



Helen Bader Institute for
NONPROFIT MANAGEMENT
at the University of Wisconsin-Milwaukee

Understanding & Supporting Milwaukee **Nonprofits** 2019

Appendix: Data

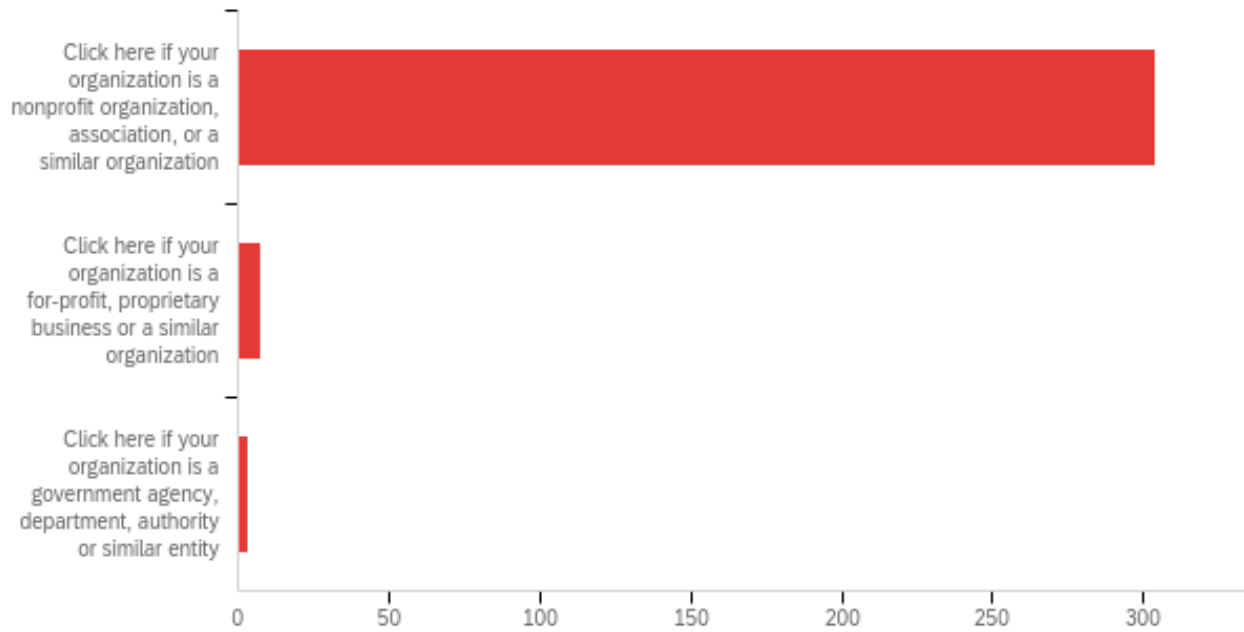


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General Questions

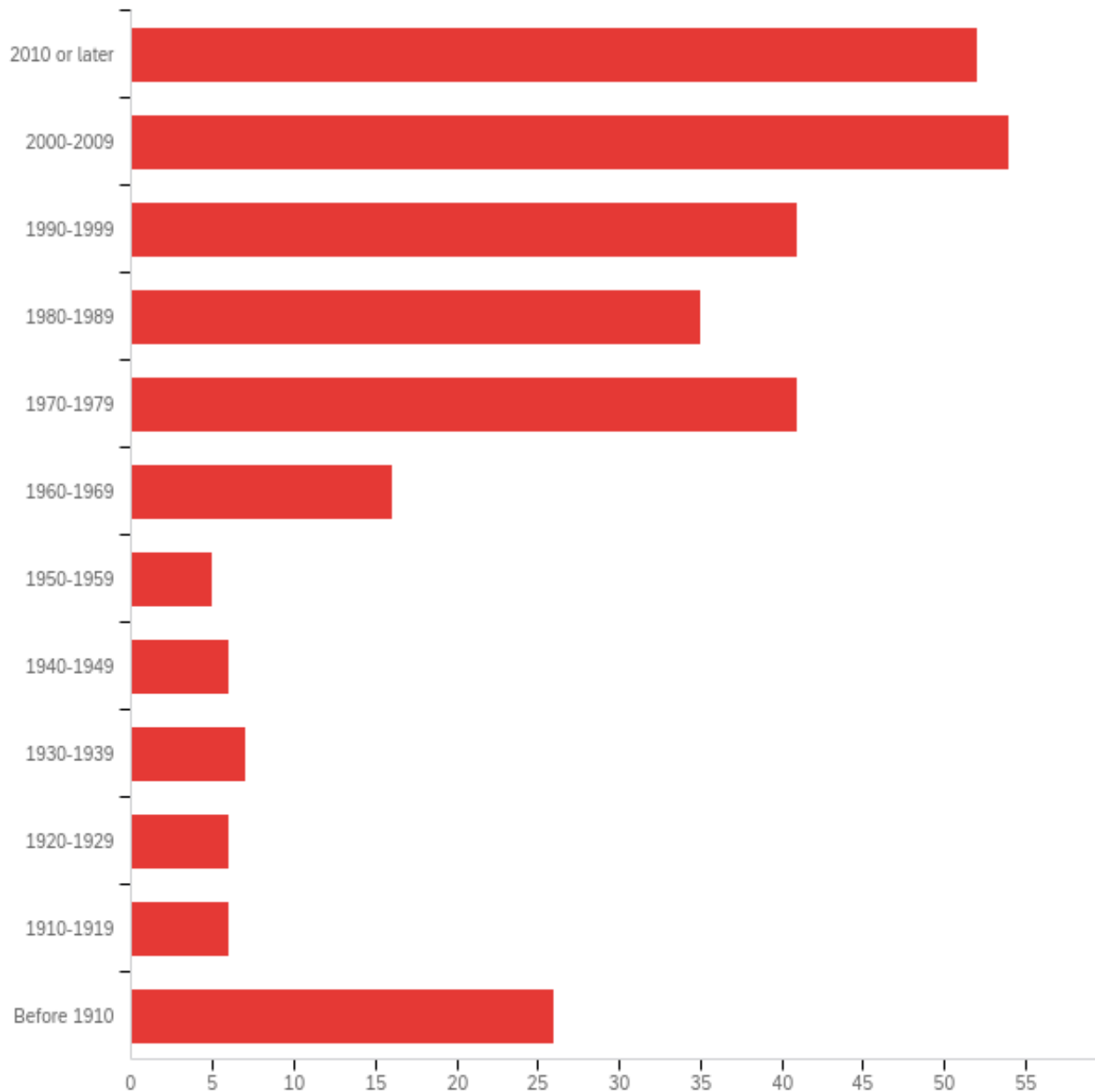
Q1 - A Q1. This survey is directed at nonprofit, non-governmental organizations, and associations of all types, including churches. Please check the appropriate response below for your organization:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	A Q1. This survey is directed at nonprofit, non-governmental organizations, and associations of all types, including churches. Please check the appropriate response below for your organization:	1.00	3.00	1.04	0.24	0.06	314

#	Answer	%	Count
1	Click here if your organization is a nonprofit organization, association, or a similar organization	96.82%	304
2	Click here if your organization is a for-profit, proprietary business or a similar organization	2.23%	7
3	Click here if your organization is a government agency, department, authority or similar entity	0.96%	3
	Total	100%	314

Q2 - A Q1. When was your organization founded as a nonprofit?

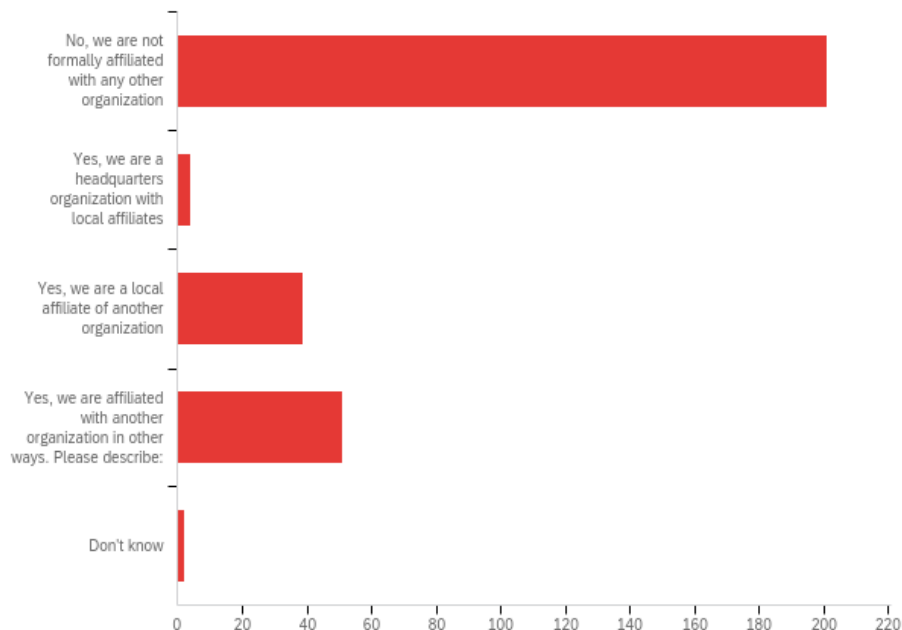


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	A Q1. When was your organization founded as a nonprofit?	1.00	104.00	12.54	28.53	814.00	295

Understanding & Supporting Milwaukee Nonprofits – Data

#	Answer	%	Count
1	2010 or later	17.63%	52
2	2000-2009	18.31%	54
3	1990-1999	13.90%	41
4	1980-1989	11.86%	35
5	1970-1979	13.90%	41
6	1960-1969	5.42%	16
7	1950-1959	1.69%	5
8	1940-1949	2.03%	6
9	1930-1939	2.37%	7
10	1920-1929	2.03%	6
11	1910-1919	2.03%	6
104	Before 1910	8.81%	26
	Total	100%	295

Q3 - A Q2. Currently, is your organization formally affiliated with any other organization?



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#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	A Q2. Currently, is your organization formally affiliated with any other organization? - Selected Choice	1.00	5.00	1.78	1.18	1.38	297

	Answer	%	Count
1	No, we are not formally affiliated with any other organization	67.68%	201
2	Yes, we are a headquarters organization with local affiliates	1.35%	4
4	Yes, we are a local affiliate of another organization	13.13%	39
3	Yes, we are affiliated with another organization in other ways. Please describe:	17.17%	51
5	Don't know	0.67%	2
	Total	100%	297

Q5_3_TEXT - Yes, we are affiliated with another organization in other ways. Please desc...

We are the nonprofit arm of the College.

We have a Board of Director's in common with Cudahy-St. Francis Interfaith for the Elderly

Be The Match is affiliated with the NMDP (National Marrow Donor Program) and has CERs across the country affiliated with blood and donor centers. I am a contracted rep for Be The Match affiliated with Versiti blood center of WI and am a part of the NMDP department.

We are a public/private partnership in conjunction with Milwaukee County

We are a stand-alone JCC part of a larger North American Association - JCC Association

Archdiocese of Milwaukee

We were at one time part of Park People but operate independently now.

we are members of a larger organization

UNCOM is partner with 8 agency members (COA, City On a Hill, Journey House, Milwaukee Christian Center, NeuLife, Neighborhood House, Northcott NH, Silver Spring Neighborhood Center and an Associate Member in Running Rebels Community Organization.

We are affiliated with the Society of the Divine Savior and the Lay Salvatorians.

We run four schools: Shalom High School, NOVA, El Puente High School, and Escuela Verde.

We are part of the Association of Waldorf School of North America.

Affiliated with Eastbrook Church

We are operated through an association management company

Understanding & Supporting Milwaukee Nonprofits – Data

We are our own, independent 501 (c)(3) organization but are part of a consortium of other similar organizations nationwide who commit to certain standards in the way we provide services.

Cristo Rey Jesuit High School of Milwaukee is the 29th of 37 schools nationwide. The Cristo Rey Network is located in Chicago. Each school is independently operated, although we all are responsible for certain standards to be in compliance.

We are a chapter of the National Hemophilia Foundation but operate as a fully independent. local 501c3

Pius XI is affiliated with the Archdiocese of Milwaukee

We are affiliated but an independent 501c3

Several of our 501c3 board members sit on the board of a related 501c4 nonprofit

We operate schools on behalf of the Archdiocese of Milwaukee

coalition of churches

The Foundation is affiliated with a national organization

We are our own separate legal entity. We sign a licensee agreement with McDonalds as part of the overall RMHC Global nonprofit system

We have a sister non-profit organization: Cudahy/St Francis Interfaith Program for the Elderly

Part of the Waterkeeper Alliance, a global coalition of waterkeepers around the world (license agreement).

We are affiliated with Arts Wisconsin, our state advocacy partner, and the Americans for the Arts, the national arts organization. These are voluntary affiliations where we pay membership fees. We are all independent 501c3 nonprofits.

We are an independent trust of a larger national entity

East Town Association and Music in the Park, Inc are both run out of the East Town Office.

We are a national member organization serving more than 300 members throughout the country and Wisconsin

We are independent but a member of UNCOM, a loose collaborative of 7 other community centers in MKE

We were started by a Church and still connected to that congregation

We are housed in the College of Communication at Marquette, but editorially independent from the university,

Friends of Cooper Park is one of the subsidiary parks organization of the Parks People, a nonprofit that coordinates with the Milwaukee County Parks system

We are a collaborative entity with public funding (Milwaukee County) and private funding (Milwaukee Bar Association Foundation).

We are an affiliate of the U.S. Committee for Immigrants and Refugees

Catholic Charities of Milwaukee is a member of Catholic Charities USA, but we operate independently

We are independent 501c6 but part of the International Association of Better Business Bureaus.

Affiliated with a church body

We partner with other non-profit youth organizations to provide programming at our youth center

we are part of the National Neighborhood Indicators Partnership

The Canticle and Juniper Courts Foundation supports programs and other needs to benefit the residents of Canticle Court, Inc., and Juniper Court, Inc. Both Canticle and Juniper are also non-profits.

