

2017 New Hampshire Nonprofit Needs Assessment



The 2017 New Hampshire Nonprofit Needs Assessment Report summarizes data about perceived organizational needs from nearly 350 paid staff, board members or volunteers from nonprofits diverse in size, mission and geography.

Funding for the survey was provided by the New Hampshire Charitable Foundation. ESC collaborated with the NH Center for Nonprofits, Volunteer New Hampshire, Granite United Way, Monadnock United Way, and the United Way of the Greater Seacoast.

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1. EXECUTIVE SUMMARY

Nonprofits in New Hampshire are very motivated to improve their organizations. They perceive a wide variety of areas within their organizations that could be enhanced - most notably fundraising. This was expressed both overtly and implied across many of the survey questions. Consultants, in-person training, and coaches are highly valued resources. Additionally, collaborative efforts are on-going throughout the nonprofit sector. They can be expected to gain momentum as demand for services grows, and the financial challenges facing nonprofits here and elsewhere increase.

The objectives of the survey were to

- identify strategic needs
- assess attitudes toward collaborations, and
- to establish openness to the use of consultants and coaches in responding to their needs.

Major findings are summarized below. More comprehensive conclusions may be found in the following sections; and detailed survey results are included in the Appendix.

A. Needs

Fundraising. Fundraising was cited as the dominate need, both for capacity-building and for professional development. Respondents cited among the desirable techniques to learn: how to make “the ask;” how to identify and nurture donors, how to write grants, and how to manage a capital campaign. Fundraising was also rated as the number one area when asked what consulting services would be beneficial if cost were no object.

Capacity-building. Other areas with high responses were strategic planning, board development and recruitment, and marketing. In some respects, these may be seen as subsets of the money issue as all are key facets of fundraising.

Professional development. Although professional development was not highly rated as a capacity-building need, it was second after fundraising in terms of professional skills to develop. This includes such items as managing a team, delegation, time-management and mentoring.

B. Resources Used to Meet Needs

No- or low-cost. Not surprisingly, nonprofits have been very active in using tools such as the internet, webinars, support groups, in-person training, and consultants to help address their needs. Online resources were the most often used considering their low or no cost and ease of access. But in-person training had a higher satisfaction rating.

Outside vendors. In-person training and consultants ranked just behind the internet in terms of usage, notwithstanding the cost element, particularly for complex projects such as strategic planning. Nearly 50% of respondents stated that such hands-on tools were necessary to fully implement changes in their organizations.

Satisfaction with outside vendors was quite varied depending upon the type of work. In-person training, consultants and online information all were rated highly as desirable resources to employ. It is worth noting that the activity ranked second highest in the satisfaction rating, strategic planning, also had the highest use of consultants.

C. Consultants and Coaches

Consultants. Looking at consultants and coaches specifically, consultants came away with a much higher satisfaction rating than coaches. However, there was decided affirmation in the value of both.

Project complexity. Strategic and business planning lead as the highest-rated incidence of utilizing consultants and coaches. Surprisingly, coaches were seldom mentioned in connection with the most significant need, fundraising.

D. Collaboration

Frequency. Finally, attitudes and experiences with collaborative efforts among nonprofits was examined. A significant majority of respondents have been involved in such efforts over the last five years, with the average being just over two such activities. The activities undertaken most often were partnerships on a mission-related activity and sharing best practices.

Success. As a whole, respondents were quite satisfied with their collaborations. However, the time necessary for a successful collaboration and funding were cited as of significant concern.

2. METHODOLOGY

Between December 2016 and February 2017, Executive Service Corps surveyed New Hampshire nonprofits about their perceived organizational needs. A survey comprising thirty-one questions was distributed throughout New Hampshire using Survey Monkey. ESC email lists as well as lists from various United Ways of New Hampshire and Volunteer New Hampshire were used. Funding for this survey was provided by the New Hampshire Charitable Foundation.

Three hundred forty-four individual anonymous responses were received. Due to the anonymity, it cannot be determined how many respondents were from any single organization. The nonprofits represented are extremely diverse as to size, mission and geography. The individual respondents are likewise diverse, including staff, board members and volunteers.

3. KEY FINDINGS

A. Needs

Capacity Building. In response to the request to identify the three biggest capacity-building needs the organization will face in the next three years (Q3), the leading answer was fundraising and the need for board participation (55%). The next most significant response was board recruitment, assessment and development (36%). Rounding out the top five were marketing, including communications, PR, digital marketing, community relations (29%); volunteer recruitment and development (26%); and strategic planning (25%). Responses in the “other” category focused on recruiting, from executive directors to employees to members; funding competitive salaries; and facilities. Fewer respondents cited staffing patterns, grantwriting, industry trends, and succession planning.

Professional Skills. An open-ended question asked for the top three professional skills respondents would like to develop over the next three years (Q23). The wide variety of answers could be grouped into ten macro categories:

- ♦ Fundraising
- ♦ Management skills
- ♦ Strategic planning
- ♦ Board development, engagement and recruitment
- ♦ Communications/Marketing
- ♦ HR/Recruiting
- ♦ Culture
- ♦ Networking/Collaboration
- ♦ Technology
- ♦ Programs

Fundraising dominated again. Over 84% of respondents cited some variation of this theme, including finding donors, “the ask,” grantwriting, capital campaigns, and on-line fundraising. Half of those identifying fundraising named it as their number one need.

Management skills (46%) included managing a team, development of leadership skills, delegation, time management, mentoring, and avoidance of micromanaging.

Strategic planning (30%) included financial planning, needs assessments, and identification of resources.

The fact that fundraising garnered the highest rankings to this and the previous question suggest that nonprofits are under considerable financial pressure. Some of the other highly rated needs could be seen, at least in part, as a subset of fundraising activities. For example, marketing and communications are necessary activities to support fundraising. Similarly, board development activities are also part of the fundraising matrix as board members are generally expected to

participate in fundraising to some degree. And strategic planning often includes a key segment on financial matters.

Another key point to be taken from the data is the desire to upgrade skills across the organization. From development of boards to professional skills for staff to leadership development, the expressed needs point to a recognition that improvements can be made in the skill sets of those key to the organizations' success.

B. Resources for Change

As can be seen from the data, nonprofits are very motivated to improve their organizations using a variety of tools and resources. Although much of the tool use was independent of outside help, consultants and in-person training were frequently employed with high satisfaction in several areas. However, there is clearly some dissatisfaction with outside sources, pointing out qualitative differences from one consultant or trainer to another.

Use. When asked to identify which resources they used most often to address capacity building needs (Q8), the leading response was to search the internet (92%). Over a third reported using the internet more than twelve times in this regard. Close behind the internet was consultation with a colleague or other organization (90%). Clustered around 80% were workshops; viewing a video or webinar; and reading a white paper or report. The final category was engaging a consultant, something just over half the organizations had done.

Respondents were then asked which capacity building services might be beneficial if cost were no object (Q10). Online tools for finding funding and for grant opportunities were thought to be most beneficial to the organizations (60%). Networking opportunities (52%), ongoing professional development (51%), skills development (44%), and leadership coaching (41%) completed the top five answers.

Purpose/Service. When asked how and when they used internet resources (Q9), the top answer was looking for ideas or options to address a particular challenge (82%). Close behind was looking for best practices (76%). Considerably fewer looked to similar nonprofits which had encountered the same challenge that might work with their organization (35%). The final category was looking for a consultant or vendor for assistance (13%). Though respondents were able to indicate "other" uses, only seven chose to do so, with answers including looking for resources for board or staff, success stories, grantwriting and collaboration partners.

A multiple choice question asked what outside resources had been used in thirteen capacity building activities over the last three years (Q4). The resource options were on-line information, webinars, in-person training, support group and hired a consultant.

The primary activity that led the answers in terms of use of one or more of these options was strategic planning (58%). It also was far and away the leader in use of outside consultants (57%). Three other capacity building activities came in at over 50%; marketing, including communications, PR, digital marketing and community relations (55%); board recruitment, assessment and development (52%); and fundraising and the need for board participation (52%).

Tools. In terms of tool use, on-line resources led with 598 uses across all activities. Close behind was in-person training with 558 uses. Consultants were used 365 times. Webinars were used 330 times. At the bottom with only 157 uses was a support group.

Surprisingly, over 15% of the respondents said they had not used the tools for the listed activities over the last three years.

Satisfaction. Respondents rated their satisfaction with results achieved by each use of the five outside resources in the thirteen listed activities (Q5).

The most highly rated tools or resources for those responding with extremely satisfied, very satisfied, or satisfied were those used in strategic planning (55%); marketing, including communications, PR, digital marketing, community relations (53%); and board recruitment, assessment and development (50%).

Those respondents who rated their satisfaction with uses as “not very satisfied” or “not at all satisfied” (Q6) were then asked to explain their reasons briefly in an open-ended question. Sixty-seven responses were received. Although the answers were not tied to any particular tool used by the organization, the phrasing was such that, in most instances, it suggested the use of an outside provider.

The most common complaint was a lack of depth/too general (21%). Just behind this was lack of success (19%). No other reason garnered more than three mentions. Problems were identified with costs and limitations thereby placed on service. Organizational problems cited included board or organizational buy-in, lack of follow-up, and lack of personnel at an organization to do work. The actual quality of the service was mentioned in many different ways from relevance or the wrong person for job, to a lack of objectivity in favoring the executive director or to lateness.

Satisfaction was also assessed in a more general way by asking for a general statement on the five tools mentioned earlier: online information; webinars; in-person training; support group; and consultants (Q7). Using a weighted scale, satisfaction was highest with in-person training (2.54). Virtually tied in second were online information at 2.68 and consultants at 2.69. Tied for last at 2.89 were support groups and webinars.

Future Uses. A question on organizational attitudes toward the use of help tools and resources asked respondents for their level of agreement with various statements involving change (Q11). The statement with highest level of agreement was “Our organization easily incorporates best practices by using documentation such as samples and checklist.” Over two thirds of respondents definitely or somewhat agreed with this. Similarly, nearly two-thirds also expressed agreement with the statement: “Our organization has successfully used online resources to implement changes to procedures and practices.” However, there was a stronger bias towards “somewhat agree” rather than “definitely agree” as compared to the first statement.

Nearly 50% agreed that “Our organization needs in-person training to fully implement changes to practices and procedures.” Webinars were deemed nearly as useful (44%). Finally, the use of

videos received the lowest positive rating (28%) as well as the highest negative rating (36%). Webinars also received a high “definitely disagree” rating (16%).

