series**: a new training series that offers nuts-and-bolts guidance on effective, key nonprofit skills. We kicked off our series with an Advocacy 101 workshop. We extended the learning with additional teleconference calls with a small circle of practitioners. We will host these workshops every other month beginning in the fall of 2011.

**Capacity Coaching Pilot Program**: a series of private and confidential coaching sessions for nonprofit leaders. During a six-month pilot phase, Joann Ricci, GNOF’s Vice President of Organizational Effectiveness, will meet one-on-one with a different nonprofit leader each month to tackle one specific topic, content area, or issue identified by that nonprofit, with the goal of improving that leader’s ability to address it.

**Foundation Directory Online**: a new development tool available to all nonprofit organizations through a collaborative effort between GNOF, the Louisiana Association for Nonprofit Organizations (LANO), and the Arts Council of New Orleans. This online directory provides the most current, accurate, and comprehensive information available on U.S. grantmakers. It enables nonprofits to customize searches to identify prospects and plan their development calendars. The service is offered at no cost through the LANO New Orleans office where staff members are available to assist users and provide a series of technical assistance trainings on how to use the online directory.

The board and staff of GNOF have reviewed the survey data, listened to nonprofit leaders, and asked these leaders to help us interpret these findings. We have incorporated these findings into our planning efforts for this year and have made adjustments to our grantmaking efforts.

Further, GNOF will use the findings of this report as it continues to develop its organizational effectiveness offerings.

**ABOUT THE GREATER NEW ORLEANS FOUNDATION**

The Greater New Orleans Foundation is the community foundation serving the 13-parish Greater New Orleans metropolitan area. We design and lead initiatives that improve the region, connect donors to community needs, identify and support great nonprofits, and strengthen civil society.
What percentage of your budget comes from one donor? What would happen if you lost a key service contract tomorrow? How reliant is your signature program on one funding source?

These questions are important starting points in determining if a nonprofit’s funding base is diversified and durable enough to weather inevitable changes. The responses can provide nonprofit leaders and their board members with insightful indicators about the financial health and well-being of their group.

What does it mean to be financially stable and sustainable? A basic benchmark can be found in your funding sources because revenue diversification is a key to building a sustainable, healthy, and stable future for nonprofits. So what does this diversification look like?

One good starting point is ensuring that no more than 25% of revenue comes from any one source. Taking a close look at current revenue streams can reveal over-reliance on one or two sources or, conversely, confirm that you have a healthy mix of dollars from a variety of donors.

Some experts suggest four or five different kinds of funding sources, drawing from a mix of foundations (family, community, private, state, local, national, etc), government, businesses, and individuals.

In particular, since individual donors comprise the largest source of giving to nonprofits, you may discover the need to devote more effort to increasing this revenue source.

Just as important as the diversity of donor sources is the mix of income types contributing to your overall revenue portfolio. Examples are grants, workshop fees, membership fees, government contracts, reimbursements, investment income, planned giving, and sales of goods and services. This income mix serves as another key strategy for diversification.

Beyond the total amount of dollars brought in, fundraising approaches can also have a fundamental impact on income mix and donor diversity. A diverse range of individuals actively engaged in your fundraising efforts can help your organization achieve this income diversity. As fundraising consultant Ron Milan suggests, “Fundraising generates the strongest results when lots of people in the organization are involved—the Executive Director, Development staff, and every member of the Board.”
So not only does an effective organization diversify its sources and mix of income, it diversifies its fundraisers too.

Reviewing your organization’s current operating budget and revenue statements is an important step that doesn’t have to wait until you are developing your budget. In fact, any time of year is right for examining your revenues mix. For instance, you can begin the conversation at an upcoming board meeting. Taking this proactive step can help your organization avoid unpleasant surprises.

Whether your group is a small agency or an anchor organization with revenue in the millions, this conversation is crucial to assessing and understanding its effectiveness and sustainability.

As a fundraising expert suggests, “the most successful efforts are built on the concept of a diversified funding base. Be flexible, if (what you are doing) isn’t working, change it.”

As you get started, pie charts and similar visual aids are easy and helpful ways to show revenue streams and demonstrate their mix and diversity. Excel is a good tool for creating such charts. The Funding Pie, a publication from the Louisiana Association of Nonprofit Organizations (LANO), offers a worksheet to help identify the source of funds, their allocation in your current budget and funding period, and a functional timeline worksheet for more in-depth planning and development.

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1 Foundation Center, www.foundationcenter.org
2 Giving USA 2011 Executive Summary, www.givingusa.org
3 www.ronmilan.com
5 The Funding Pie: Recipes for Sustainable and Diversified Fund Development, Susan Hymel, Meaine Guste, Chris Broussard, Melissa Flourney, 2007
The following questions, along with your funding pie chart, can guide both initial and ongoing conversations with your board around finding the right mix and diversifying your funding base:

- What are the different types of income (fees, grants, gifts, etc.) that are reflected in the pie chart?
- From what sources are the revenues derived?
- How balanced are the revenue streams? What percentage of support comes from each source? Does one source account for more than 25% of our total budget? How comfortable is our board and staff with that?
- How reliable are the current funding sources? What are the strengths of each revenue stream? What current or potential weakness does the organization face with each stream? What can be done to improve each revenue stream?
- How might we diversify? Are there existing sources that could grow? What new sources might we explore?
- Is our fund development plan designed and managed in concert with our strategic plan? And how well does our income and revenue reflect program goals and strategies?
- Who is responsible for fundraising in our organization? What ways are board members fulfilling their roles? What is needed to get everyone on board the fundraising train?