Subsidiary of The Difference Principle, Inc.

Our 501(c)3 designation is under the Cooperating Churches of Sussex dba Sussex Outreach Services

we are associated with the Milwaukee Jewish Federation

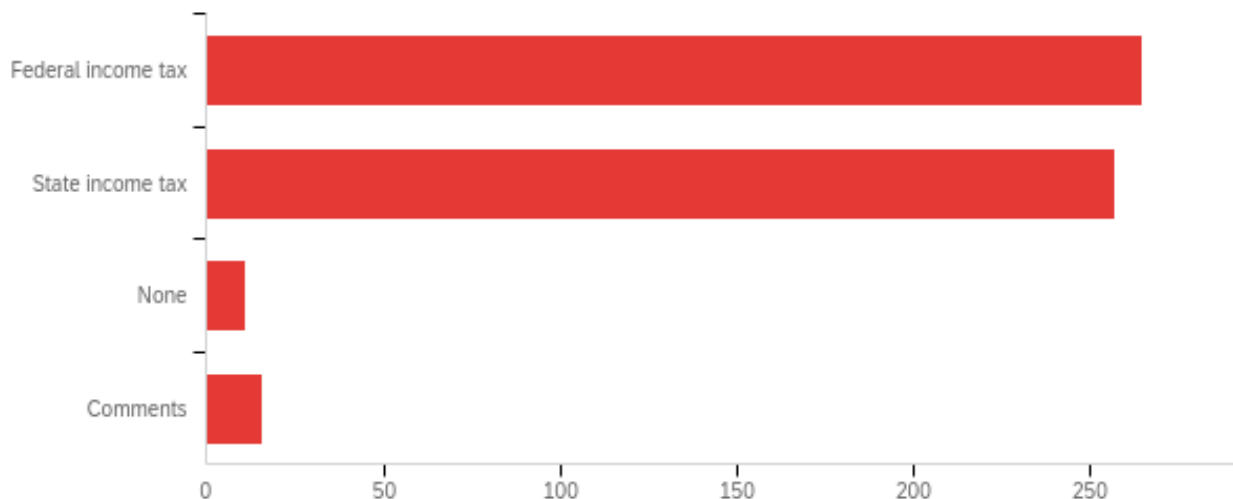
We are a member food bank of Feeding America, but we are an independent 501(c)3.

We operate four high schools in Milwaukee: Shalom High School, NOVA, El Puente High School, and Escuela Verde.

We are an affiliate of an organization based in Boston, MA.

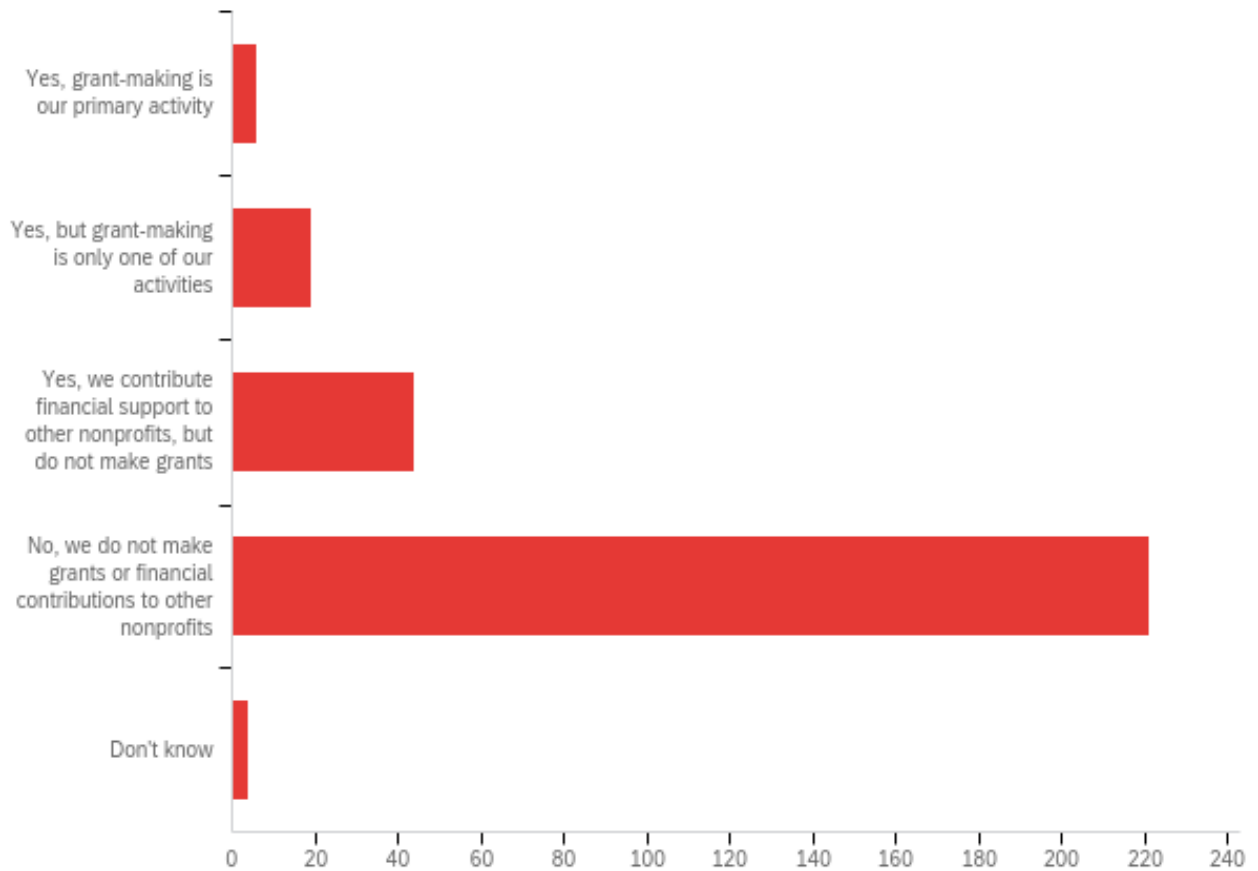
We are the nonprofit parent company of several other nonprofit social service organizations.

Q4 - A Q3. Is your organization eligible to receive donations that are exempt for of any of the following? (Check all that apply)



#	Answer	%	Count
1	Federal income tax	48.27%	265
2	State income tax	46.81%	257
5	None	2.00%	11
7	Comments	2.91%	16
	Total	100%	549

Q5 - A Q4. Does your organization make grants or provide financial support to other nonprofits?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	A Q4. Does your organization make grants or provide financial support to other nonprofits?	1.00	5.00	3.67	0.71	0.50	294

#	Answer	%	Count
1	Yes, grant-making is our primary activity	2.04%	6
2	Yes, but grant-making is only one of our activities	6.46%	19
3	Yes, we contribute financial support to other nonprofits, but do not make grants	14.97%	44
4	No, we do not make grants or financial contributions to other nonprofits	75.17%	221
5	Don't know	1.36%	4
	Total	100%	294

Q6 - A Q5. Please estimate the following for your organization's most recently completed fiscal year. Please note, your fiscal year may or may not be the same as the calendar year. (Write 0 if none. You can hover your mouse over the response options for suggestions on where to find this information on your Form 990)

Q8_Q119_1_1 - Total revenues in the most recent fiscal or calendar year - No Name

– 220 total responses

\$1,051,696,014.55

Total

\$4,780,436.43

Average

140,684

14000000

200000

14,478,264

4,700,000

3,567,000

11974210

400000

\$5,615,592

12,000,000

13923321

10000

7000000

4,209,078

75,000

500000

1100000

3000000

1132635

1565622`

2,500,000

3,375,913

320000

5768828

10,250,000

49,490

279,000

1565622

\$10,000

12,510,091

263150

23000000

2500000

1071397

161,236

23231663

2,300,000

1452068

275000

4839000

150000

\$389,649,

6400.00

5,162,295.76

172000

1178718

4,500,000

4,800,000

2,653,792

56000000

100000

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1083698

300,000

502000

260045

120544087

769372.00

5500

471,000

658,200

853953.00

225000

620,000

5645.00

350000

275000

7152900

1300000

10,100 ,000

19509718

2137201

442000

1416083

6,000,000

100000

3,622,308

1,305.116

1,600,000

108249

600.00

669029

250000

5340262

54000

6,020,266

4,785,000

3,151,204

78000

33,000,000

3669000

3000

315000

6451931

150,000

21,799,245

195,231

2,486,000

747,034

28.4 mil

224373

7,732,357

1072000

300000

150,781

4,986,250

20000

2,500,000

Understanding & Supporting Milwaukee Nonprofits – Data

300,000

2,000,000

4000

1,800,000

425,000

779364

469922

1688027

572678

35,787,600

4155000

6070000

3250000

350000

11000000

300000

789000

55,000

60000

2100000

0

12M

0

3,000,000

6,260,038

590000

0000

800,000

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155887

27500000

1,000,000

None

\$ 2,121,747

377611

300,000

352909

24,380

56,660

72,000,000

7.3 mil

19600000

7,200,000

3,667,900

\$8,886,834

1,913,422

6,796,458

1400000

431278

10874192

3600000

2200000

145023

150000

50,000

2,600,000

15655,000

Understanding & Supporting Milwaukee Nonprofits – Data

6,292,000

2mil

\$4.95 million

3,728,700

63,400

1686121

0

220,000

206478

59166649

0

5,615,529

155000

13549

1500

505352

45000.00

6308680

1668133

12510091

700,000

6,206611

11,000,000

260000

2.6 million

460000

496390

200000

1083084

673.104.67

13479803

4,34 million

1030243

379,781

0

40,000.

\$500,000

700,000

348327

129,824

230000

4192284

1.100,000

450,000

1,752,866

1.2 mil

1830208

1057617

1779096

10000.00

1,587,039

9094742

466000

797,327

30000

Q8_Q119_2_1 - Total expenses in the most recent fiscal or calendar year - No Name

– 220 total responses

\$982,317,251.39

\$4,465,078.42

Total

Average

128,676

13500000

200000

14,484,321

4,500,000

3,374,249

11543157

400000

\$5,445,669

10,000,000

11266322

6000

7000000

2,420,245

70,000

450000

1

956000

3000000

1139829

1524981

2,400,000

3,471,219

310000

5101173

Understanding & Supporting Milwaukee Nonprofits – Data

10,200,000

49,490

202,000

1524981

\$10,000

12,566,155

255329

23000000

2514000

1676672

154,208

22948497

2,200,000

1439460

181718

4476000

140000

\$411,013

33200.00

5,249,744.25

174000

1011296

\$2,933,000

3,900,000

3,430,002

5000000

100000

925,360

298000

380000

290978

120544087

681017.00

4000

469,000

682,900

933953.00

224000

620,000

4610.00

320000

275000

6824200

1300000

10,250,000

9457339

3752915

442000

996107

5,600,000

100000

3,690,849

1,258.603

1,500,000

92386

400.00

633689

300000

6462252

53000

5,606,703

4,810,000

3,113,674

6800

32,700,000

3786000

500

314000

4832381

100,000

21,659349

6

178.500

2,601,000

863,002

28.3 mil

221606

10,370,184

970000

300000

369,220

4,583,435

15000

2,500,000

Understanding & Supporting Milwaukee Nonprofits – Data

290,000

650,000

3000

1,800,000

350,000

772475

504356

1671066

493131

44,486,293

874500

6060000

3100000

350000

11000000

300000

805000

55,000

45000

2100000

0

12M

0

3,000,000

6,384,214

690,000

0000

736,000

125379

30500000

995,863

174296.00

\$ (1,992,188)

282635

200,000

383773

28906.34

67215

71,200000

7.3 mil

16000000

6,800,000

3,988,790

\$7,830,061

1,871,467

6,791,563

1600000

423671

10663980

3500000

2200000

147816

94000

50,000

2,300,000

15,081,000

6,249,000

2mil

\$4.68 million

3,728,700

64,100

1509378

0

210,000

226749

62221118

650000

5,445,669

197000

12347

1500

484550

39750.00

4798043

1585135

12566155

1,300,000

6200514

10,500,000

255000

2.6 million

457000

475589

179000

1013331

619,110.70

12650280

4,38 million

887246

373,487

0

45,000.

\$300,000

675,000

344918

878,816

230000

3904415

1,150,000

450,000

1,146,678

1.2 mil

1719956

1094647

2261272

10000.00

1,512,756

9892874

466000

757,083

500

Q8_Q119_3_1 - Total assets at the end of the most recent fiscal or calendar year - No Name

220 total responses	
\$1,853,347,045.88	Total
\$8,424,304.75	Average
186,961	
140000000	
50000	
30,761,922	
200,000	
10,014,807	
54646943	
300000	
\$2,410,951	
31,000,000	
26328170	
56	
0	
not sure	
48,427,497	
0	
100000	
1	
1300000	
1600000	
1006572	
2419227	
8000000	
2,405,000	
300000	

Understanding & Supporting Milwaukee Nonprofits – Data

4646257
17,000,000
49,490
325,000
2390204
\$0
4,913,839
24712
0
1054203
17780559
124,149
17007632
8,400,000
4879489
402000
5626000
10000
\$798,013
512000.00
19,312,274
1300000
14053548
28,000,000
29,600,000
7,152,279
41858727
n/a

528076

0

164176

-15375

0

455338.00

0

74,000

2,400,000

600000.00

0

0

1500.00

30000

30000

276299200

0

12,000,000

59461470

3121807

561,170.41

3740536

1,350,000

5000

2,212,413

833,632

1,042,000

76716

0

1300157

180000

20668302

90000

2,567,532

5,855,000

1,170,687

8000

11,805,216

468000

2500

206000

14172687

200,000

15,450,889

7

78.324

2,701,000

1,606,060

54.8 mil

38740

59,640,500

1083000

50000

26,836

1,474,829

10000

Understanding & Supporting Milwaukee Nonprofits – Data

0

300,000

2,700,000

2000

200,000

>500,00

7572813

317893

1199243

414516

12,020,790

?