C. Use of Consultants and Coaching

Consultants are viewed as a valuable resource. Although there clearly was some dissatisfaction with consultants on a project-by-project basis, the overall potential for value is clearly supported. This is particularly true on high impact/high complexity capacity building needs like strategic planning and organizational assessment.

Clearly, there is also a market for coaching nonprofits though costs are a determining factor. A range of \$50- \$75/hour was identified as the most desirable price point. The areas where coaching would be most welcomed are strategic planning and leadership development. But nonprofits would be well-advised to shop carefully to avoid the disappointment that a portion of the respondents reported.

Consultants. It was noted previously (Q4) that the use of consultants for strategic planning were the leading resources used of the five options (81 uses). The same is true for organizational assessment (50 uses). Consultants were used a significant number of times for several activities, including marketing (41 uses), board recruitment, assessment and development (33 uses), fundraising (28 uses), financial planning (23 uses), and professional development (20 uses). For all other activities, consultants came in last or next to last.

It is interesting to note that the category that had the most uses of the activities, strategic planning, had the second highest satisfaction rating, suggesting a general satisfaction with consultants in strategic planning. The second most used area for consultants, organizational assessment, also came in among the top in respondent satisfaction. However, in other categories where there was high use of consultants such as board recruitment, fundraising and financial planning, the satisfaction was much lower.

When asked to rate their agreement or disagreement on a sliding scale with five statements about the use of consultants (Q12), respondents agreed most strongly with: “If I had the funding, I would use consultants more often.” On a weighted scale, this statement scored 2.36, a very positive agreement rating. Close behind with a 2.46 score was the statement: “Finding a good consultant is hard and/or time consuming.”

The other three statements elicited more disagreement than agreement.

- ♦ “Working with consultants takes time that we need to be spending on other work.” (3.02)
- ♦ “Generally, consultants don’t really understand our organization.” (3.11)
- ♦ “I don’t have great faith in the value of using external consultants” elicited the strongest disagreement was with the statement (3.42).

Coaching. Coaching was rated highly as something organizations would utilize if cost was not an issue. If coaching were affordable, respondents were asked to comment on what areas would be of interest (Q18). Five options were offered, including one in which the respondent could describe a different area. The highest category was board recruitment and development (49%). Close

behind was strategic and business planning (48%) and leadership development (45%). Much lower was human resources (22%).

Twelve respondents selected “none of the above” (19%). The only activity mentioned more than once was fundraising (3). Other activities mentioned were about capacity building activities such as board recruitment, marketing and technology.

Respondents were asked to rate what they would consider to be a fair and reasonable rate to pay a coach (Q19). 188 respondents answered the question with the rankings as follows:

1	\$75/hour	27%
2	\$50/hour	23%
3	\$100/hour	11%
4	\$125/hour	6%
5	\$150/hour	1%
6	None of the above	32%

When asked about expected usage of a coach (Q20), two hours/month and 0-5 hours/week were virtually tied at 38% and 37% respectively. From there, a dramatic drop in expected usage was recorded: one hour/month (13%); one hour/week (7%); 2-5 hours/week (4%); and more than five hours/week (1%).

Fifty-five respondents answered a question about their satisfaction if they had previously used executive coaching (Q21).

1	Satisfied	35%
2	Very satisfied	26%
3	Extremely satisfied	13%
4	Not very satisfied	13%
5	Not at all satisfied	15%

The fact that one quarter were dissatisfied is of some concern. Some of the negative ratings were explained in question 22, to which only 51 respondents offered an insight. Beyond those who had never used an executive coach (50%), the lack of new ideas was mentioned most often. Also cited was cost, and the need for the consultant/coach to know the organization.

D. Collaboration

From the data, it is clear that collaborations are part of the culture for nonprofits in New Hampshire (Q13). The number of collaborations identified, the satisfaction with the outcomes, and the openness to collaborations are all very high. The main concerns - the time and money needed - are not deal breakers; rather, they are logistical issues to be negotiated. Few expressed skepticism as to the concept of collaboration.

Organizations who had collaborated with others identified the following areas of their joint work:

Partnered on a mission related program	75%
Share best practice information	63%
Shared office or other operation resources	44%
Joint fundraising	28%
Shared training/professional development	28%
Explored a merger option	13%
None. We have not collaborated in the past	9%
Other	7%

Under the “other” option, the only area mentioned more than once was joint marketing. Almost all were program related. An interesting exception was a joint salary study for executive directors.

Of those responding to this question,¹ over 90% said they had been engaged in at least one collaboration in the last five years. Based on the total number of areas selected, the organizations who have engaged in collaboration did slightly over two such actions in past five years

Respondents rated their satisfaction with the results of the collaborative efforts (Q14). Over 92% rated their experiences as satisfactory (44%), very satisfactory (35%) or extremely satisfactory (12%). Those not very satisfied accounted for 7% of the responses, and the not at all satisfied group was only 2%.

Respondents were asked to explain the reasons for their rating (Q15). On the positive side of satisfaction, the answers were largely too general (*e.g.*, “helpful”) or simply described the nature of the collaboration. On the negative side, however, useful specificity was provided. No one reason was mentioned more than three times. The reasons for dissatisfaction were: hard to find the right fit; one organization dominated press coverage; it was time-consuming; mutual money issues; opposition by an executive director; other staff were not helpful; the need for publicity; fundraising; uneven participation; the other party was easily distracted; the organizations were too similar; lack of consistency; lack of buy-in; needed more strategic planning; wrong PR; and one party quit.

In terms of openness to future collaborations (Q16), only three respondents selected “not too open” or “not open at all.” Indeed, 70% rated their interest as “extremely open” (31%) or “very open” (39%).

Finally, respondents were asked to check up to two options from a list of possible concerns in collaborations (Q17). A solid 26% expressed no concerns with collaborations. The top two concerns were time (47%) and funding (40%). There were fewer concerns about “lack of conviction that the outcome would be worth the effort” (17%), sharing information with a competitor (7%), and concern the other organization may know more than respondents’ organization. Some 14% selected “other.”

¹ Some 42% of respondents skipped this question. There is no way to determine if these were organizations that had not engaged in collaboration and did not see the “none” option or skipped for some other reason. It is reasonable to believe that some respondents were not in a position to answer a question, particularly one with a significant look-back period as with this one. Volunteers would also likely have less operational knowledge than other respondents. Even if all who skipped the question are considered as having not engaged in any collaborations, over half of nonprofits participating in the survey have collaborated in the last five years (53%).

The respondents who selected “other” described their primary concerns as “fit” and a concern about equal effort. Also frequently mentioned were return on investment, buy-in by an executive director, hidden agendas, the patience needed, and timing.

4. RESPONDENT DEMOGRAPHICS

The vast majority of respondents either work or volunteer for nonprofits. The largest group of respondents was executive directors. Other participants described themselves as senior management, program director, or development director. Board members constituted another significant constituency. Volunteers comprised the smallest category of respondents. (Q1 and Q2)

A wide array of organizations is represented in the survey (Q25). Nearly one-third described themselves as human services. Education came in at 14% and health care/mental health and 11%. Arts and culture (8%), environment (6%), housing and community development (5%) and faith-based (4%) follow. Nearly 25% opted for “other,” which ranged from libraries and seniors to historical preservation to animals. The largest “other” category was child/youth services at nearly 5% of total respondents. No other category had more than three respondents.

The majority of the respondents’ organizations have operating budgets that are below \$500,000 (Q24). A third are in the \$500,000-\$1 million range; just over 10% are above \$5 million.

Staffing sizes parallel these figures, with the majority having ten or fewer employees (Q26). A quarter have between eleven and fifty employees, with 19% above fifty.

Volunteer support does not depend on budget and staff size (Q27). Over 37% have more than 50 volunteers, with another third having 11 to 50. Just under a quarter have between one and ten. Only 4% report having no volunteers.

More than two-thirds have boards of between five and fifteen members (Q28). Smaller boards comprise 10%; larger ones are just under 20%.

Organizations from all ten counties in New Hampshire responded (Q29). Merrimack County respondents comprised nearly a quarter of the respondents, followed, in descending order, by Hillsborough County, Rockingham County, Cheshire County, Grafton County, and Strafford County. A small group from surrounding states also participated in the survey (6%).

In summation, the data has excellent diversity from size to geography to mission. This supports confidence in the substantive responses received as being representative of New Hampshire nonprofits.

5. RECOMMENDATIONS

It is clear from the survey results that nonprofits are open to resources that will help them advance their missions. Those resources may range from internet sites to collaboration and to third-party consulting. There is little variation in needs identified among the diverse types of nonprofits surveyed, rather, a commonality of need.

Though there were some expressions of discontent with the consultant experience, overall, the ongoing usage of consultants is deemed desirable. The challenges that consultants will face are cost; fit with the particular client; and being sufficiently familiar with the client and its universe to provide tailored counsel.

As consultants hone their products to meet the needs of the nonprofit marketplace, for the near future they should be focusing on:

- ♦ Fundraising across the spectrum of tools and strategies
- ♦ Capacity building in the form of strategic planning and board recruitment/development
- ♦ Professional staff development from general management to fundraising and mentoring skills

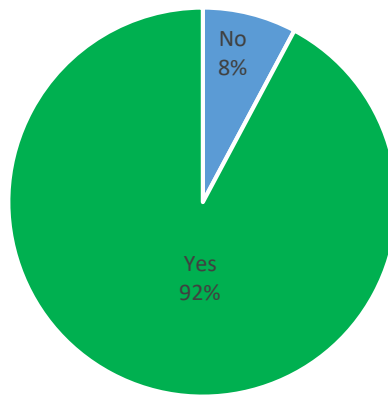
The three areas are, of course, linked. Recruiting and training board members to be comfortable in the world of fundraising is essential to the ongoing financial health of nonprofits. Having professional staff who can design and support fundraising initiatives from annual funds to planned giving is essential. Consultants can provide insights and assistance on all of these.

Consultants should likewise be wary of those areas where nonprofits have been less satisfied with outside vendors: program evaluation, advocacy, and human resources management.