What you uncover during these fundamental conversations can assist your board and staff in its planning efforts, help re-focus and diversify your fundraising base, and get you on the road to an effective and sustainable future.
Operating Reserves
A Step in the Right Direction

A PRIMER FOR NONPROFITS PRESENTED BY THE GREATER NEW ORLEANS FOUNDATION ORGANIZATIONAL EFFECTIVENESS INITIATIVE
SEPTEMBER 2011

Greater New Orleans Foundation
For a vibrant region.

1055 ST. CHARLES AVENUE · STE 100 · NEW ORLEANS, LA 70130 · WWW.GNOF.ORG
A key indicator of the health and well being of an effective nonprofit is how many months of cash reserve it has on hand to sustain itself through the ups-and-downs of funding and the ever-changing economic landscape. Many nonprofits do not have an adequate “rainy day” fund and need to improve this financial condition.

Why is it important to have an operating or cash reserve? This cushion can help your organization sustain its operations in the event of significant, unplanned or unbudgeted increases in operating expenses and/or losses in operating revenues.

For example, cash reserves can help you bridge the gap for meeting payroll and other program expenses while waiting for a grant check to arrive. These reserves can also help you weather an unexpected economic downturn, which may affect fundraising efforts. “Nonprofit” does not mean “no surplus allowed” and this reserve cash can help serve as working capital in other unplanned circumstances.

According to the Nonprofit Reserves Workshop of The Urban Institute, operating reserves are the portion of unrestricted net assets available for use in emergency situations.¹ Many experts in nonprofit financial management, including the Nonprofit Finance Fund, suggest that nonprofits maintain a minimum reserve of 25% or three months of its total operating budget.²

While a three-month reserve is a useful benchmark goal for many nonprofits, reserve needs can vary from organization to organization. That’s why it’s important for each group to determine its own needs based on its own circumstances. This process can start with the advice of The Nonprofits Assistance Funds, which suggests that you review your revenue sources, project month-by-month cash flow, make an effort to anticipate shortfalls, and create a workable and realistic set of financial policies and practices.³

Creating this set of key financial policies, including a cash reserve policy, requires the work of the board of directors, the finance committee and key staff members (for instance, executive director, chief financial officer or accountant) to help determine the organization’s appropriate financial measures.

¹ Washington-Area Nonprofit Operating Reserves, Blackwood, Amy S and Pollack, Thomas H. The Urban Institute, Charting Civil Society, No 20, July 2009

² Getting to Twenty-Five Percent: On Margins and Reserves http://www.nonprofitfinancefund.org/blog/getting-twenty-five-percent-margins-and-reserves

³ http://www.nonprofitassistancefund.org
No organization moves from zero reserves to a three-month reserve overnight, so **this effort takes time and careful planning.**

So what steps can you and your board take to begin this important conversation? We suggest dedicating a portion of an upcoming board meeting to the following questions:

- Do we have a cash reserve currently? If so, do we have a written board policy guiding the development of a cash reserve? For what purposes can we tap the cash reserve?

- On what timeline can we realistically build a reserve? If we can’t build a three-month reserve, what is a realistic goal for our organization?

- How can our regularly reviewed financial management tools—annual budget, monthly income and revenue statements, cash flow projections, fundraising plan, etc.—help us with these planning efforts?

- Which unrestricted funding sources could we allocate towards our reserve fund?

- Do we have a finance committee? What is the scope of its work? If don’t have one, should we create one?

No organization moves from zero reserves to a three-month reserve overnight, so this effort takes time and careful planning. Assessing your current financial condition can help you set realistic cash reserve goals and determine what steps you can take to meet your target. A review of your funding history can benefit this planning effort too. Dedicate a board work session to consider the following issues:

- Where does our current revenue come from?

- How realistic is our current budget picture given what we know about our funders?

- Do we anticipate any shortfalls in funding this year? How about a surplus?

- If we anticipate a shortfall, what steps can we take to plan for and address this?

Building and planning an operating reserve is an important financial practice, and one way to start is to budget for a baseline reserve equal to one month’s operating expenses. Whether yours is a well-established group or a new start-up, the discipline of building a reserve is a step towards organizational sustainability and future success.
Survey Results

Identifying the Organizational Effectiveness Needs of Nonprofit Organizations in the Greater New Orleans Region

PRESENTED BY THE GREATER NEW ORLEANS FOUNDATION ORGANIZATIONAL EFFECTIVENESS INITIATIVE SEPTEMBER 2011

The survey results reported in this document reflect an online survey conducted in March 2011 by the Foundation’s Organizational Effectiveness Initiative. The following data reflect the responses of the 175 nonprofits who participated in the survey.