Klnuh

6328620

4200000

0

4000000

5000

670000

350,000

0

8000000

0

26M

0

15,900,000

7,444,393

850,000

Understanding & Supporting Milwaukee Nonprofits – Data

0000

600,000

54323

45000000

780.000

1331823.00

\$ 1,527,601

195130

75,000

115734

23984.88

45486

51000000

0

121000000

27,600,000

664,280

\$11,116,174

1,245,113

12,603,778

758000

197156

1180110

0

1200000

101967

?

0

Understanding & Supporting Milwaukee Nonprofits – Data

23,000,000

9,022,000

5018308

2.9mil

\$33.22 million

2,088,706

4,700

6660056

10000

75,000

26778

17671249

108000000

2,410,951

440000

0

1000

236246

5250

11557111

760946

9736697

1,900,000

4,974,851

16,363,000

350000

4.5 million

672000

236246

10000

825778

315,057.27

17148360

2,23 million

242096

284,801

0

0

\$500,000

157622

1,097,241

1750000

1019825

200,000

0

2,941,379

8 mil

1152878

593503

4860537

0

806,138

15505521

5900000

627,345

O

Q8_Q119_4_1 - Total liabilities at the end of the most recent fiscal or calendar year - No Name

- **220 total responses**
\$454,225,954.77 Total
\$2,064,663.43 Average

9,280

13500000

0

9,384,019

0

387,783

25503629

12000

\$1,422,053

1,100,000

770352

4

0

not sure

91

0

100000

1

850000

1600000

932759

332122

100000

95,000

0

Understanding & Supporting Milwaukee Nonprofits – Data

102959

7,500,000

0

275

276105

\$0

4,822,858

0

0

881019

151166

11,558

7702598

1,800,000

2846181

10250

2336000

8000

\$80,767

353000.00

454,710

0

184249

3,250,000

29,600,000

88,617

10691469

528076

0

164176

-15375

0

455338.00

0

74,000

24,200

35000

0

0

0

0

0

21250500

0

3,000,000

3988903

2197544

612,627.41

1804705

400,000

10000

2,212,413

187.759

231,000

0

0

41156

70000

21071832

0

2,388,420

2,078,000

2,634,688

0

11,805,216

51000

0

10000

332791

0

8,403,699

9

17.250

211,000

16,471

2.2 mil

2504

6,610,883

891960

0

218,439

300,987

0

0

Understanding & Supporting Milwaukee Nonprofits – Data

0

50,000

0

10,000

0

47531

33970

295166

398017

3,665,114

?

Wasr

1014428

4200000

0

1800000

0

230000

10,000

0

100000

0

770K

0

400,000

6354,083

20,000

0000

Understanding & Supporting Milwaukee Nonprofits – Data

50,000

710

25000000

0

23522.00

\$197,819

8540

25,000

115734

2978.00

0

35000000

0

54000000

21,200,000

33,900

\$1,056,773

81,450

187,580

203000

188696

731059

0

1200000

0.00

?

0

15,800,000

Understanding & Supporting Milwaukee Nonprofits – Data

5,900,000

982455

73k

\$2.09 million

2,088,706

4,900

1144102

300

20,000

5756

3023446

10000

1,422,053

440000

0

0

112305

3250

332791

632241

493839

1,900,000

4,974,851

12,459,000

0

4.5 million

69500

123941

0

34330

164,417.35

5580113

1,01 million

36122

61,836

0

0

\$15,000

-

42807

23,351

1750000

564824

100,000

0

402,283

100,000

94539

35987

390724

0

180,919

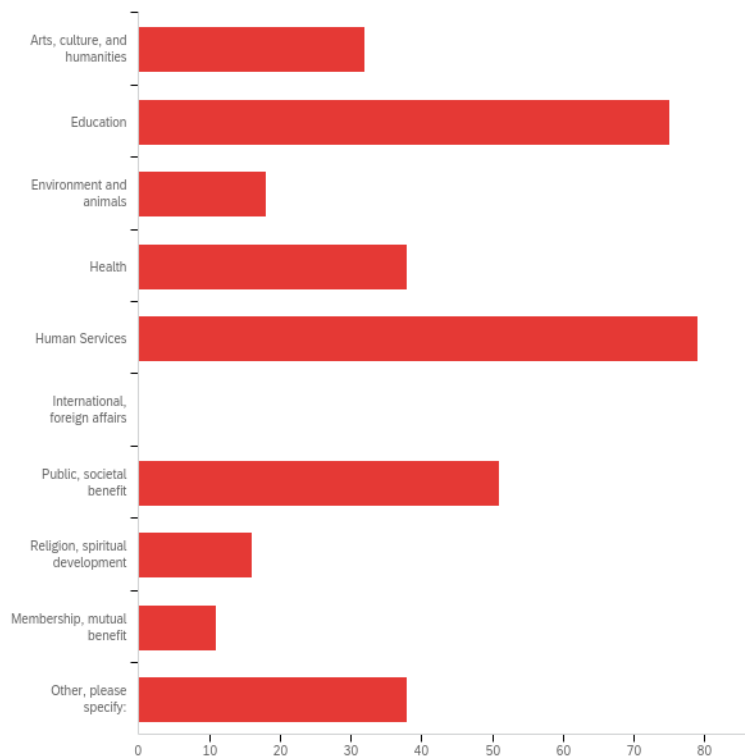
718589

32000

13,366

O

Q7 - B Q1. Which classification(s) best describe(s) your organization's PRIMARY purpose or mission? (Select up to three responses) - 221 responses total



#	Answer	%	Count
1	Arts, culture, and humanities	8.94%	32
2	Education	20.95%	75
3	Environment and animals	5.03%	18
4	Health	10.61%	38
5	Human Services	22.07%	79
6	International, foreign affairs	0.00%	0
7	Public, societal benefit	14.25%	51
8	Religion, spiritual development	4.47%	16
9	Membership, mutual benefit	3.07%	11
10	Other, please specify:	10.61%	38
	Total	100%	358

Q9_10_TEXT - Other, please specify:

basic needs

Private Foundation

Economic development

Disability Services

Disabilities

Historic preservation & education

Community Development, Collective Impact

LGBTQ+ Military Veterans

human trafficking and sexual assault

Economic Development - Lending and Education

Economic Development through business growth

Specific focus on LGBTQ

Youth & Family Services

Address Hunger Issues

criminal justice

We serve communities long neglected by other media

civil legal aid services

Voluntary Health Organization

youth development

We provide recreation and education opportunities for central city youth

community development

Economic Development

data intermediary- capacity building for nonprofits and foundations

Youth workforce development

Housing

Community & Economic Development

Affordable Housing

Housing, homebuyer education & counseling

community development and social justice

dental

community recreation

Youth Development

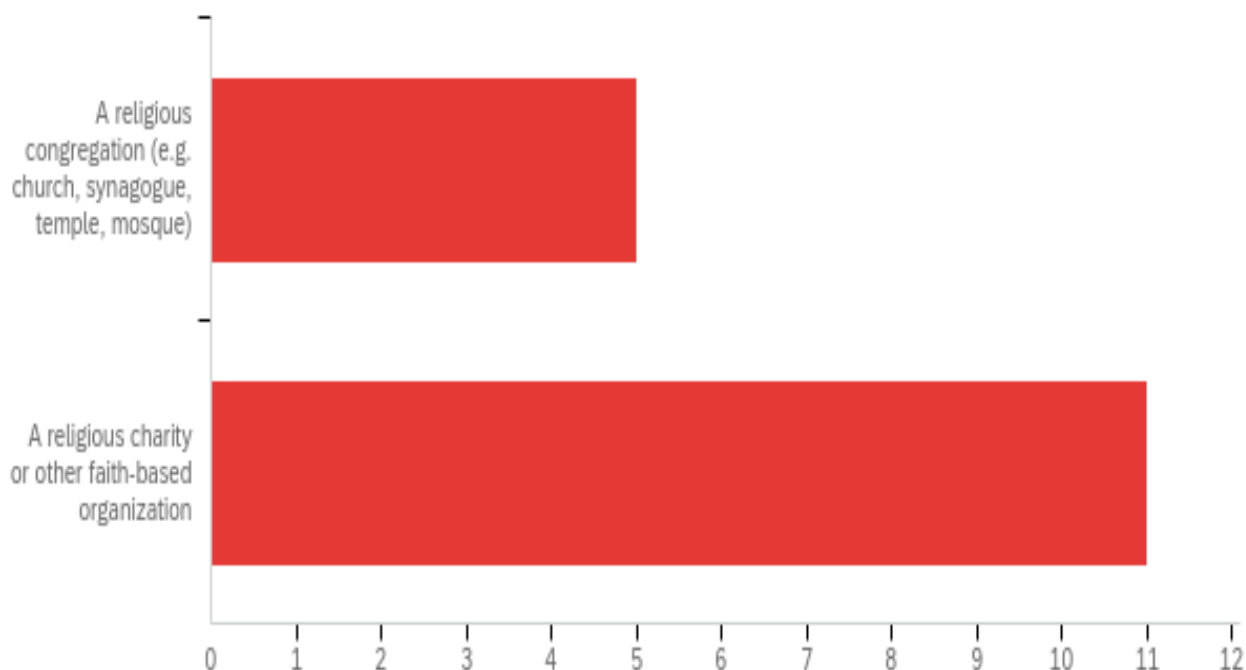
Disabilities Community

Youth Development

Nonprofit capacity building

health and Wellness

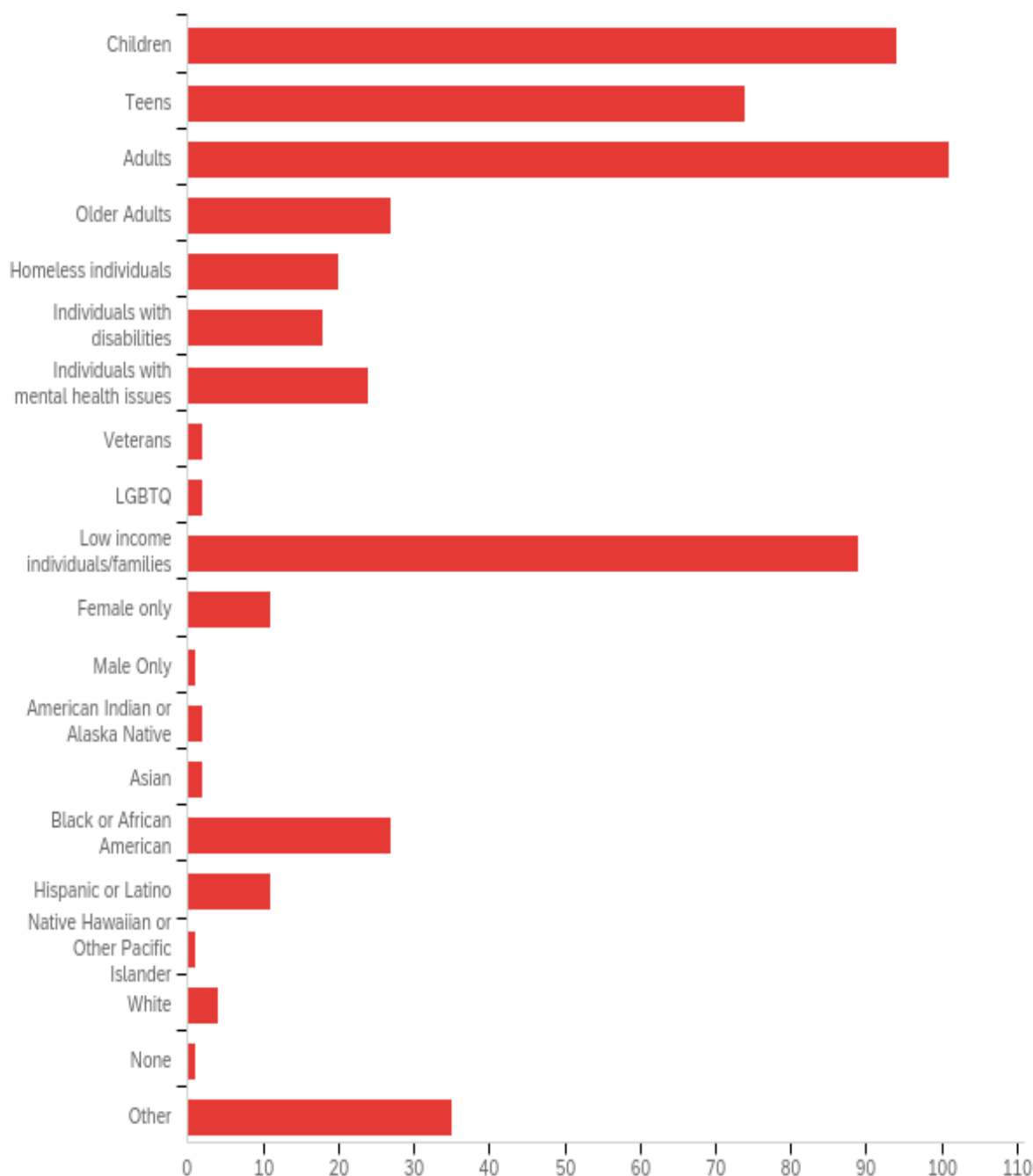
Q8 - B Q1A. Please clarify the nature of your FAITH-BASED organization (e.g., religious congregation, religious charity, or other faith-based nonprofit).