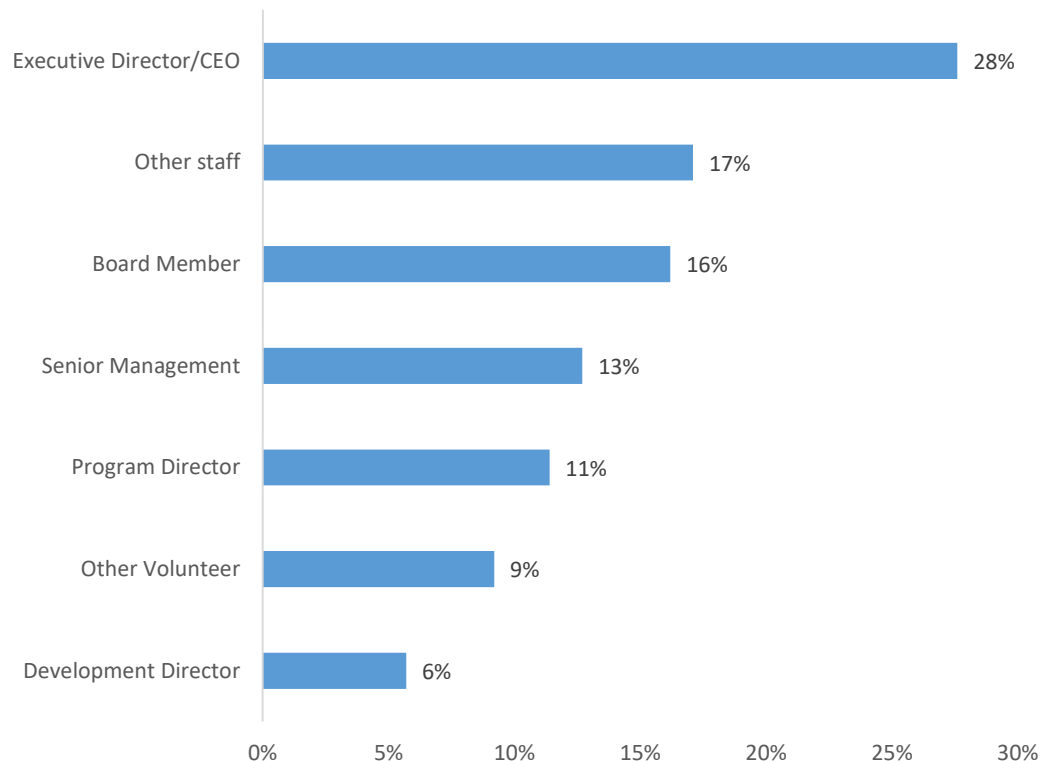
The efficacy of collaboration seems to be coming into its own as a survival strategy, at least in New Hampshire. Though there was some degree of dissatisfaction expressed, which seemed to be more a reflection of bad experiences, nonprofits have embraced the benefits of working together for common purposes. For consultants, this shift in attitude offers the opportunity to facilitate collaboration in several areas: strategic planning, financial management, personnel sharing, administrative savings through shared purchasing, and so on. The one area that does not seem to be open for collaboration is fundraising, which is likely an artifact of the difficulties in stewarding donors and in accounting for charitable contributions.

6. APPENDIX - DETAILED SURVEY RESULTS

Q1: Do you work for or volunteer at a nonprofit organization?



Q2: What is your primary role?

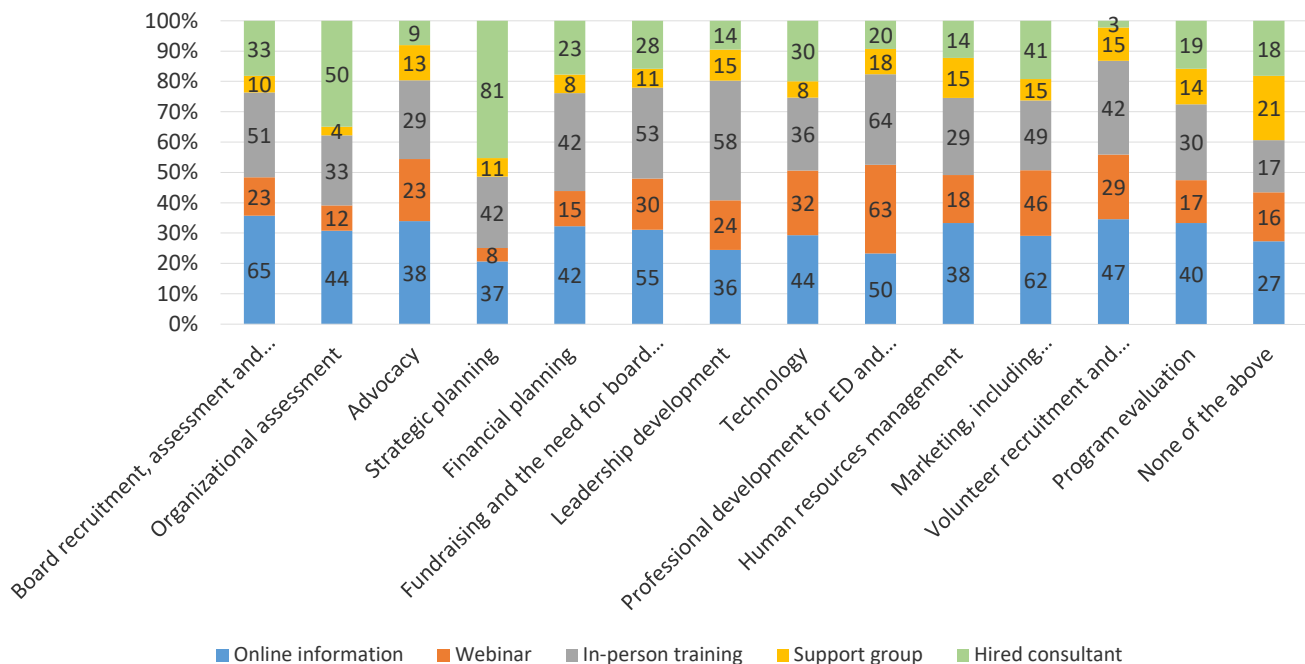


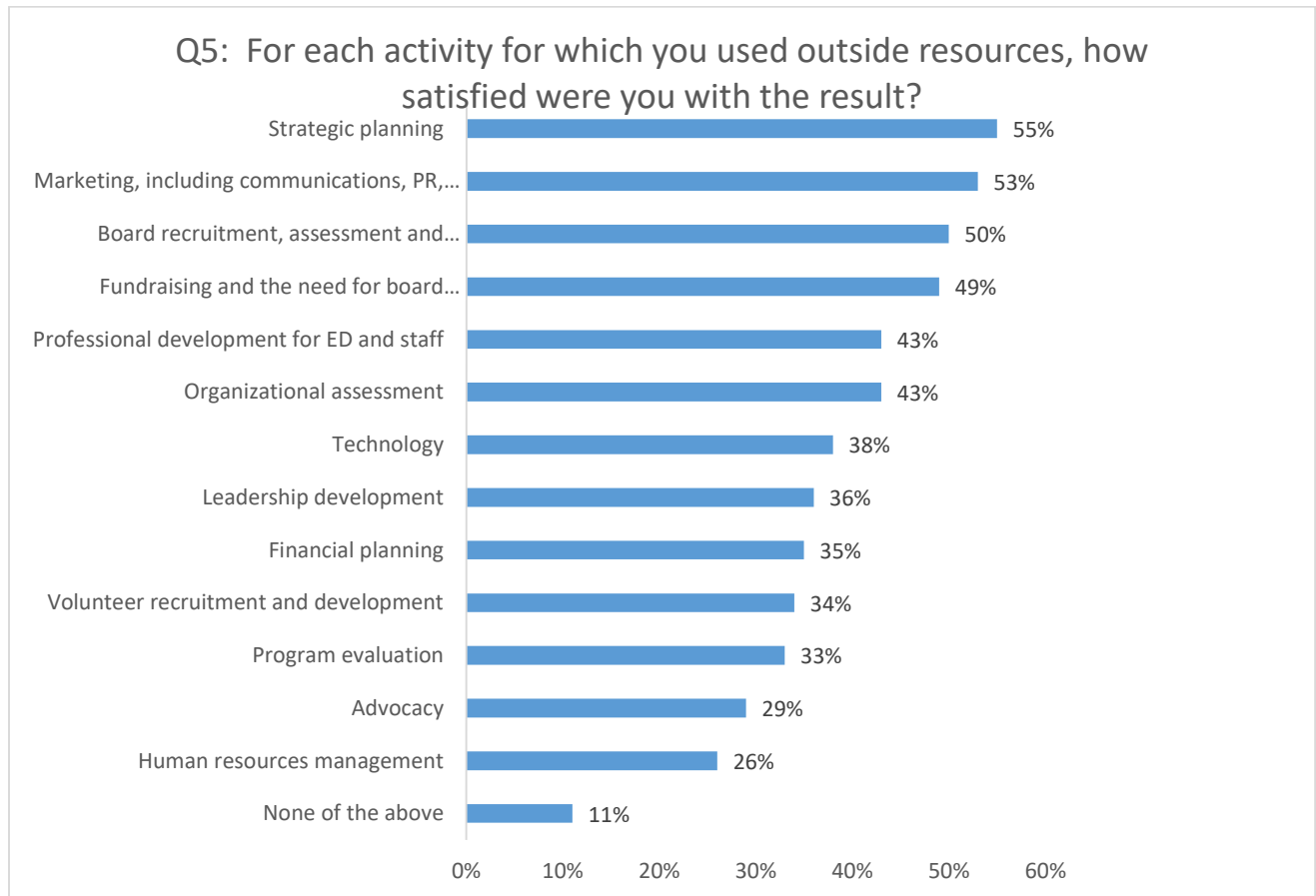
Q3: What are the biggest capacity building needs your organization faces in the next three years? (Check up to 3)



Note: The marketing option includes communication, PR, digital marketing and community relations.

Q4: For which of the following capacity building activities, if any, have you used outside resources in the past three years?