For the full Needs Scan Report, please visit our website: www.gnof.org/organizational-effectiveness/needs-scan-report

NOTE: Not all response counts add up to 100% as not all respondents answered each question.
1) Choose the statement which best reflects your relationship with the Greater New Orleans Foundation.

59% of respondents are GNOF grantees having received funding in 2009 or 2010. 41% are not current grantees.
2) Which focus area reflects your organization’s mission, programs, & services?

The largest percentage (23%) of responses came from Health and Social Service agencies.
3) Please indicate your organization’s budget for your current fiscal year.

54% of those who responded to this question report a budget size of $750,000 or less and almost 46% report an annual budget over $750,000.
4a) What % of your budget comes from national foundation sources?

A bit over 26% of those who responded report that 25% or more of their budget comes from national foundations.
4b) What % of your budget comes from regional/state foundation sources?

Nearly 88% of nonprofits who responded receive 25% or less of their budget from regional or state foundations.
4c) What % of your budget comes from local foundations sources?

Nearly 75% of those nonprofits who responded report receiving less than 25% of their budget from local foundations.
5) What % of your annual budget comes from government sources (city, regional, state, federal in form of contracts, fee for services, and/or direct grants, etc.)?

More than half of the nonprofits reported receiving less than 25% of their annual budget from government sources.
6) Please indicate how many people **work and volunteer in your organization** in each of the following categories.

Almost a quarter of those who responded report full time staff of 13 people or more and almost half report 4 or less full time staff. Nearly 40% of organizations that answered this question report no interns on staff. 82% report no AmeriCorps participants.
7) Consider the **level of need** facing the target community you serve. Please rate each of the items on the scale from “1 – No Priority” to “5 – Extreme Priority”

[Rating Average bar chart]

On average, the top 6 needs areas: Improved K-12 Educational Outcomes for Students; Affordable and Accessible Healthcare; Crime Reduction; Clean, Safe Environment; Quality Youth Development Programs and Services; and Job Creation/Job Opportunities.
8) Think about your mission and the programs/services you provide to meet your mission. How do you identify what programs/services will best meet the needs of your clients/constituents? Please choose the statement which best reflects what your organization does.

The top two means used were “use of our experience, insights and/or intuition” and “one-on-one (talk) with our clients and constituents.”
9) Think about the activities of your organization. What do you do to meet your mission? *We provide...*

- Direct services to our target audiences
- Programs to our target audiences
- Blend of services & programs
- We lead community organizing
- We conduct advocacy efforts
- We conduct policy analysis
- We conduct research
- We serve as an intermediary orgs
- Other

36% of the respondents reported providing a blend of services and programs to their target audiences as the primary activity of their organization.
10) Think about the activities you conduct to meet your mission. What is your primary service area?

57% of those nonprofits who reported, state that the City of New Orleans is their primary service area for mission related activities.
11) Please consider the following areas of organizational performance and, among those listed below, rank each need facing your organization from “Least to Most Challenging Need.”

The top 4 challenging needs reported were Fundraising; Operational Planning; Advocacy; and Communications.
12) Review the possible approaches below that GNOF might consider as it develops ways to work with grantees and other stakeholders to build the capacity of nonprofits in our region. From those listed below, please share how each approach GNOF might take would be of help to your organization.

### Area of Need

- **Multi-Year Grants**
- **Create Alliances between Nonprofits/ Business/ Higher Education**
- **Advocate for Nonprofit Sector**
- **Create Alliances between Nonprofits**
- **Support Affinity Groups between & among Nonprofits**
- **Strengthen Orgs Communications Strategies**
- **Targeted Technical Assistance**

Most nonprofits indicated that offering multi-year grants would be an effective way for GNOF to build up organizational capacity in the region.
13) Please list up to 3 trends and/or issues you believe are facing the Greater New Orleans region and will impact your organization and its ability to meet its mission.

- Adults
- Civic Engagement
- Contract
- Cost
- Crime Rate
- Economic
- Education
- Federal
- Flood Protection
- Health Care
- Housing
- Immigrant
- Job Creation
- New Orleans
- Nonprofit Organization
- Orleans Parish
- Participation
- Policies
- Programs
- Recession
- Schools
- Services
- Stable
- Support
- Sustainability
- TRUST

Those who responded offered a range of issues and trends from reductions in funding for Pre-K to 12 education, to a dearth of affordable housing, to decreased sources of public and private funding for mental health and other healthcare services. Other topics reported include the challenge of attracting capital to the area and the lack of healthcare access for some populations.
14) Does your **nonprofit own property** (land and/or structures) in the city of New Orleans?

While an overwhelming majority of nonprofits reported that they do not own land within the city of New Orleans, almost 27% do.
15) Approximately how many months of **operating reserves** does your organization have?

- Less than 1 month of reserves.
- 1-3 months of reserves.
- 4-6 months of reserves.
- 7-12 months of reserves.
- More than 1 year of reserves.

Nearly half of the nonprofits report less than a 3-month operating reserve.