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	B Q1A. Please clarify the nature of your FAITH-BASED organization (e.g., religious congregation, religious charity, or other faith-based nonprofit).	1.00	2.00	1.69	0.46	0.21	16

#	Answer	%	Count
1	A religious congregation (e.g. church, synagogue, temple, mosque)	31.25%	5
2	A religious charity or other faith-based organization	68.75%	11
	Total	100%	16

Q9 - B Q2. Which of the following communities does your organization serve or engage, either exclusively or predominately? (Select up to three responses) – 221 responses total



Understanding & Supporting Milwaukee Nonprofits – Data

#	Answer	%	Count
1	Children	17.22%	94
2	Teens	13.55%	74
3	Adults	18.50%	101
4	Older Adults	4.95%	27
19	Homeless individuals	3.66%	20
5	Individuals with disabilities	3.30%	18
17	Individuals with mental health issues	4.40%	24
6	Veterans	0.37%	2
7	LGBTQ	0.37%	2
18	Low income individuals/families	16.30%	89
8	Female only	2.01%	11
9	Male Only	0.18%	1
10	American Indian or Alaska Native	0.37%	2
11	Asian	0.37%	2
12	Black or African American	4.95%	27
13	Hispanic or Latino	2.01%	11
14	Native Hawaiian or Other Pacific Islander	0.18%	1
15	White	0.73%	4
20	None	0.18%	1
16	Other	6.41%	35
	Total	100%	546

Q9_16_TEXT - Other

Animals

Individuals with Breast Cancer

We serve a general public.

businesses

Understanding & Supporting Milwaukee Nonprofits – Data

People of SE Wisconsin

All people living in the greater Milwaukee community and river basin

We serve Milwaukee artists, creatives, citizens, and arts and culture orgs.

Entire population of one neighborhood (Clarke Square, Milwaukee, WI)

LGBTQ+

teens with life experience in the sex trades and street economies

Our organization is non-discriminatory

Specifically - individuals with both a vision and hearing loss.

individuals with food insecurities

Nonprofits

Checked only three as instructed but we also serve adults, individuals, children, teens, adults, homeless, and low income families!

All

We provide screening, assessment, navigation and connection to all people in a human service or behavioral health crisis. We resolve their immediate crisis and prepare them for long term stability across the broad array of family, health and social services

Anyone who lives in the Cooper Park neighborhood and uses Cooper Park

Families who have a member who has autism

refugees and immigrants

We serve people of all faiths (and non-faith) regardless of income

Families needing services relating to animals

Philanthropic Community which impacts all of the above.

Our organization serves diverse communities

other nonprofits

Children and families

People of color

the general public

All racial/ethnic backgrounds

Justice Involved

International Students

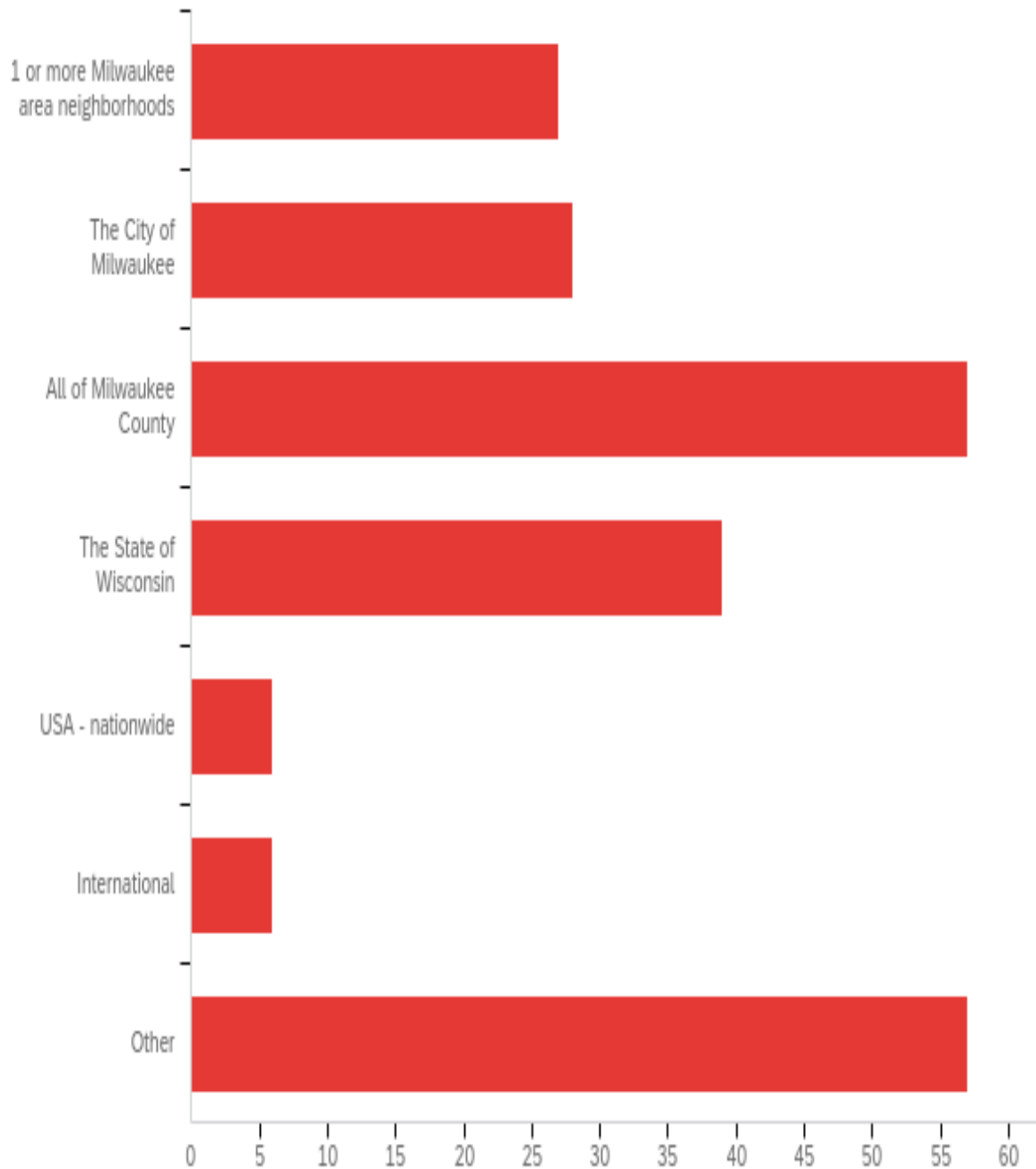
We care for anyone without health insurance.

Inmates

Nonprofit organizations

mostly women, though not 100%

Q10 - B Q3. What is your organization's geographical service delivery area?



Understanding & Supporting Milwaukee Nonprofits – Data

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	B Q3. What is your organization's geographical service delivery area? - Selected Choice	1.00	7.00	3.98	2.08	4.34	220

#	Answer	%	Count
1	1 or more Milwaukee area neighborhoods	12.27%	27
2	The City of Milwaukee	12.73%	28
3	All of Milwaukee County	25.91%	57
4	The State of Wisconsin	17.73%	39
5	USA - nationwide	2.73%	6
6	International	2.73%	6
7	Other	25.91%	57
	Total	100%	220

Q10_7_TEXT - Other

Wisconsin, Michigan, Oregon

On occasion we perform in other States and in Europe.

Metro Milwaukee

Waukesha County with some overlap into Milwaukee County, Jefferson county

City Year Milwaukee is a part of a national organization. We represent 1 of 29 national sites and 3 international sites.

Southeastern Wisconsin

Greater Milwaukee area (including Waukesha County)

Milwaukee and Waukesha Counties

We currently have youth from 40 counties come to our facility

Southeastern Wi typically within an 80-mile radius but do serve individuals from the whole state

Milwaukee, Ozaukee, Washington and Waukesha Counties

All municipalities in the MKE River Basin (7 counties, 24 villages, 36 towns, etc.)

Greater Milwaukee Area

City of Racine

Understanding & Supporting Milwaukee Nonprofits – Data

Primarily Wisconsin, some Veteran programming in MN and IL

Pewaukee and the Lake Country area

Ozaukee County

Port Washington/Saukville, Ozaukee County

Milwaukee County and surrounding counties

Waukesha County

also, open services to outlying counties

Southeast Wisconsin

Milwaukee County and Waukesha County

Nine counties in SE Wisconsin

72% Wisconsin, 28% other states

nine counties in the SE corner of the state

Milwaukee and Waukesha Counties

Southeastern Wisconsin (13 counties, IL border to Manitowoc & west to Johnson Creek

We serve 10 counties in southeast Wisconsin

Ozaukee and northern Milwaukee county

Waukesha County

Five Wisconsin counties

SE WI

SE WI

Mostly southeastern WI

Predominantly Milwaukee, expanding work in Racine, piloting work in Beloit and Madison

Southeast Wisconsin (regional)

Wisconsin, Iowa, Minnesota, South Dakota

State of Wisconsin, plus limited programming in Illinois & Minnesota

All of Waukesha County

We only build in the City of Milwaukee, but service area is Milwaukee County

Southeastern WI

Near Southside of Milwaukee

Hamilton School District in Waukesha County

Greater Milwaukee (4 county region)

Predominantly Milwaukee, Ozaukee, Racine and Waukesha Counties

Ozaukee County

36 easternmost counties of WI

Milwaukee, Waukesha, Ozaukee, Washington and Racine Counties

We serve the Milwaukee metro area and the 11 registered tribes in the state of WI

No geographic boundaries, but primarily Milwaukee county

Waukesha County/Greater Waukesha Area

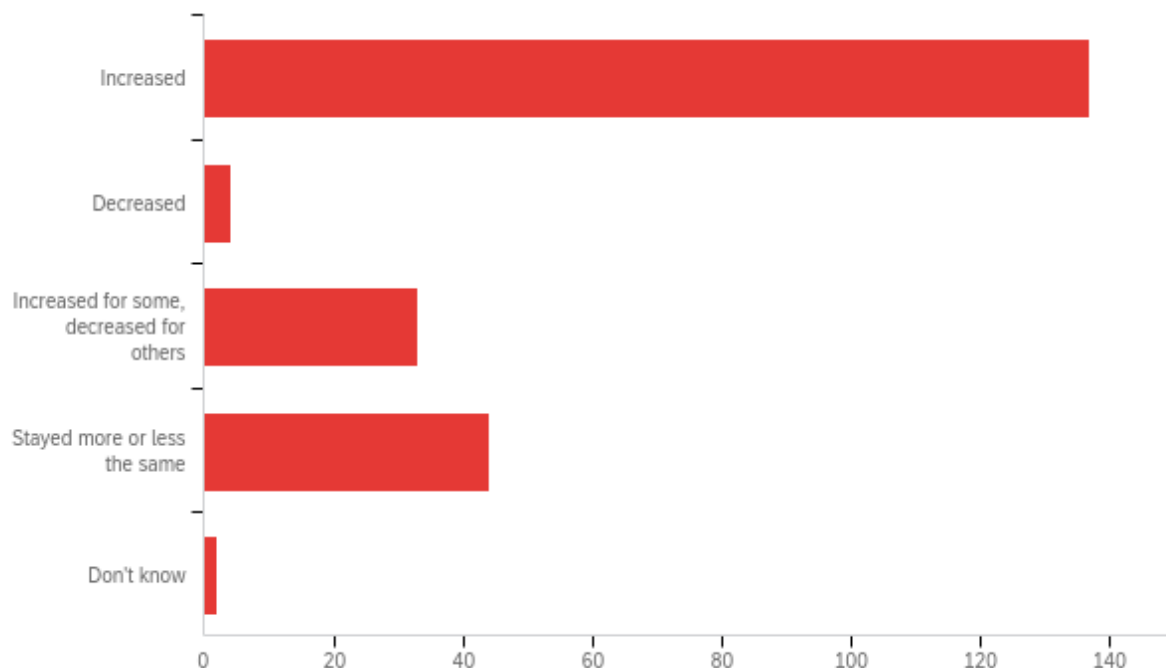
Milwaukee, Menomonee, Kinnikinic Watersheds (about 882 square miles in SE WI)

Southeastern WI

South Eastern Wisconsin - primary focus is Waukesha County

Programs and Services

Q11 - B Q4. How has DEMAND or NEED for your organization's programs, services, or activities changed over the last 24 months?