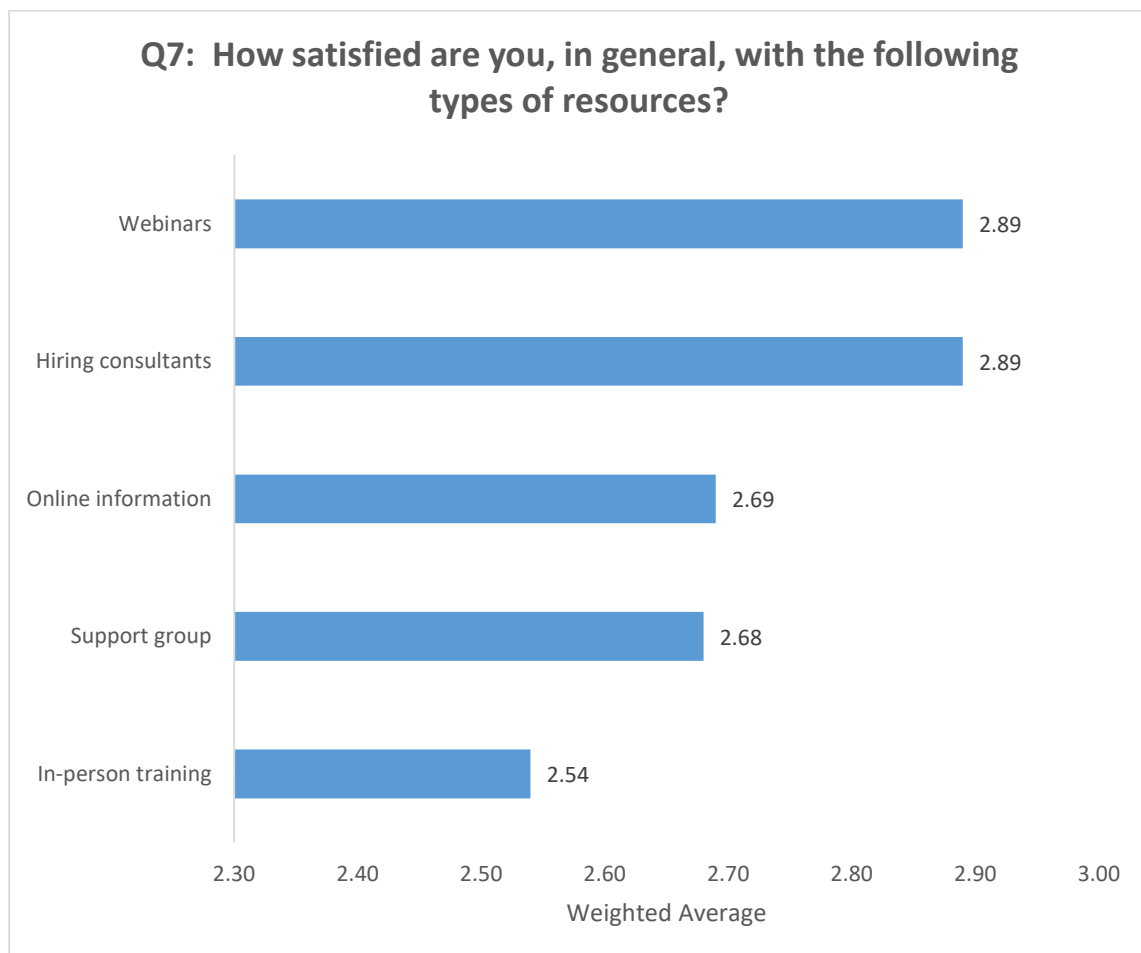
Note: The marketing option includes communication, PR, digital marketing and community relations; the fundraising option includes the need for board development

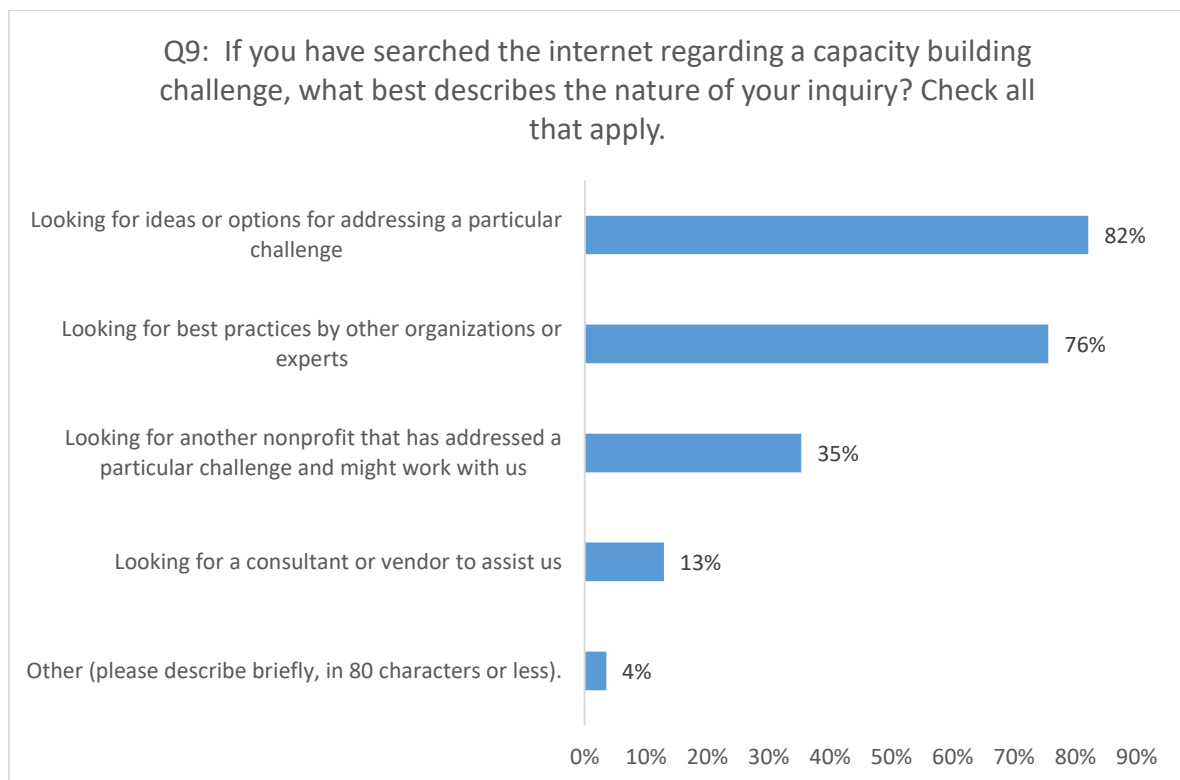
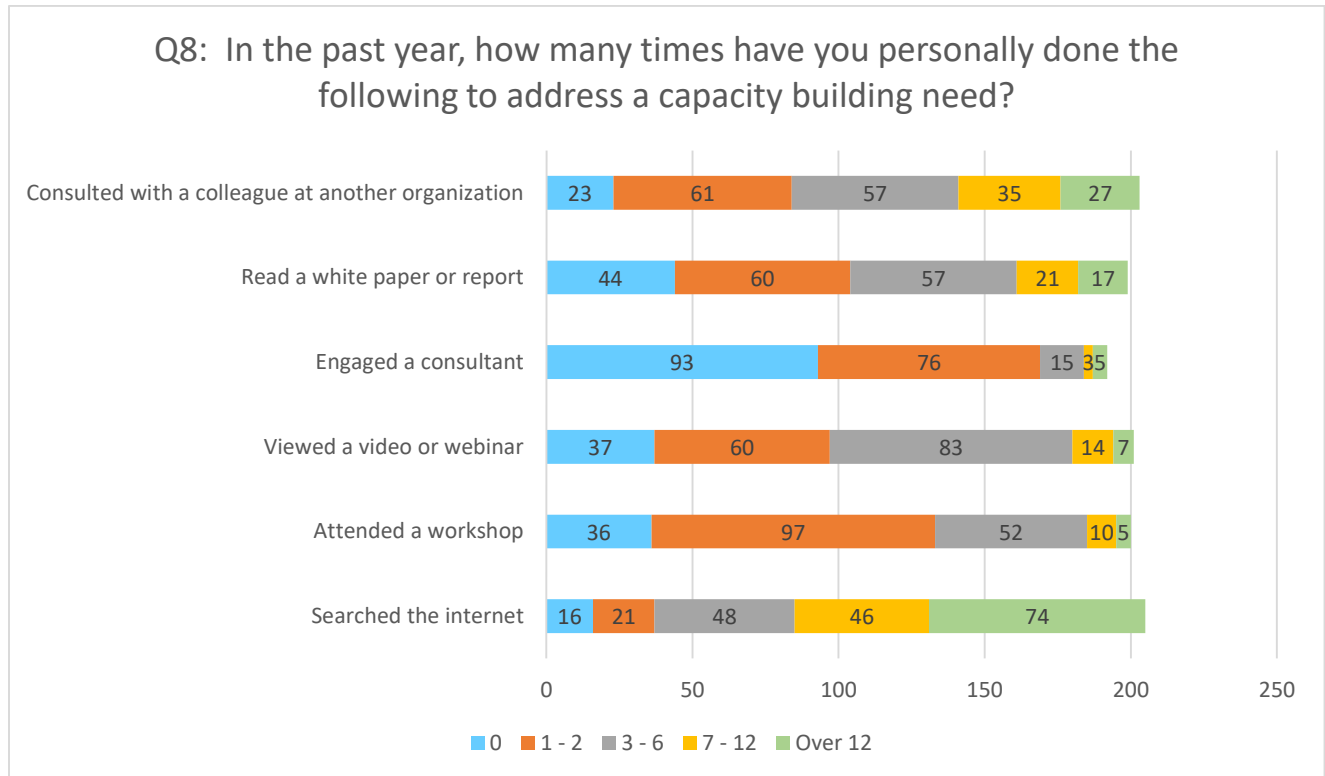
Q6: For any outside resources for which you were not very satisfied or not at all satisfied, please tell us why.

- The consultant that was hired was not the right person
- Disappointment in the services offered by outsourced organization, for the cost.
- n/a
- Not enough advice for our particular situation.
- I should explain that our NP is a 501(c)6 - a chamber of commerce. The survey is not quite applicable. Sorry
- Too general
- They did not seem to help us reach the next level in fundraising.
- The quality of the outside services was mixed.
- Hard for outside source to understand culture.
- Lack of funding seriously affected the level of content and delivery
- The person we hired for strategic planning did not accomplish the goals that were set forth for the meeting.
- Haven't been able to implement successfully

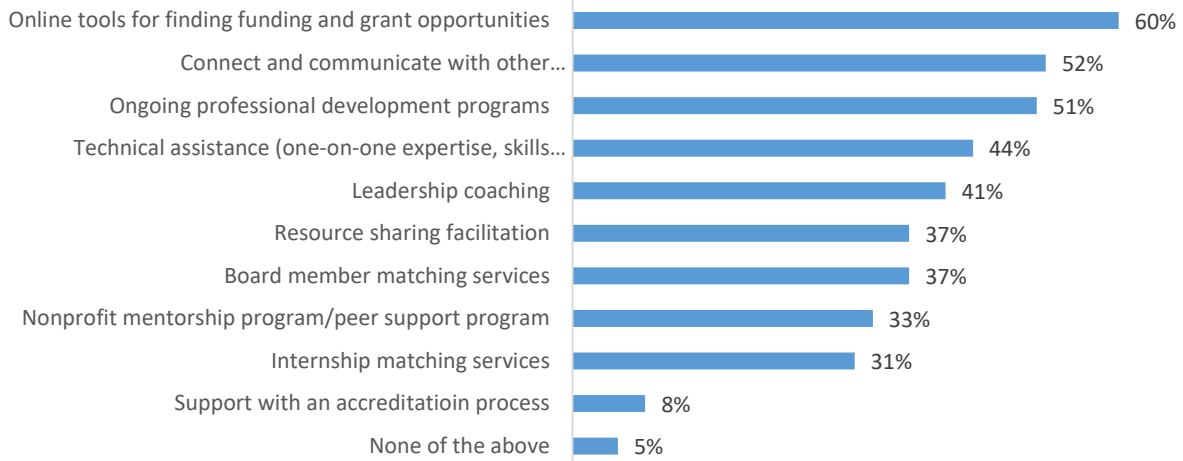
- n/a
- Did not produce outcomes.
- There doesn't seem to be a comprehensive support tool available to address all needs.
- Not reaching the appropriate volunteer applicants. Many recent applicants aren't truly interested in volunteering - their primary goal is getting a foot in the door for employment or fulfilling hours to meet a requirement.
- We were satisfied with the webinars.
- Not able to afford enough time with our organization to determine needs. Money spent did not generate expected results.
- little information, info too broad in scope
- The webinar did not allow enough time for questions.
- Very little follow up within the organization
- Courses are often not comprehensive and offer little practical advice.
- Information didn't meet our needs.
- Just not enough for a growing organization.
- We did not get the expected results based on the project description
- Outcomes were never achieved and there was not enough training to hold people accountable
- I did not feel the training was in-depth enough.
- not enough information/time to fix problems
- Community is hesitant to get involved to do fundraising
- more community participation (new papers needed)
- Well, it really is the problem of implementation when the organization is still limited with funds.
- not about the education itself, but recognizing that we need to educate the board better
- Consultants didn't give us next steps. They understood the problem, but we already knew the problem. We needed help with tangible ways to solve the problem.
- Their recommendations were not objective, but leaned towards what the executive director wanted.
- the consultant did not do a thorough job, really dropped the ball and tried to shift the responsibility for her failure to the board committee with which she was working
- N/A We have been in existence for 16 years. It is going well.
- The process didn't include key staff for valuable input
- Too broad; not enough time to dig into specifics
- Program evaluation is difficult to make meaningful.
- We are a very small organization. It is difficult to get things done because we are spread too thin.
- organization meets infrequently; more interested in 'bake sale' fundraising vs long-term planning.
- Too much stating the obvious - not very advanced
- It didn't truly tell us how to change our board for the better
- checked N/A because results not evident yet
- No goals were met
- We haven't been successful with board recruitment... We need a strong board to do strategic planning. We need a strategic plan for fundraising. We need fundraising for tech development.
- Being fair we had not done enough work beforehand. It would be great if consultants could send out some worksheets prior to meeting.
- as a pro bono client our needs were low on their priority ladder
- We did not get the level of results we needed, or the information expected.
- Not relevant to us.
- Work completed and not implemented
- Stale presentation, I have been told (prior to my time here)
- The training was too focused on organizations with paid staff; my nonprofit is all volunteers

- Consultant used a one-fit solution for a very green start up organization. We were unprepared to do what he suggested.
- Advocacy training was by national leaders in our field, and I thought their approach was a little too much "business as usual" given the seriously shifting political landscape.
- "The Communicators" group in Keene was terrible to work with, missed deadlines, produced low quality materials and became confrontational when we were not satisfied
- Those areas were not specified in the contractual agreement
- Did not help us to understand how to own the plans or process and how to implement and monitor.
- still struggling with strategy and buy-in on leadership development
- Was not successful recruiting new board members
- Board didn't buy in.
- The plan was not complete in developing clear goals, tasks and timelines
- The only real challenge was that there was more work to be done and it would have been great to be able to afford the consultant for a longer period of time.
- Matching to mission Costs
- Website not user friendly and basically became obsolete the day after it was paid for.

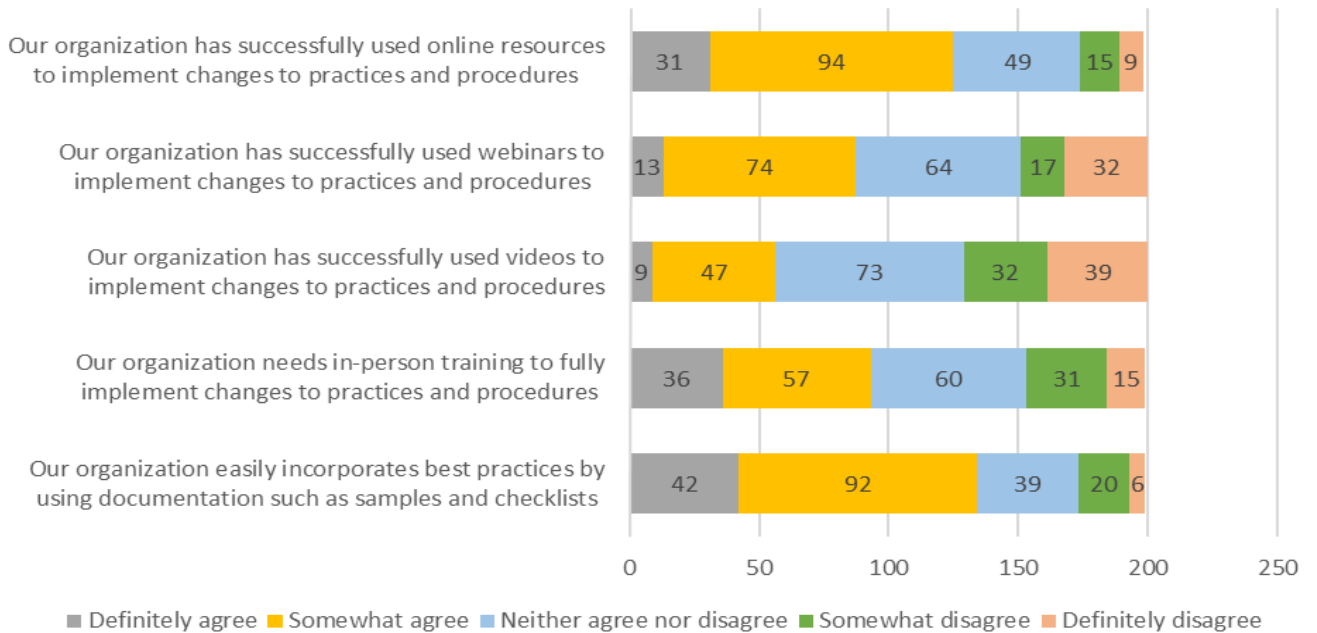




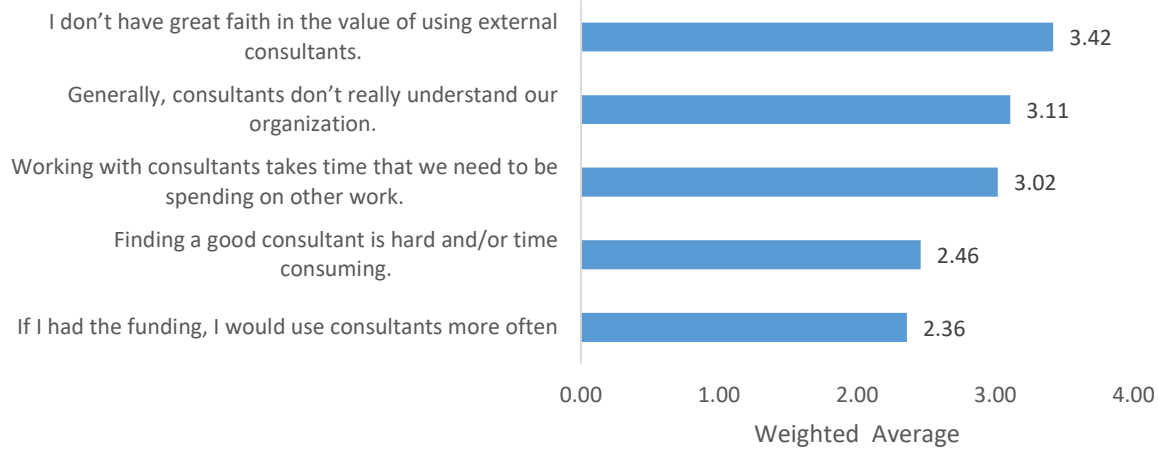
Q10: Below is a list of some capacity building services. Please select those you think would be most beneficial to your organization, assuming cost was not an issue. Check all that apply.



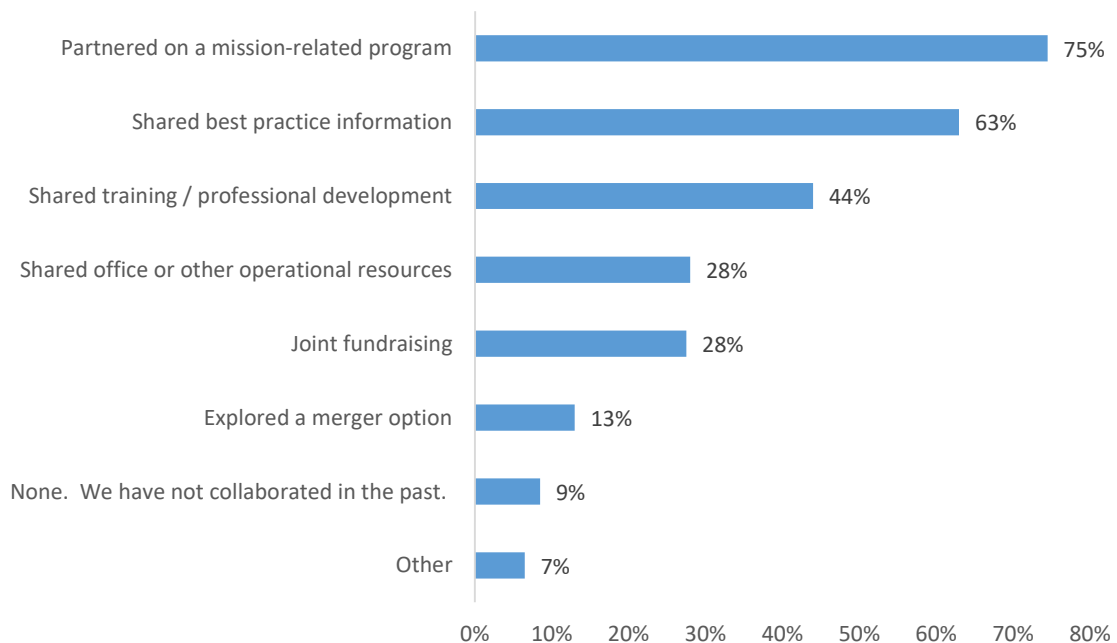
Q11: Please indicate the extent to which you agree or disagree with each statement.