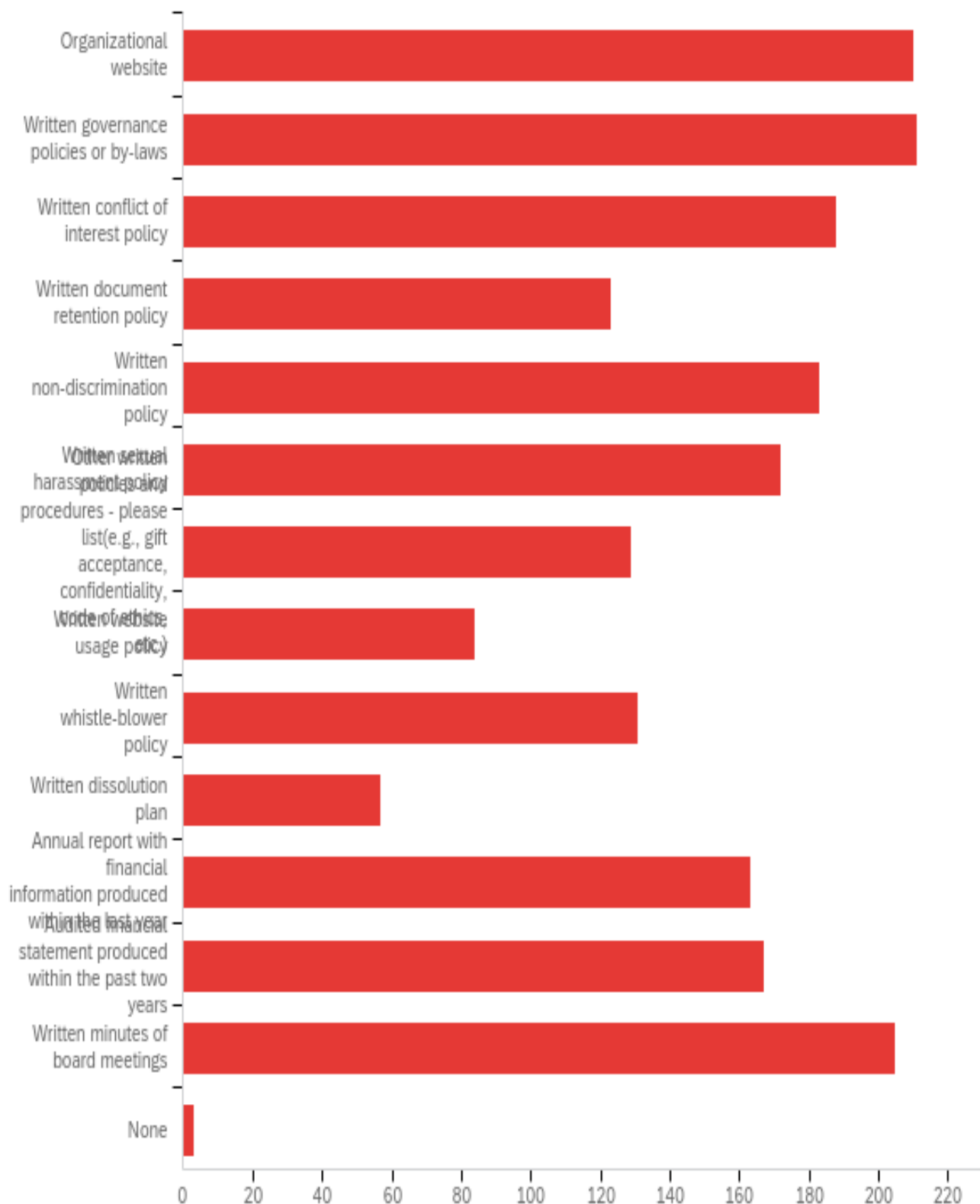


Understanding & Supporting Milwaukee Nonprofits – Data

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	B Q4. How has DEMAND or NEED for your organization's programs, services, or activities changed over the last 24 months?	1.00	7.00	4.21	1.31	1.70	220

#	Answer	%	Count
4	Increased	62.27%	137
1	Decreased	1.82%	4
7	Increased for some, decreased for others	15.00%	33
3	Stayed more or less the same	20.00%	44
6	Don't know	0.91%	2
	Total	100%	220

Q12 - C Q1. Does your organization have any of the following ORGANIZATIONAL COMPONENTS?
(Check all that apply) – **219 responses total**



#	Answer	%	Count
1	Organizational website	10.37%	210
2	Written governance policies or by-laws	10.41%	211
12	Written conflict of interest policy	9.28%	188
13	Written document retention policy	6.07%	123
26	Written non-discrimination policy	9.03%	183
25	Written sexual harassment policy	8.49%	172
3	Other written policies and procedures - please list (e.g., gift acceptance, confidentiality, code of ethics, etc.)	6.37%	129
27	Written website usage policy	4.15%	84
11	Written whistle-blower policy	6.47%	131
23	Written dissolution plan	2.81%	57
6	Annual report with financial information produced within the last year	8.05%	163
8	Audited financial statement produced within the past two years	8.24%	167
10	Written minutes of board meetings	10.12%	205
24	None	0.15%	3
	Total	100%	2026

Q12_3_TEXT - Other written policies and procedures - please list (e.g., gift acceptance, ...

Student handbook, staff handbook

confidentiality, etc.

Confidentiality, Social Media guidelines

gift acceptance, endowment / investment guidelines

Gift acceptance, job description, confidentiality

Confidentiality

confidentiality, code of ethics

gift acceptance, confidentiality, code of ethics

Financial

Confidentiality

Fiscal policy, financial accountability, personnel and policy manual covering many aspects of operation of the office including appropriate behavior, reporting structure, requests for reimbursement and culture/environment in the office.

Spending, Allocation, Investment, Gift acceptance, donor bill of rights

Operations Manual, Employee Handbook, Crisis Management Plan

We are very update with all of the current and necessary policies

Financial policies, personnel handbook, office policies and procedures

land trust standards and practices

confidentiality, code of ethics, volunteer, communication policies, a whole program manual

Gifts ethics

Fiscal policies including gift acceptance, operating reserve, endowment, code of ethics

many, many, many!

Multiple Handbooks

Code of ethics. Board member description, expectations, and responsibilities

Confidentiality, Supervision and Training, Use of Cell Phone Driving Policy, Technology Policy, Code of Ethics

Alcohol and drugs, attendance, automobile usage, confidentiality, cooperation and courtesy, dress guidelines, electronic communications/equipment, employee benefits, equal opportunity, honorariums, jury duty, performance reviews. rules of conduct, smoking, process of determining compensation, weather

We are currently updating all of our policies and procedures

board member expectations policy, board member responsibilities policy, expense reimbursement policy

grant application process

gift acceptance, board manual, confidentiality

confidentiality, corporate card, conflict of interest, emergency cooling room, emergency warming room, check writing, nepotism, gift acceptance

Gift acceptance, confidentiality, ethics and accountability,

Debit card usage

Code of ethics

Facebook Page

gift acceptance, confidentiality, emergency procedures

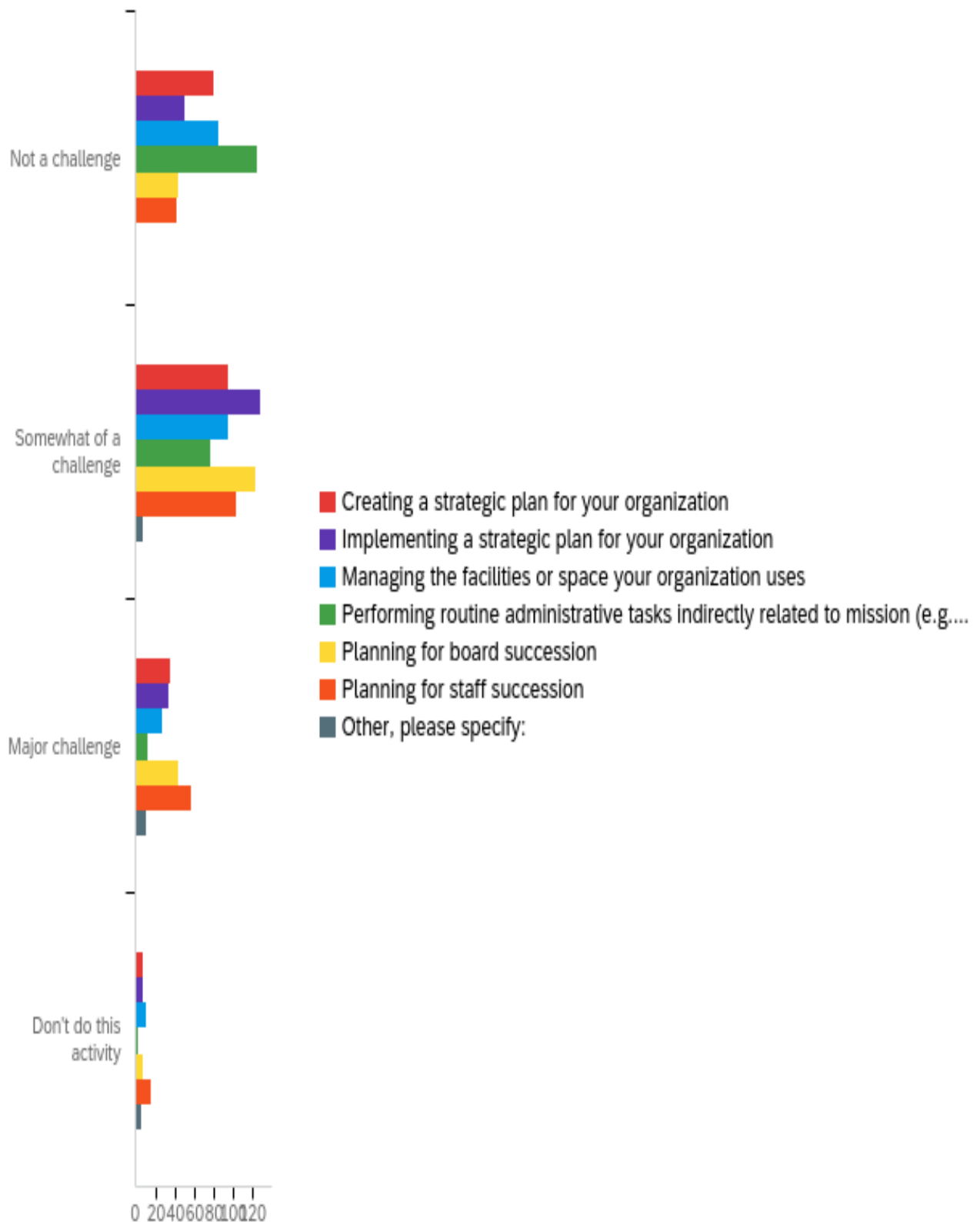
Gift acceptance policy, capitalization policy

Children's Protection Policy, Accident Incident procedures

Confidentiality

gift acceptance; internet use, company equipment use, board job description/agreement
confidentiality, third-party fundraisers
Annual Impact Report
Financial policies and procedures
records retention policy, disclosure of records policy, travel and other expense reimbursement policy, outside income policy
equal opportunity, confidentiality, code of conduct, etc.
Numerous other policies and guidelines
gift acceptance, confidentiality, Board of Directors rights and responsibilities
All mentioned above plus each department has written policies and procedures unique to their work
all of the above
loan policies
code of ethics, confidentiality,
We have a lot of other policies, but a few include Continuity of Operations Plan, Gift Acceptance, Board Policies
contractors contract, volunteer manual, employee ops manual, storytelling coach manual
confidentiality, whistle blower, social media, credit card usage, staff travel
gift acceptance, confidentiality, program policies procedures, WI DCF compliance manual, employee handbook
code of ethics, gift acceptance, confidentiality, emergency management
Gift Acceptance, Confidentiality, Core Values, Employee Policies
Membership agreement, employment agreement, volunteer agreement, background check policy
Confidentiality
all of what was in the parentheses above and more. We have an employee handbook and are COA accredited.
Donation acceptance, employee handbook
confidentiality, gift acceptance, inclusivity, confidentiality, ,
gift acceptance, confidentiality, code of conduct/ethics, program p&p
Stock donation, Volunteer code
gift acceptance policy, Employee handbook
All departments have written policies and procedures including administration, foundation, finance, HR, board, etc. Our list of policies is over 2 pages long.
financial policies

Q13 - C Q2. How much of a challenge do the following MANAGEMENT ACTIVITIES currently pose for your organization?



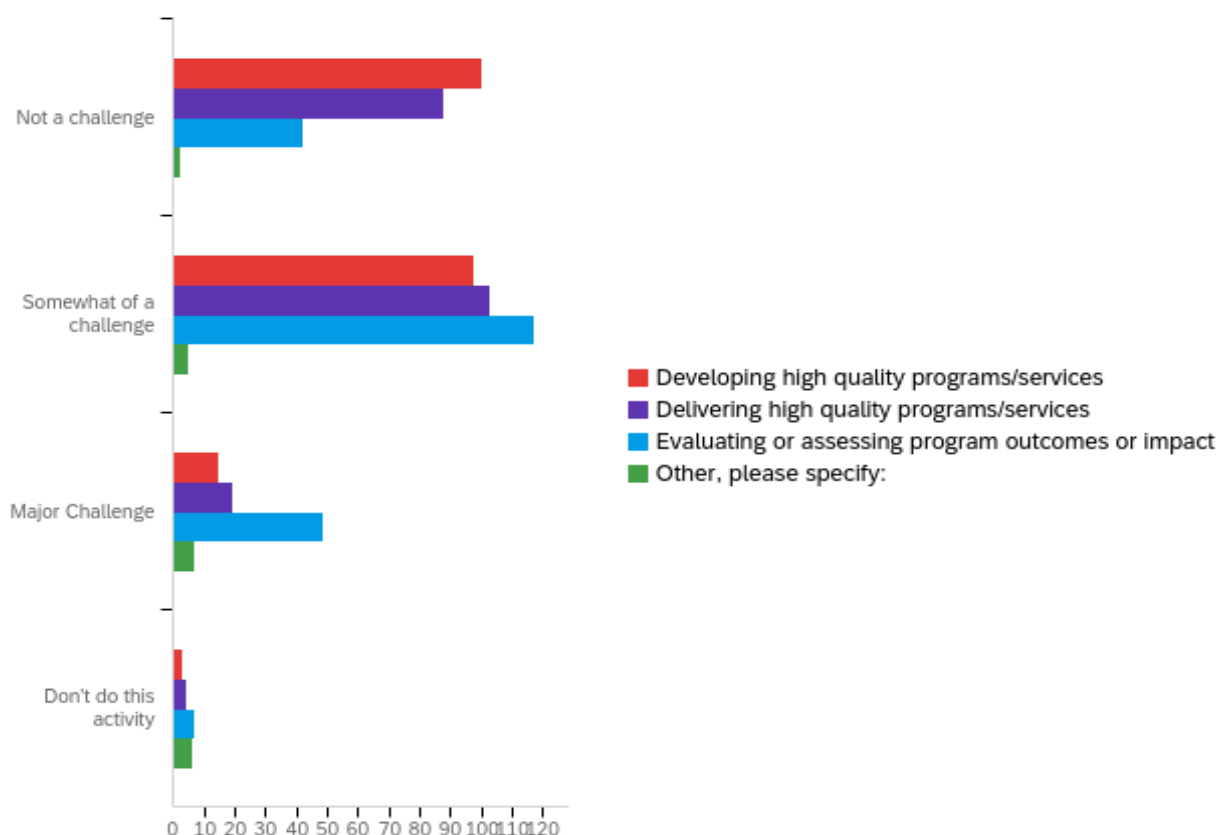
Understanding & Supporting Milwaukee Nonprofits – Data

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Creating a strategic plan for your organization	1.00	5.00	2.06	1.16	1.34	218
2	Implementing a strategic plan for your organization	1.00	5.00	2.17	1.05	1.10	217
3	Managing the facilities or space your organization uses	1.00	5.00	2.00	1.14	1.31	216
4	Performing routine administrative tasks indirectly related to mission (e.g., payroll)	1.00	5.00	1.57	0.85	0.72	216
5	Planning for board succession	1.00	5.00	2.31	1.11	1.23	216
6	Planning for staff succession	1.00	5.00	2.54	1.26	1.59	217
7	Other, please specify:	1.00	5.00	3.48	1.25	1.55	23

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Creating a strategic plan for your organization	36.70%	80	43.58%	95	16.06%	35	3.67%	8	218
2	Implementing a strategic plan for your organization	23.04%	50	58.53%	127	15.21%	33	3.23%	7	217
4	Managing the facilities or space your organization uses	39.35%	85	43.52%	94	12.50%	27	4.63%	10	216
5	Performing routine administrative tasks indirectly related to mission (e.g., payroll)	57.87%	125	35.19%	76	6.02%	13	0.93%	2	216
	Planning for board succession	19.91%	43	56.48%	122	19.91%	43	3.70%	8	216
	Planning for staff succession	19.35%	42	47.47%	103	25.81%	56	7.37%	16	217
	Other, please specify:	4.35%	1	30.43%	7	43.48%	10	21.74%	5	23

Q14 - C Q3. How much of a challenge do the following PROGRAM PLANNING ACTIVITIES currently pose for your organization?