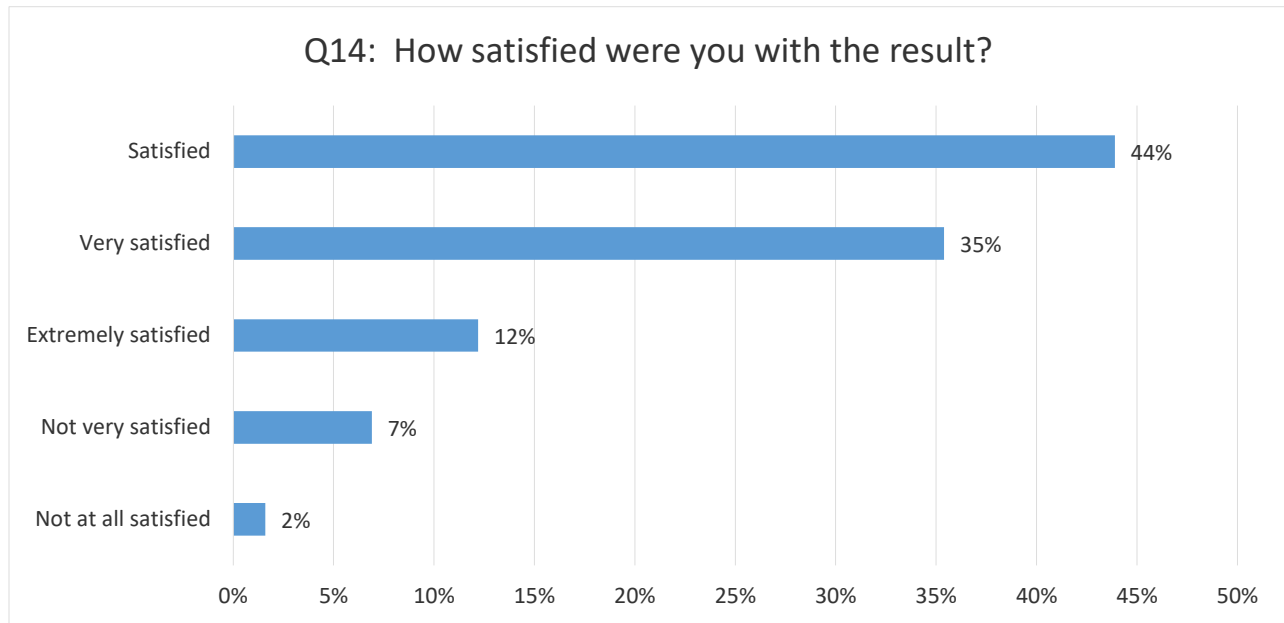


Q12: Please indicate the extent to which you agree or disagree with each statement.



Q13: Nonprofit organizations sometimes collaborate with other organizations on projects and/or activities. In which of the following ways, if any, has your organization collaborated with another nonprofit organization in the last five years? Check all th





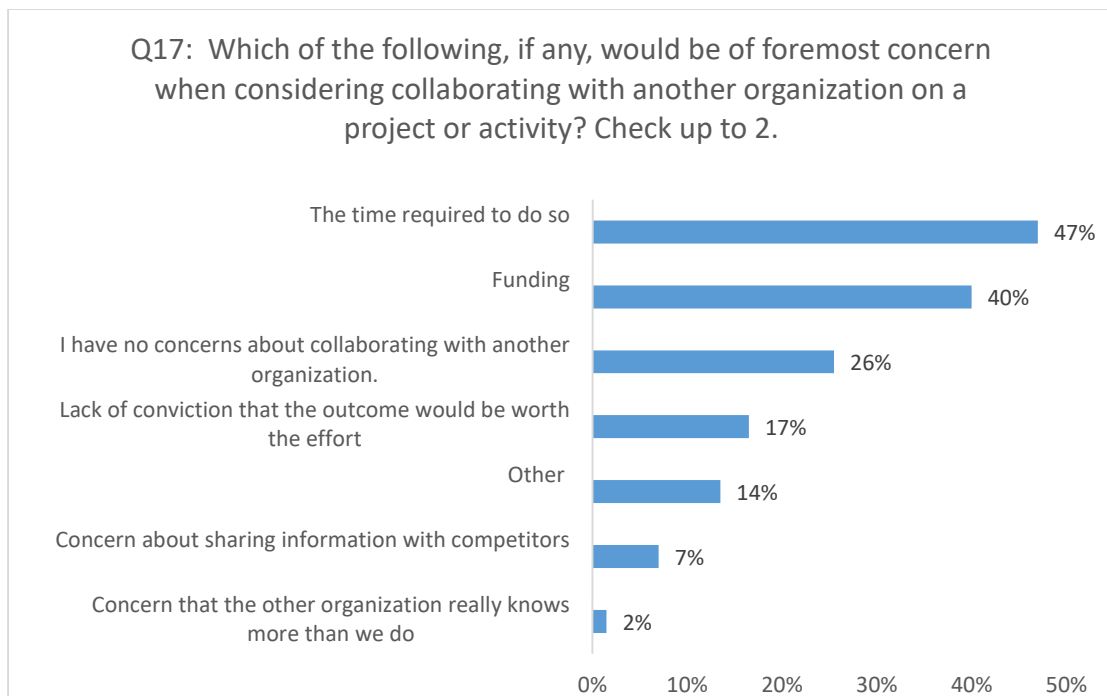
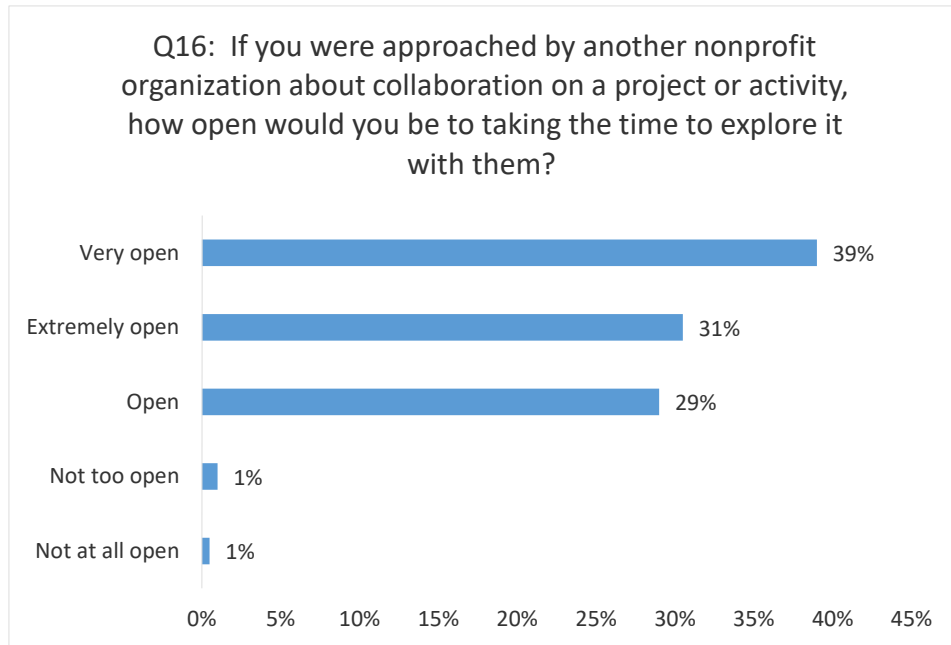
Q15: Please explain your rating from Question 14.

- The mission trip that we had was to have the local partners in the other countries and so the collaboration with each other was great. It was more self-satisfying for my donors to see their money put in good use.
- still new, not sure yet
- Collaboration with other groups have been helpful
- Both organizations benefited a lot.
- Our nonprofit often finds itself in very unique situations with particular constituents. Helpful to work with other orgs generally, but often the differences are too large to overcome.
- We collaborate extensively with our nonprofit land trusts, so this is just part of who we are.
- Sometimes one organization overshadows the other in terms of press coverage, not necessarily intentionally.
- Collaborating with other organizations is time consuming, but usually results in more impact.
- Never enough time to implement changes in a thoughtful way
- It has its challenges as usually it is another nonprofit or school who have funding challenges
- The outcome of the collaboration was pretty good. I am not sure how it could have been better except for the amount of time spent.
- The ED of the other org was not very receptive to collaboration. There's a feeling in town that our org should take over theirs.
- Achieved expected results
- We have partnered with another museum in town, predictably and, but also two environmental/conservation organizations, which is more unexpected but has been terrific for all concerned.
- Shared best practices and shared training is vital to like organizations.
- The programs are still in the early phases so cannot yet determine success.