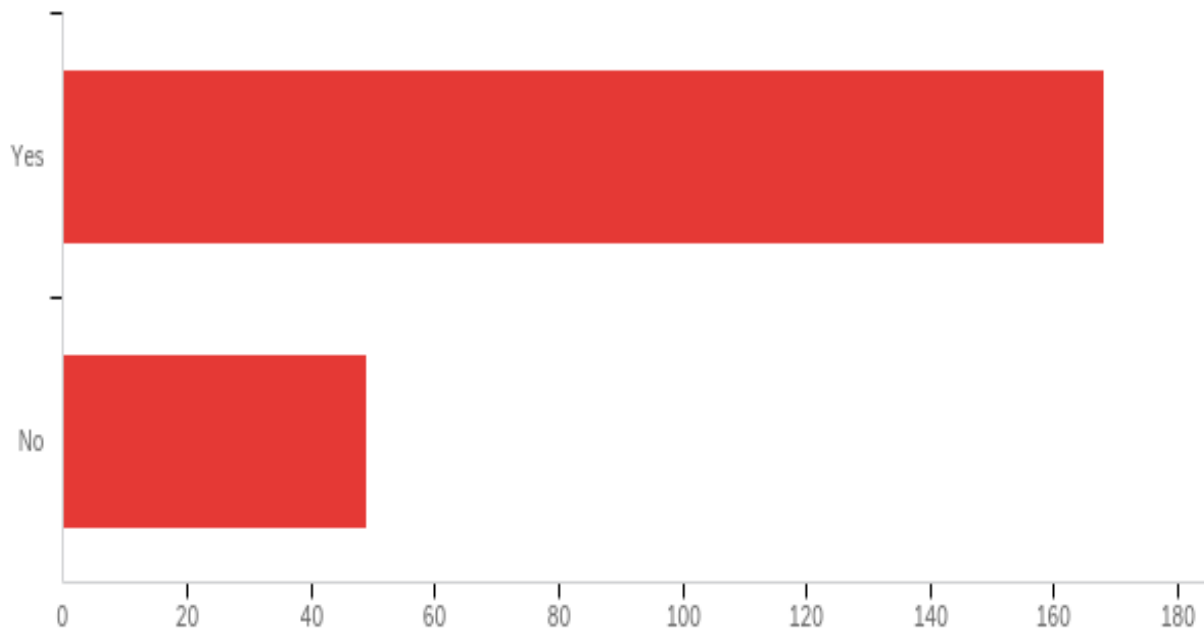
Understanding & Supporting Milwaukee Nonprofits – Data



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Developing high quality programs/services	1.00	5.00	3.00	1.92	3.68	216
2	Delivering high quality programs/services	1.00	5.00	3.16	1.89	3.56	214
3	Evaluating or assessing program outcomes or impact	1.00	5.00	3.73	1.57	2.46	215
4	Other, please specify:	1.00	5.00	3.60	1.16	1.34	20

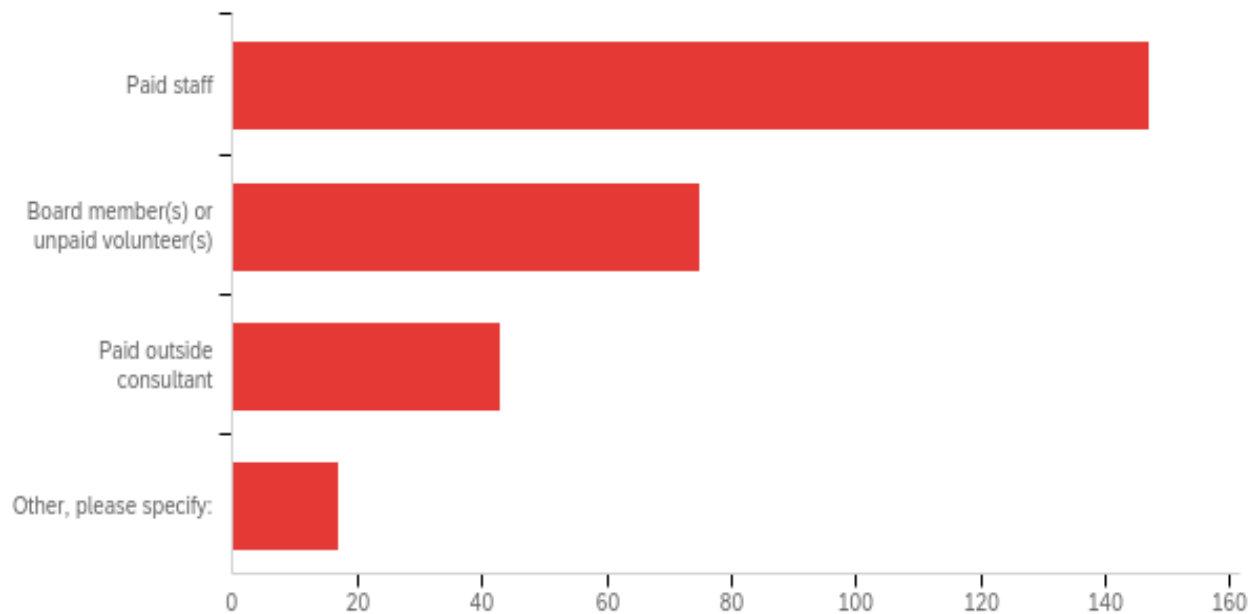
#	Question	Not a challenge		Somewhat of a challenge		Major Challenge		Don't do this activity		Total
1	Developing high quality programs/services	46.30%	100	45.37%	98	6.94%	15	1.39%	3	216
5	Delivering high quality programs/services	41.12%	88	48.13%	103	8.88%	19	1.87%	4	214
3	Evaluating or assessing program outcomes or impact	19.53%	42	54.42%	117	22.79%	49	3.26%	7	215
4	Other, please specify:	10.00%	2	25.00%	5	35.00%	7	30.00%	6	20

Q15 - C Q4. Has your organization EVALUATED any of your programs during the last 24 months?
(For the purposes of this survey, program evaluation is defined as systematically assessing the processes and/or outcomes of a program in order to further develop or improve it.)



#	Field	Min	Max	Mean	Std Devi	Var	Count
1	C Q4. Has your organization EVALUATED any of your programs during the last 24 months? (For the purposes of this survey, program evaluation is defined as systematically assessing the processes and/or outcomes of a program in order to further develop or improve it.)	1.00	2.00	1.23	0.42	0.17	217
#	Answer	%				Count	
1	Yes	77.42%				168	
2	No	22.58%				49	
	Total	100%				217	

Q16 - C Q4A. Who was involved in conducting the most recent evaluation? (check all that apply) – 168 responses total



#	Answer	%	Count
1	Paid staff	52.13%	147
2	Board member(s) or unpaid volunteer(s)	26.60%	75
3	Paid outside consultant	15.25%	43
4	Other, please specify:	6.03%	17
	Total	100%	282

Q17_4_TEXT - Other, please specify:

Funders

Board and paid staff / paid staff only

Community Partner

Church members/participants

we're all volunteers so volunteers along with the youth participants in our participatory process

PJ and HUD

Trinity Fellow from Marquette University

Service users

service recipients

The Executive Director and Director of the specific program area.

Program participants and recipients of services completed surveys and provided feedback and data for evaluation

WI Dept of Children and Family Services

Program participants

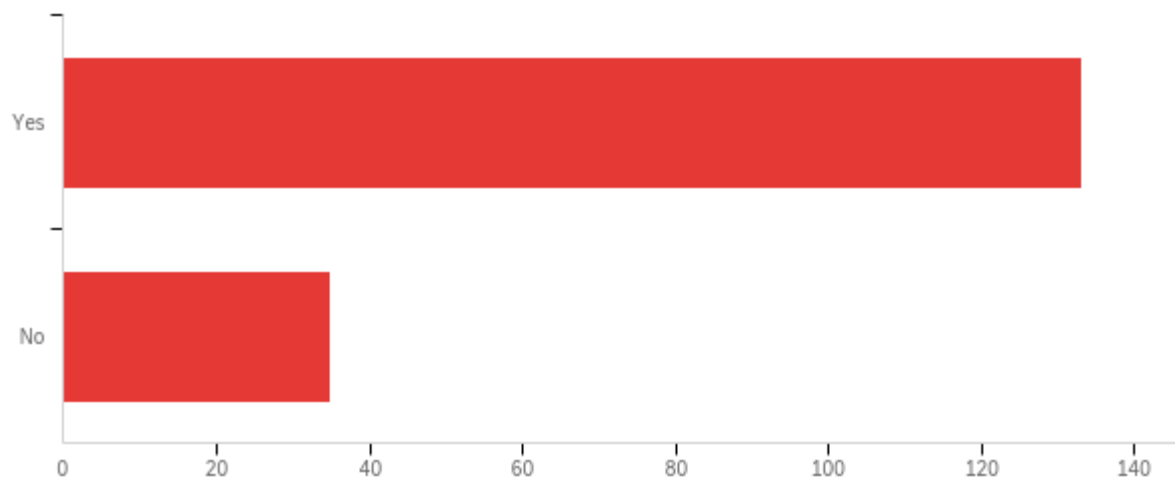
MPS for Shalom and NOVA. The Children's Research Center for Escuela Verde.

Required participation in Homeless Management Information System - online data entry

COA accreditation

Funders

Q17 - C Q4B. Do any of your organization's grantors or funders require program evaluation?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	C Q4B. Do any of your organization's grantors or funders require program evaluation?	1.00	2.00	1.21	0.41	0.16	168

#	Answer	%	Count
1	Yes	79.17%	133
2	No	20.83%	35
	Total	100%	168

Q18 - C Q4C. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of ORGANIZATIONAL STRUCTURES AND PROGRAM EVALUATION, what specific resources did you use? (If not applicable, enter n/a)

Consultant

Fundraising Consultant, Instructional Consultant, Strategic Planning Consultant

Benchmarking survey administered by JCC Association, Leading Edge Staff Evaluation

PAVE

Reed Community Services

Years ago we received a grant to hire an IT consultant to help us develop/expand our online marketing and to create a webpage.

Consultant for program planning facilitation and consultant to review HR salary equity.

board member assistance from HR entity

Consultants, Legal Counsel

Consultant for Strategic Planning

n/a

Tracking educational improvements through monitoring school activities, health program, listed by Doctor Dental visits, evaluations with the state on each individual resident

UWM - Local Evaluation Partner for student assessment

Nonprofit Management Fund

Legal Services

ISM; ACSI; standardized tests

Outside consultant

Boardsource

Help for strategic planning and outcomes, and explorations of organizational partnerships

I don't know

Working on bringing someone in but need budget

We had organizational development consultants to help lead us to the point of incorporation and collective impact agenda planning. Over the last quarter, we have been transitioning the work from our consultants to paid staff.

An organizational assessment/development consultant

Consultant

Youngstar Self-Assessment Tool - Group Child Care

we brought in previous training materials from conference workshops in years past

We had an individual review our loan portfolio.

Former staff person responsible was used as a paid resource.

QTI

IT professional, Nonprofit Accounting Firm

Data Management, IT Support, Accounting

Area consultants with expertise in program eval

Consultant to conduct process improvement

Evaluators paid by the funding source.

Center for Research and Evaluation | Lifelong Learning Group

Big Brothers Big Sisters of America

Volunteer interns to gather data

donor software conversion consultant, guest reservation software conversion consultant, webpage designer,

client surveys

Consultant

Private consultants (paid and pro bono)

Denisha Tate and Associates

Tech

ActionCOACH

Architectural master planning, financial scenario modelling, market analysis, strategic planning, operational planning, leadership development, program audits

Durkin Associates

We outsource our HR function, who provides us with updated handbooks and organizational policies

HIPPY USA, United Way, Block Grants

Neighborworks America

outside consultants familiar with our industry

Consultant through Nonprofit Management Fund

Habitat for Humanity International provides resources to our affiliate

WI DOJ and Outside Consultants

Understanding & Supporting Milwaukee Nonprofits – Data

Frank Martinelli, consultant; LaFollette School of Public Affairs, program evaluation student project; Medical College of Wisconsin, commissioned researchers; Les Weil, consultant

center for youth program quality

outside consultants, Opportunity Finance Network, CDFI Fund

internal program audit documents.

Outside Evaluation - IMPACT

Paid consultant

Nonprofit Management Fund support

Assistance from PAVE.

We hired a contractor to develop our impact model and instruments 6 years ago; we've been implementing that plan and now need to renew it

just completed strategic planning

Consultants

We are not extremely clear on the question, but we raised funds to pay a consultant to create an evaluation plan for a specific program and to analyze and assess data collected from interviewed and surveys.

Feasibility Study

Non-profit management fund

CASEL, YPQU, Panorama

Computer technological support

Hired a contractor to search for a new Executive Director. As part of that process, we analyze our current and proposed programs to ensure the right candidate was selected. It was found during this process; we are not ready to hire a new Executive Director. Instead, we hired from within while we reassess our organization's future

Ask the board for recommendations. United Way is used as a resource to find specific resources

strategic planning, internal re-organization of administration/finance/development

Data You Can Use

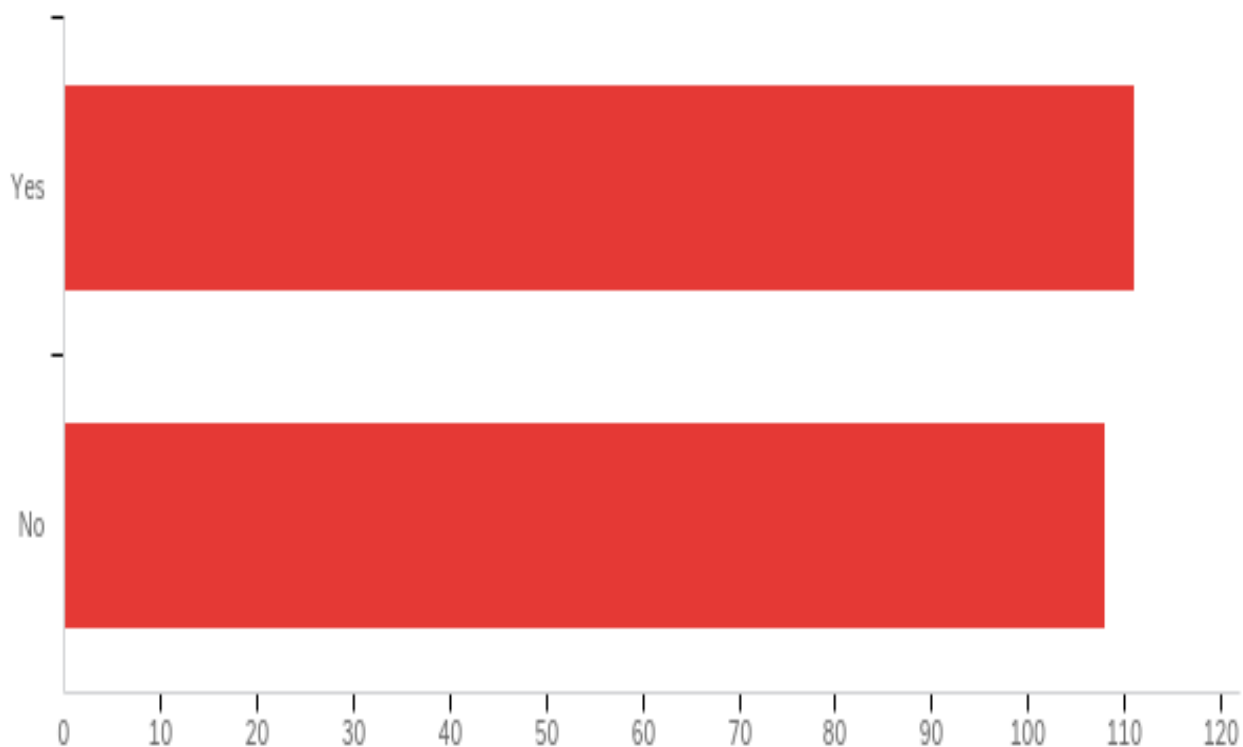
Paid an academic consultant to review evaluation tools and process

Board Star consultants

Traction, Data You Can Use, Marquette University College of Education with a SAMHSA Grant

Nonprofit Management Fund for one and the other from general operating budget

Q19 - C Q5. Are you satisfied with your organization's status in the area of ORGANIZATIONAL STRUCTURES AND PROGRAM EVALUATION?



#	Answer	%	Count
25	Yes	50.68%	111
26	No	49.32%	108
	Total	100%	219

Q20 - C Q5A. Please explain your response.

There are systems that should be refined as we look to grow our footprint

We are always in continuous improvement mode. I am satisfied with the staff evaluation of programs and the quality of that evaluation but time to do so as deeply as we would like is always a challenge.

We need capacity for deeper evaluation and long-term outcomes.

A Program Manager was hired in August. Her initial responsibilities are developing systems and processes for data collection of demographics, development and implementation of logic models and measures (outcomes/indicators/output). and program evaluation methodology.

We need to take the time to more systematically look at outcomes beyond the participant survey.

We need to do a better assessment of our programs moving forward in terms of client growth/demand areas.

I think we can always get better at examining our programs success.

Our organization does not properly utilize data to evaluate efforts and help inform the decision making.

We need to have a plan for on-going plan for program evaluation, not contingent on funding. Perhaps annually.

We need to create and disseminate a more outcomes-based evaluation

We would like to have a better way to assess the impact of our programs.

CA would benefit from a systematic evaluation of our programs.

Measuring what effects our work has is difficult because we serve the public generally rather than serving individual customers.

Courage MKE is a very young non-profit. We are currently working on better assessment procedures for all of our programs, either internally or looking for assistance from outside sources at a minimal to no cost.

I think we have an opportunity to streamline how we evaluate all of our programs to ensure everything is being looked at through the same set of criteria.

We are embarking on a long-term strategic plan to sustain the organization. With the renovation of our new building and relocation of our Gallery and offices, we are now ready to plan the future.

We are a grassroots organization with a finite budget. Our Board of Directors is volunteer.

Although we are meeting our goal of preserving a historic property, we are struggling to come up with ways to get people more engaged in our organization.

We are in the process of evaluating our procedures and building capacity to be better at organizational and program evaluation.

We do a good job, but could always do better, especially in incorporating the voice of the client, and of measuring impact over a long time.

Yes, I'm happy my nonprofit has an evaluation process for their programs, but in my opinion, nonprofits very rarely verify program effectiveness with the community it serves but by a grassroots set of benchmarks. I think we can improve how we engage the community in an annual needs assessment process lead by the community as a tool for more effective evaluation.

I would like to do more and have better systems in place to monitor progress. I would especially like to be able to really measure impact in an easier way with strong, clear data.

Testing for impact has to be a priority but we need more budget to do so

We need more resources and rigor to develop the frameworks and tools to measure, track, and communicate population level results.

Our organization needs to have a candid conversation about governance succession and the need for it; the governing board refuses to have this dialogue.

Better evaluation systems needed

we aren't where we need to be.

limited capacity to plan, implement and evaluate before going on to the next thing

Our organization would like to evaluate its effectiveness different than what most of our current funders require. We want to know if and how we are moving the needle for our very specific urban population, not just counting how many people were served and their zip code and did they think the service helped. That is certainly important, but I'm not sure it's impacting systemic change.

We are a new organization and still need to develop what we believe will be useful information that can be shared.

Org structures are dynamic. Constantly evaluating structure and productivity

I'm still quite new but there seems to be almost no rigor around program development, execution and

evaluation.

We do not have an evaluation procedure in place.

Need to develop more internal capacity to make evaluation an integrated part of our approach

Like many nonprofits, we are often too busy with service delivery to step back and evaluate structure and programs.

As a small organization we do most of these organizational tasks and we feel it can be done much better.

We could do better at internal evaluation, but we do not have the time or internal expertise to do more than we are currently. Also, I only really value deep research from folks doing deep dive, deep funded research because so much evaluation at the program level of agencies is of little value, in my view. This is part of why all of our program designs are based on evidence-based interventions - others do the research to show efficacy, we implement in Milwaukee and around the state.

I said no because we're still in the process of creating our structure. We have some things in place but there's still more to do to create a strong foundation.

I believe I have the data to evaluate programs but no time to analyze it. Founding board. Getting referrals, challenge is meeting needs with staffing and money.

We struggle because we our focus in on professional development for teachers, but our goal is to effect change in the classroom. We cannot evaluate our effectiveness in improving educational outcomes. Also is hard to gather demographic information of the students taught by those teachers who engage with us.

There is a shortage of both time and resources to accomplish this.

Program evaluation not currently well defined or developed.

We are a volunteer nonprofit and need more folks to do the work.

Our organization functions with a single staff person and a small, inexperienced board of directors. Succession has proven to be difficult and challenges with evaluation are prevalent in all aspects of our work. A lack of support in managing the administrative activities of our organization greatly impact our ability to produce and promote our programming.

never enough funding to complete evaluation well

The Board has not evaluated the current programs.

Need more assessment from outside resources to maintain objectivity

We could do better if we had the time and resources.

We have recently acquired a large program from a closed nonprofit. We are in the process of reorganization all operating structures.

We need to do more and in a systematic way

We are running on fumes and without a full-time staff, the time of the director is limited

Developing new programs for a new organization. Would like a few frameworks to reference.

We need to be conducting more program evaluation but would benefit from training on how to do so.

I would like to do more and different evaluation---more longitudinal data collection to assess efficacy over long term.

We rely on informal verbal feedback and survey-type evaluations using a Likert Scale. I would like to be able to measure changes over time to see what kind of impact we are making in a quantifiable way.

If I understand Organizational Structure correctly, then we do not have a clear hierarchy. There is the President/CEO and everyone else. Only 1 department has an official manager, but with no clear authority. There is no human resources department.

Not satisfied, but the organization is aware and are currently working on these issues.

We have not had the luxury of time and money to perform program evaluations during the last 2 years as we had done previously for over 20 years.

We are strong in these areas and are growing and thus need to become even stronger.

We would like to do more substantive strategic planning, program assessment and formal professional development at several staff levels but lack of financial resources is the barrier.

There is always room for improvement and the need to improve data collection and analysis and also the reporting of the same to the community in a timely fashion

While our organizational procedures are emerging, I'd like to see more independent research on our programs.

the report was not sufficiently instructive

I have been with the organization for seven years and, to my knowledge, there has never been a program evaluation. We requested funding for a program evaluation from the Nonprofit Management Fund, but were denied due to ineligibility for this type of technical assistance (the Fund's website indicates that this is an eligible request). We are trying to do a review internally, but should conduct a true program evaluation. I don't have if we have the internal capacity to do this work, even with a consultant doing the bulk of the work. We also need to identify funding, on top of what we are applying for to run our current programs, to hire a consultant to do a program evaluation.

We are in the process of reorganizing based upon a recent evaluation

There is satisfaction regarding the organizational structures but not with program evaluation.

We are looking to be more efficient and effective, so I believe it would be good to conduct a program evaluation.

We have limited capacity (staff and resources to do so).

I am satisfied that we have done a lot and are ahead of most organizations our size, but I am not convinced we have done enough.

Would like to better evaluate our programs and practices. Explore other community partnerships.

Board apathy and lack of involvement from most Board members

We do not evaluate programs frequently

We are challenged in that the majority of our resources go to the clinicians providing our dental services and we are in the process of defining our future and finding resources to prioritize our organizational structure and define roles/responsibilities to support our programs.

I believe we should always seek to improve (efficiencies, services, outcomes, processes, etc.)

Program evaluation is a major initiative but has not been fully implemented

not have the capacity to systematically evaluate our organizational structure and programming; not have the funds and/or qualified personnel to implement

Could always improve in these areas

I believe our organization should put a greater emphasis on evaluating our program portfolio as a whole.

One-person shop - -too busy to evaluate formally. Board not as invested as could be.

We are structured such that work is divided among multiple members, but when work needs to overlap, instead information is lost or not shared, so valuable connections are missed

We have been a board of interested people with expertise, but, other than the president of the board, with little to no experience running an organization as a board.

Has room for improvement to better tell our story and impact.

We could use some support/strengthening in this area.

We don't have the financial resources to fully evaluate all of our programs.

We have not taken the time to evaluate.

Money, staff and time poses challenges. There are also limitations on the evaluations we are able to do in schools and with young people.

I would like to see more formal evaluation from someone on the outside.

Need more robust program evaluation

Our organization is growing and is in need of direction during this growth.

Program evaluation needs more attention

programming began in 2019

There is always room for improvement. We are struggling in the terms of organizational capacity. We went from a staff of seven full-time employees down to 3. While our programs have the structure and systems in place to ensure high-quality work, we take the time to reevaluate and improve as much as we would like.

We currently evaluate all programs but feel that it is inefficient and could use updating. We also feel we haven't kept enough records in the past, so some of the evaluation is thus rendered useless. In addition, we would like to implement process evaluation methods.

I think it could be done a little better, always focusing on the patient 's well-being.

We are about to launch leadership teams, but they have not been activated yet.

We do not have the time, money or understanding to better evaluate our programs in order to provide quality services.

I believe there is always more we can learn, and we need more agility to adjust evaluation

We can always do better. We are in startup, so things are evolving and it's a mess.

We would like to have more resources in this area. We feel like we can become a research site in the area of natural healing.

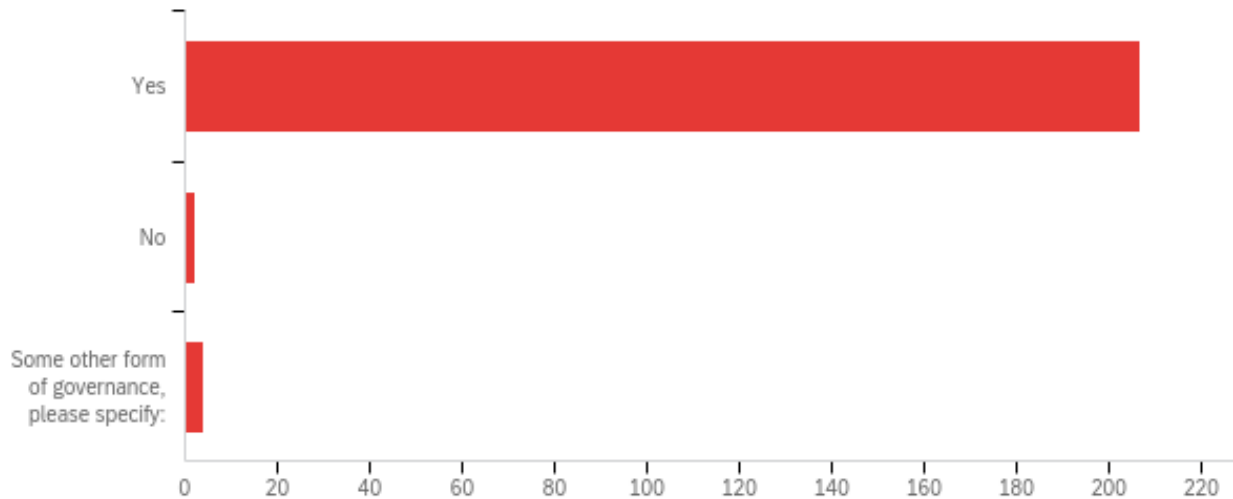
Seems we could learn more about the impact of our scholarship program or community convening.