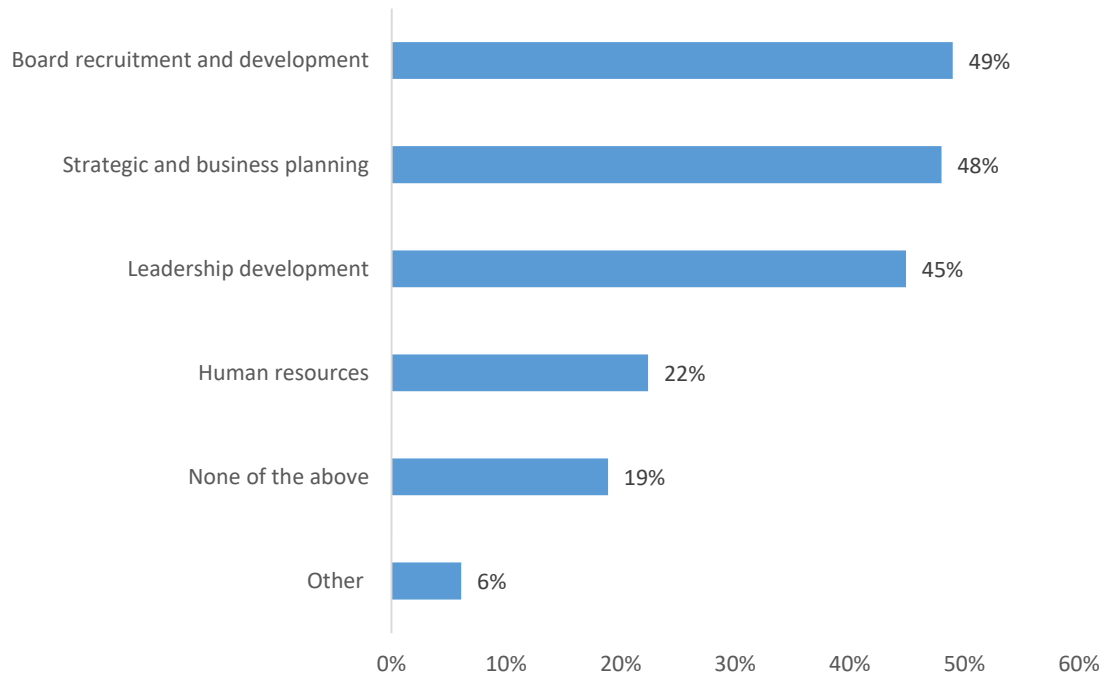
- Our partnerships have resulted in increased resources for our school and increased community support.
- We haven't done a lot, but it worked OK
- We often reach out to other non-profits for resource sharing on various fundraising initiatives or programming.
- Joint volunteer appreciation event has been planned, but not yet executed.
- rental space in a building owned by a non-profit
- Working with another non-profit enhanced our position relative to a legislative issue that passed, becoming one of the most important pieces of housing legislation to become law according to the governor
- Everybody benefitted from the collaboration.
- we have been relatively successful within the training for professional development
- We have partnered with several organizations for fundraising events, and the events have been very successful.
- If needs are compatible this works.
- Partnering offers a service but may not build capacity
- Winter homeless shelter a food pantry and a soup kitchen working with the same clients all working together to help.
- The product was better than had we done it alone.
- We have collaborated with many agencies in recent years on many different fronts. Most of the collaborations have been successful.
- Gave us more exposure and more people with whom to share the work.
- More satisfied with some, less with others
- Increase efficiency to do things together.
- We were able to reach our goal!
- Partners are good - we learn from each other.
- Our agency has partnerships and is exploring other possibilities for partnership
- High response rate, publicity, participation.
- Very few hiccups. Those that have arisen are easily attended to.
- Other organization had such limited resources. Not able to sustain joint programs. Difficulty working with other staff.
- We have found collaborations to be of extreme value to our organization.
- I could not answer # 14 as it did not have a NA answer.
- We were given an award for our 1st collaboration; the second one hasn't fully taken place yet
- We were a bit nervous about partnering with a few other nonprofits. We didn't want to confuse our donors/supporters but it couldn't have been a better experience.
- Work together on legislative advocacy
- We partner with the American Red Cross on a bi-monthly basis, and, always have great results.
- Brought our programs to every elementary school in the city
- Involvement of education & collaboration, our program has been enhanced through recognition and accomplishments that highlight the mission of my workplace.
- Sharing training tips offers alternate options to include in our own.
- We understand that we don't have the financial resources to be independent. We have to share when we can and advocate for each other.
- The project we did was very well done. Lots of work.
- The results were what we had planned for, good planning equals good results
- We have successfully partnered with many organizations with similar target populations
- Our collaborative efforts focused on training for our staff and offering training opportunities for external agencies. Also collaborated with state agency to host large annual event with much success.

- The partnership worked well. Small numbers in each of our Organizations gave us double the manpower to get things done
- Mission driven fundraising works to our benefit in most instances
- We weren't able to accomplish all of our goals, but it definitely opened lines of communication and paved the way for future progress.
- I think anytime organizations work together, it's a win!
- There has not been any significant follow-up to assess the outcome of the actions
- not applicable
- The goal that was set was met but it did not go above and beyond
- In dealing with other organization board members by sharing best practice and growth visions we have developed an additional growth opportunity for our members and theirs.
- need more publicity
- Sharing of resources saved time and energy for our newly developed nonprofit
- The other organizations that we work with are poorer than we are--so that doesn't help our financial issues. However, it is great having these groups that work with us and can use our facility to bring programming to the area.
- We have worked well with other nonprofits and community organizations when opportunities/needs present themselves
- It's always beneficial to collaborate even if nothing big results
- 1) have been participating in a facilitated support group on the seacoast for a number of years and best practice sharing and problem solving issues has been invaluable. 2) thoughtfully planned programming collaborations have been very beneficial
- Very satisfied with the mission-related and best practice; not very satisfied with the joint fundraising
- When the collaboration satisfies the mission of both orgs, it's very satisfying but some orgs are very territorial. It would be helpful to have best practices around collaborations. How can we be sure a collaboration will be mutually advantageous?
- Some partnerships worked, others not as much. Partnering with other like-minded nonprofits helped us reach people we might not have found on our own. Similar missions aided in a common appeal.
- We have a good working relationship with our community partners so we generally feel satisfied with the efforts put into these areas.
- We had to collaborate, we would have liked to have done it on our own, as half the money went to the other program and we actually had supported almost the whole fundraiser.
- satisfaction varied with the particular initiative
- Guess that shows me what I know and the need for my organization.
- Made good connections, raised \$
- We have almost always had positive experiences working with other youth organizations. Not always, but almost.
- Partners easily distracted by next idea/initiative
- This is a big part of what we do.
- Have not collaborated.
- It helped us, but probably could have been more impactful.
- When both parties have a win-win attitude it works, if someone is looking to get a deal out of working with another group it is not as successful. Balance in partnerships is important.
- Not completed - unable to evaluate yet.
- We don't have the bandwidth or funding.
- The collaboration was satisfying and we would consider doing this again.
- collaborating organizations' goals too similar. All-important but none stands out as clear 'winner'.
- partnering has allowed our organization to achieve more that we could have on our own and reached a wider audience

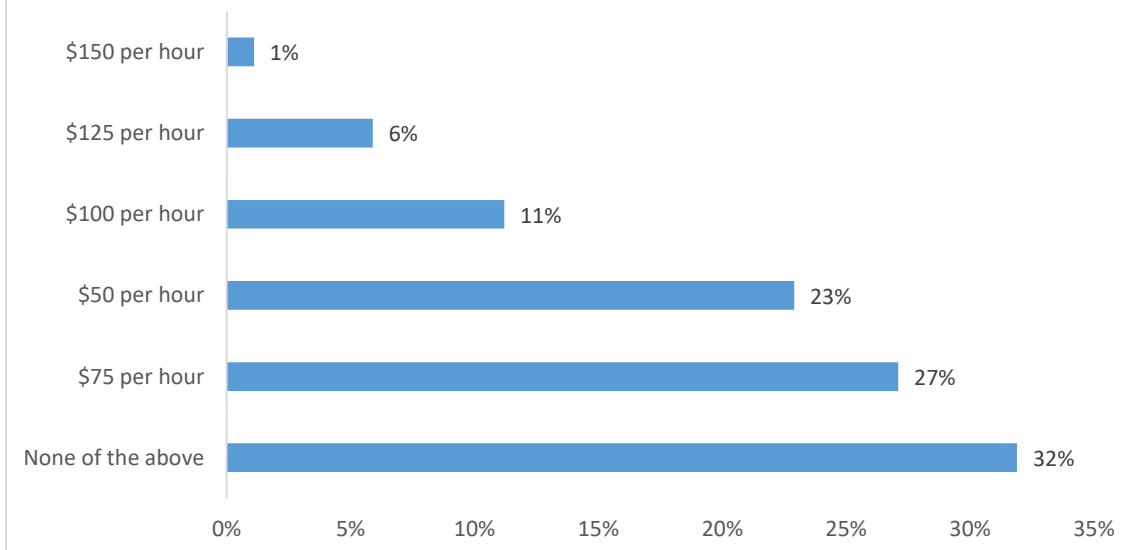
- It was a lot of work for not much ROI
- We partner with organizations whose missions are similar to our own. Luckily we are in a relatively small community and the residents are very supportive. Working with a sister agency gives everyone a chance to learn more.
- n/a haven't collaborated
- No complaints/
- we don't collaborate enough - we need to do far more
- Each time we are better at more fully outlining roles and responsibilities.
- It's always great to brainstorm with other "like" Organizations
- As member of nationwide association of similar orgs, often consult others
- We have representatives attend each other's meetings.
- We are a specialized non-profit but do work with the other agencies that do similar work. This has been somewhat successful.
- We collaborated with a friend's nonprofit for a mutual friend
- The joint efforts went well.
- One is not very consistent, one is just starting, and another needs more collaborative projects and events
- We choose partners and collaborations carefully -- collaboration is a hindrance if there isn't trust and good rapport.
- we haven't collaborated, no NA option
- They pulled out.
- well each thing could have had its own satisfaction rating
- our collaboration is ongoing
- It is hard to convince and educate other partners for collaboration.
- We are just at the start of collaboration.
- Need to do more strategic planning
- Would be nice to do more collaboration.
- We use referring agencies to vet out our clients. That is amazing. Also have reached out to another non-profit for guidance on internal issues - great result
- Re. "other" above: not all organizations are equal partners in the effort.
- Partnering with other local nonprofits has been critical to expanding our participant base. I wish there was much tighter collaboration around joint fundraising so there was less competition when we're often serving similar populations.
- We are finding it difficult to create synergies with other local not for profits. It's each for their own!!!
- joint fundraising did NOT go well; other two joint ventures went very well
- This survey
- Has been our practice to invite others to participate so it's baked in to who we are and what we do.
- We participate in an annual fundraiser with 6 other NP's. WE recently collaborated with another program to reduce duplicative services. We are part of an association that does shared PD.
- We were stronger and better together than alone and competing
- Goals for each organization were reached. Knowledge was gained leading to improving the collaboration
- 1st 2-Very satisfied. 3rd-Good process but didn't get the grant. 4thvery unsatisfied, chose wrong partners for this
- No data to support outcome
- We collaborate on projects regularly, and use contacts through the NH Land Trust Coalition to improve our practices.
- No time to explain

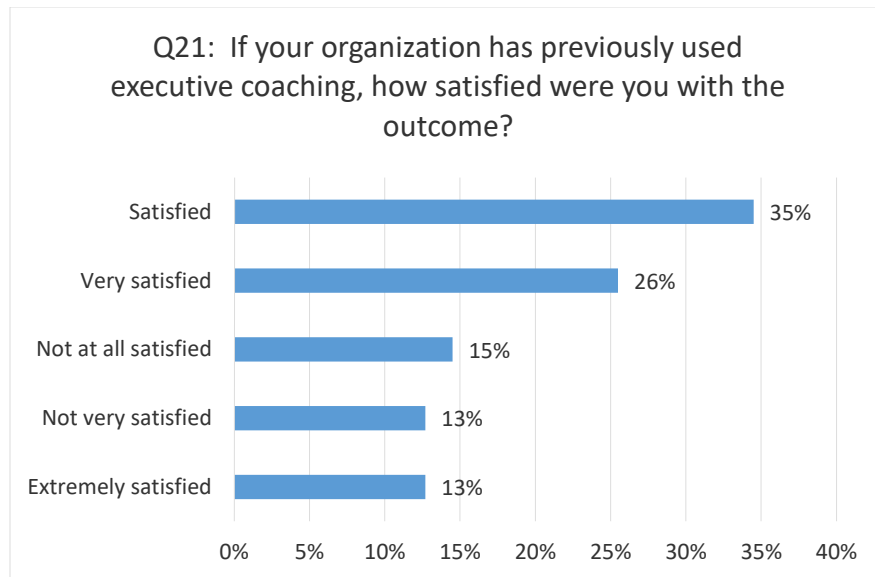
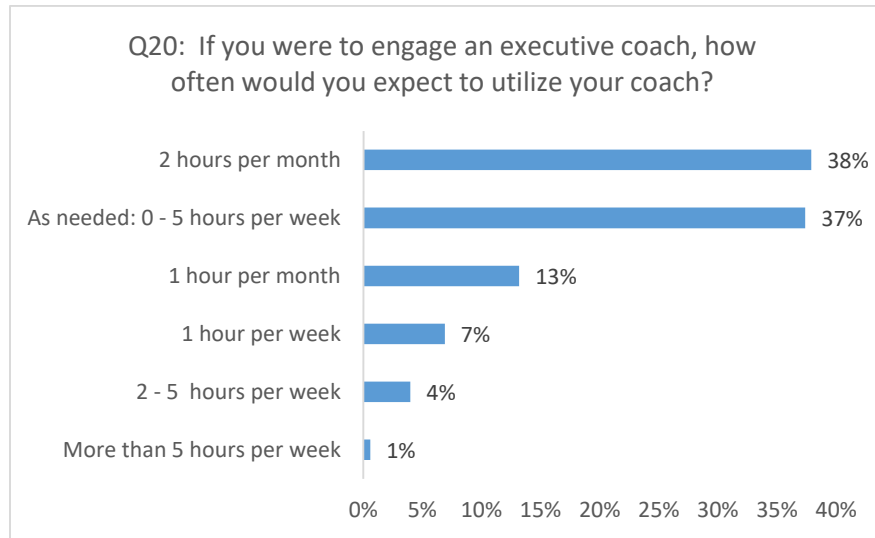


Q18: Some nonprofit organizations use executive coaching to augment their capabilities. These executive coaches help develop leaders and staff in a number of areas. Assuming it was affordable, for which of the following areas, if any, would you have interest?



Q19: If you were to engage an executive coach, what price would represent a fair and reasonable amount to pay for the benefit you would expect to receive?



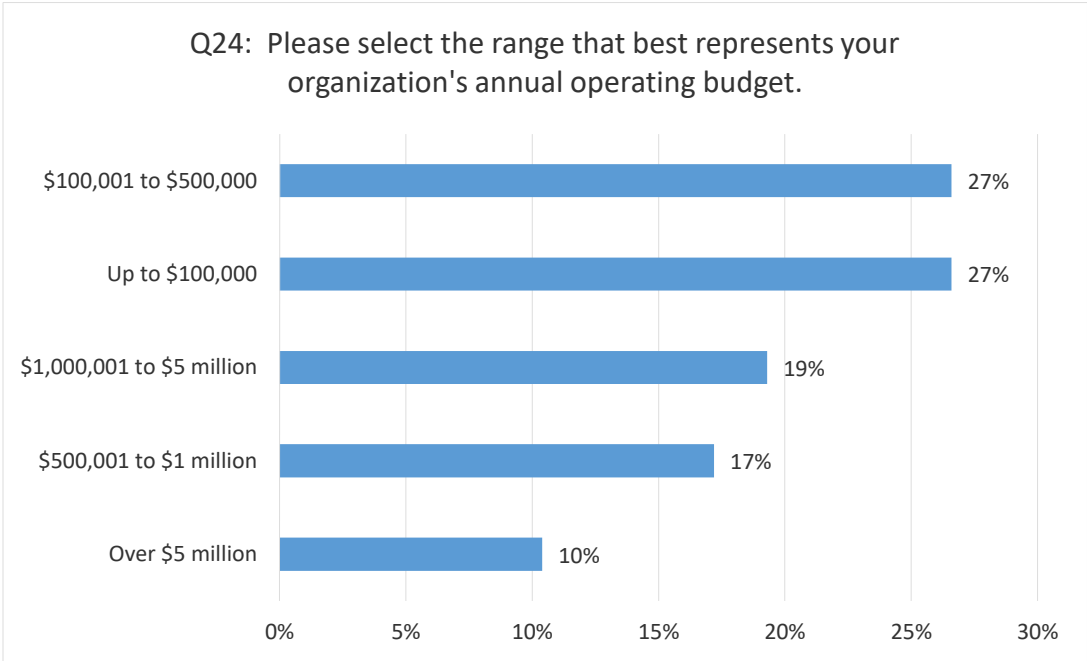


Q22: Please explain your rating and limit your answer to 250 characters.

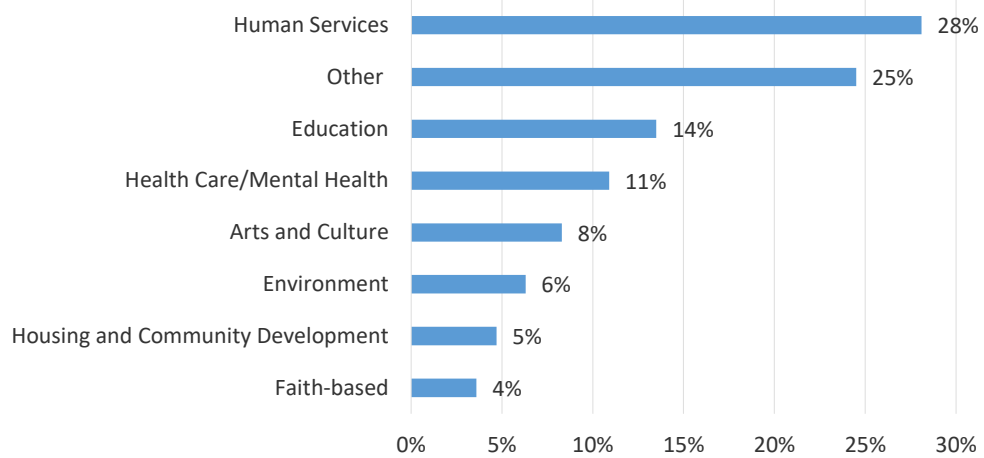
- Now our human resource personnels are trained and have a qualitative time with their jobs. They are more efficient than before. Now we have built a strategic plan which is very help for my org.
- Before my time but received igh marks
- We have never used an Executive Coach.
- We have not used a professional coach
- didn't use executive coaching
- Not interested in "Executive Coach"
- Prefer working with someone who knows our organization.
- We need \$'s for our own programs not consultants or surveys..
- Have never used an executive coach

- helped organize and run a retreat. Kept things moving and the day organized and productive.
- Have not used
- Never used Executive Coaching.
- Advice given proved a significant loss of funding.
- I can't answer this question as there was not a NA answer.
- We have never had an executive coach.
- I know our CEO has worked with a coach and while we have all gotten to know her it's been training more so for her than the rest of our team so I'm unsure!
- Not an option here.
- Have not worked with an Executive Coaching
- No new ideas were brought forward
- Never used
- not applicable
- We work with a great organization for executive coaching right now
- We grew our two organizations without executive coaching. No need at this time.
- When someone came and strategic planned with us two times and those two times the engagement of our corporation grew 100 fold. It really helped focus the group on the reality of our situation and articulate methods of addressing the issues.
- Currently use a coach extremely helpful
- the coaches were quite knowledgeable and available
- CEO had a great coach years ago, but cut for budgetary reasons
- We are not a big enough organization to retain an Executive Coach. We have other more pressing needs for our limited funds.
- We have not used Executive Coaching but you did not have an N/A option.
- We had an in-house Executive Coach that assisted.
- At this point I must move on and do other things on my list. Thanks for asking. Much appreciated.
- Never used Exec consultant
- It was in the fundraising area, which was effective immediately, then leveled off.
- not applicable
- We haven't used one.
- Stephen Reno was great.
- It seems a luxury to have Executive Coaching
- We engaged a coach to help the Board prepare a Strategic Plan and were disappointed with the result and the process.
- n/a never used an executive coach
- need people to implement work once suggested...consultants again state the obvious but without resources beyond that we can't put to practice
- One coach was wonderfully helpful, another not at all.
- We haven't used one.
- na option not available
- NA
- We have not used Executive Coaching as of now.
- To be clear, I think the rates listed above (q19) are fair and reasonable- there is just no way our org could pay even the lowest rate given budget.
- CEO had a coach that worked wonders, cut for budgetary reasons a few years ago
- Never used a coach
- never used
- I am new to the organization and do not understand the issue the board had in working with esc.
- No time to explain

Q23. Please identify the top three professional skills that you would like to further develop over the next three years, e.g. public speaking, managing a team, asking potential donors for money, etc.



Q25: What best describes the mission of your organization?



Q26: What is the size of your organization's staff?
Include full-time, part-time and contractors.