I am new to the organization and I know that there is room for improvement - we need to do a strategic plan and some board development work as well as realigning our staff and their roles and responsibilities - everything takes time and adjustment to a new director

Human Resources

Board

Q21 - D Q1. Does your organization currently have its own BOARD OF DIRECTORS (governing board, board of trustees, branch council, etc.)?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	D Q1. Does your organization currently have its own BOARD OF DIRECTORS (governing board, board of trustees, branch council, etc.)? - Selected Choice	1.00	3.00	1.05	0.29	0.08	213

#	Answer	%	Count
1	Yes	97.18%	207
2	No	0.94%	2
3	Some other form of governance, please specify:	1.88%	4
	Total	100%	213

Q22_3_TEXT - Some other form of governance, please specify:

The non-profit arm (private funding) has a board of directors. We also have an advisory board for the program pieces.

We have a local advisory board primarily responsible for fundraising with no governance functions

Advisory committee

Q22 - D Q1A. How many board members does your organization currently have? Do you have any open board positions not currently filled? If so, how many?

Q23_1_1 - Number of board members (write 0 if none) - No Name

- **207 total responses**
- **14 average**

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7

Understanding & Supporting Milwaukee Nonprofits – Data

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Q23_2_1 - Number of vacant positions (write 0 if none) - No Name

- **207 total responses**

- **1.86 average**

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Understanding & Supporting Milwaukee Nonprofits – Data

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Understanding & Supporting Milwaukee Nonprofits – Data

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Understanding & Supporting Milwaukee Nonprofits – Data

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Understanding & Supporting Milwaukee Nonprofits – Data

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Understanding & Supporting Milwaukee Nonprofits – Data

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Understanding & Supporting Milwaukee Nonprofits – Data

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We could add up to 6 more members.

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Understanding & Supporting Milwaukee Nonprofits – Data

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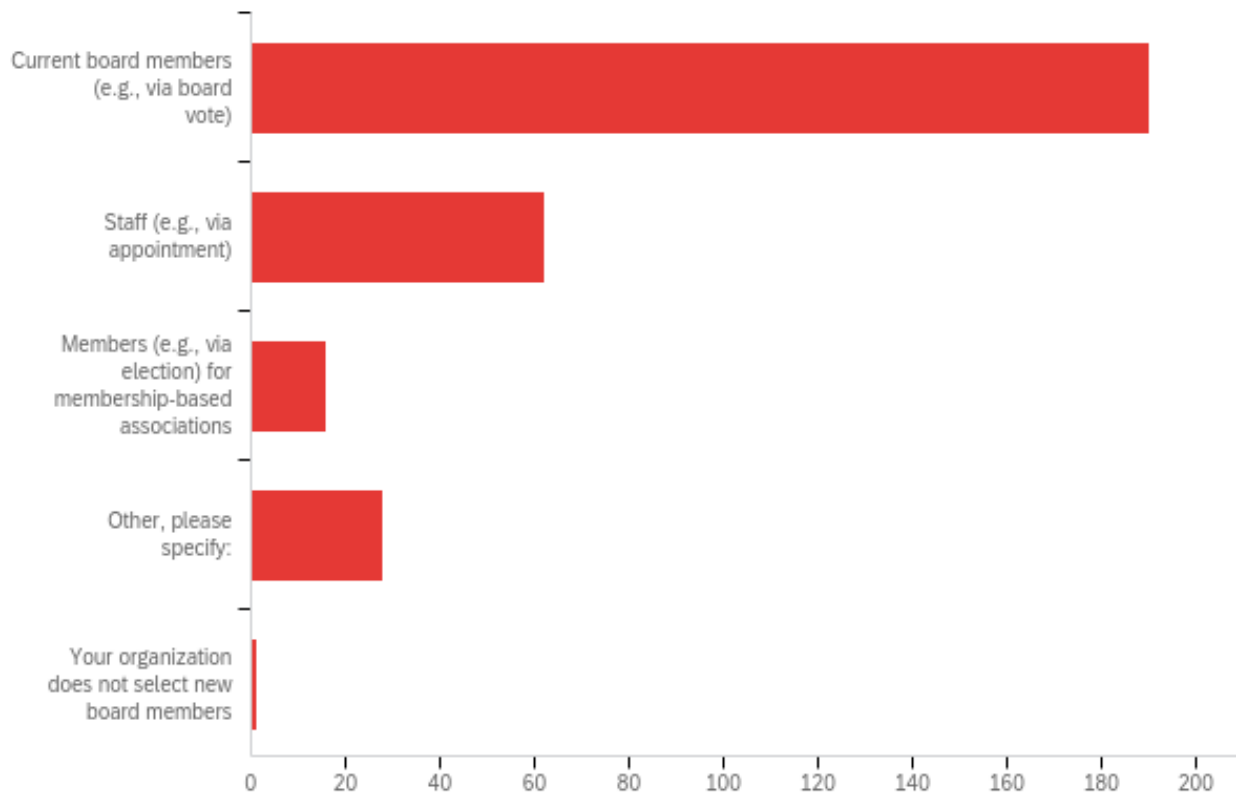
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Q23 - D Q1B. Who has primary responsibility for SELECTING new board members? (Check all that apply) – 207 responses total



#	Answer	%	Count
1	Current board members (e.g., via board vote)	63.97%	190
2	Staff (e.g., via appointment)	20.88%	62
3	Members (e.g., via election) for membership-based associations	5.39%	16
4	Other, please specify:	9.43%	28
5	Your organization does not select new board members	0.34%	1
	Total	100%	297

Q24_4_TEXT - Other, please specify:

Nominating Committee is chaired by immediate past Chair and contains board members and community members at large

Board chair

Executive Director

Nominations from nominations committee

recommended by board, voted on by members annually

Board members are typically identified by the Executive Director and board leadership (chair and executive committee), then vetted by the governance committee before being voted on by the full board.

constituent congregations

Executive Director

Chairman of the Board

Kiwanis and Rotary Clubs of Milwaukee have reps on the board and nominate from within the club membership

We use a Board Development Committee comprised of board members and community members

We are a local branch of an international church; board members are selected at a territory (multi-state) level

Executive Director

A formal process for selecting new board members has not been implemented.

Along with President & CEO

Parent Organization (Christian Life Resources)

new board members are selected by the executive director and rubber stamped by the current board.

Nominating board

nominating committee

CEO/President

CEO

Combination of staff and board members – Committee

Staff participates in process of recruiting but the decision rests with the Board

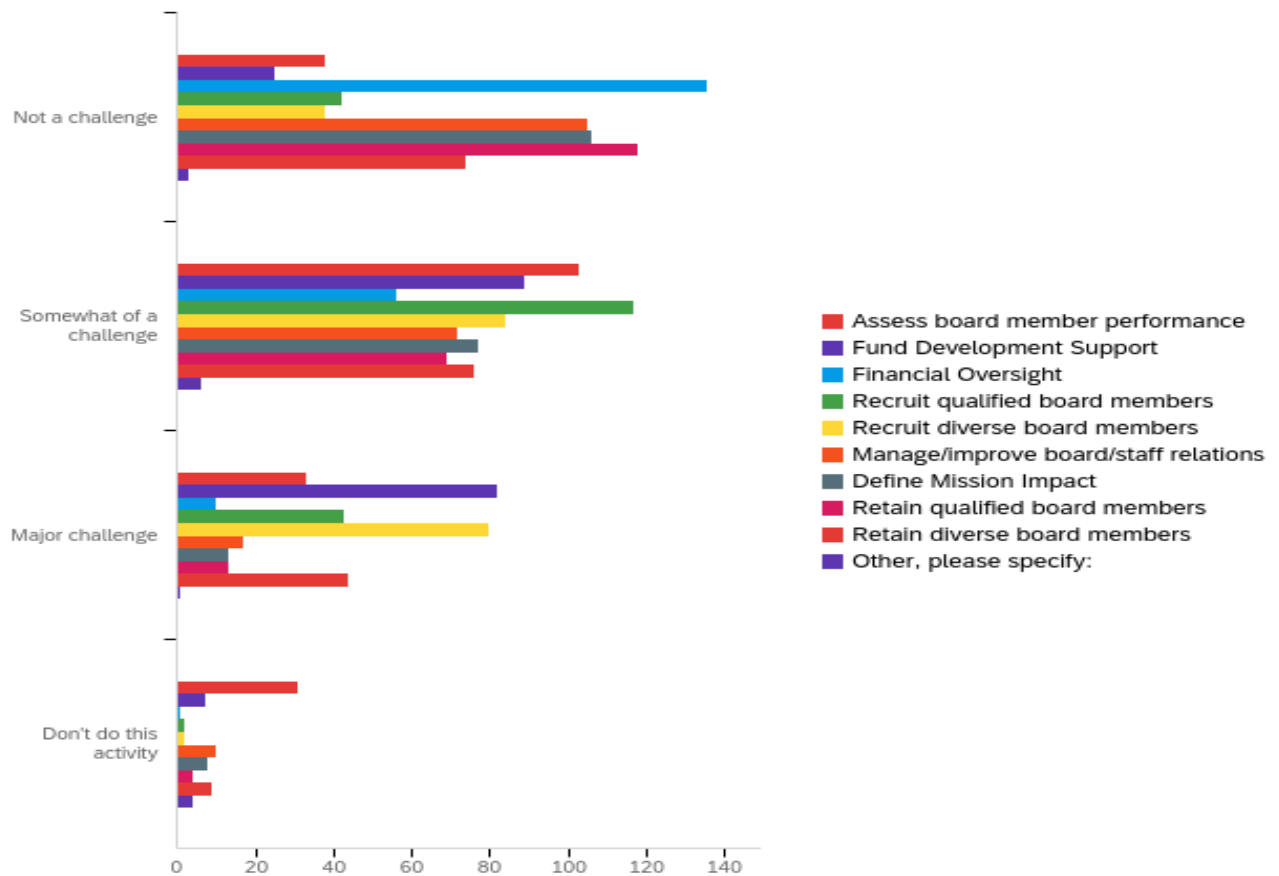
Specific organizations identified within our bylaws

Governance Committee

recommended by board, voted on by members

We have a Board Development Committee and some members are not Board Directors.

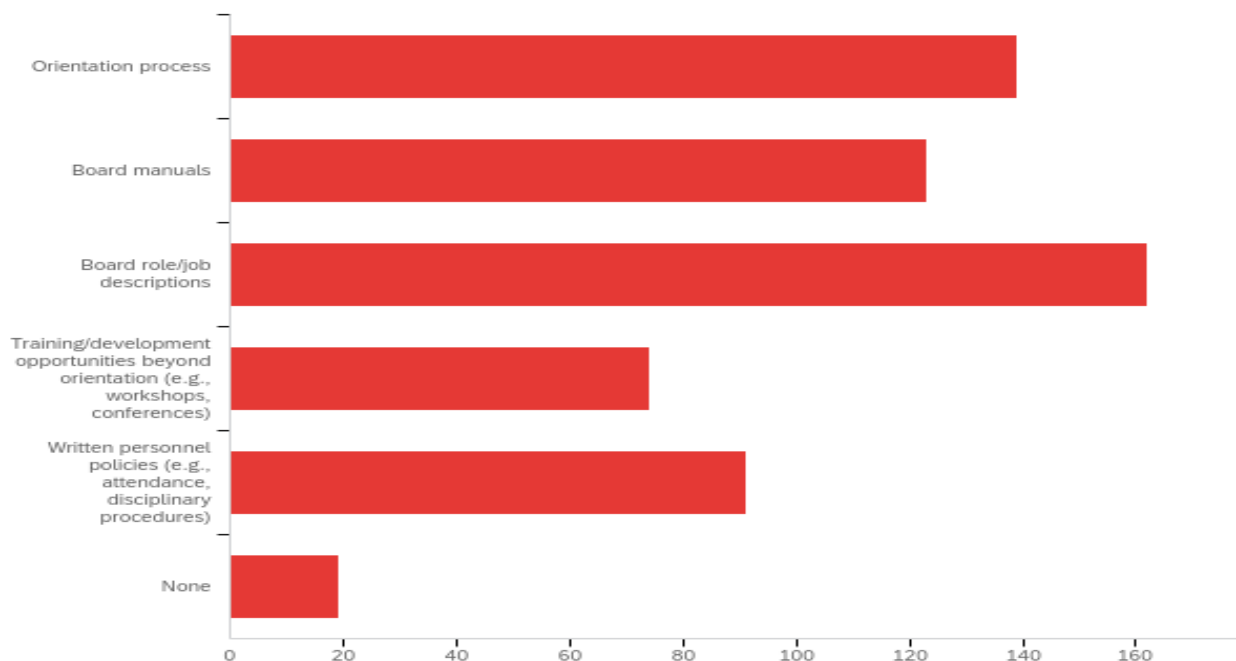
Q24 - D Q1C. How much of a challenge do the following BOARD ACTIVITIES AND RESPONSIBILITIES currently pose for your organization?



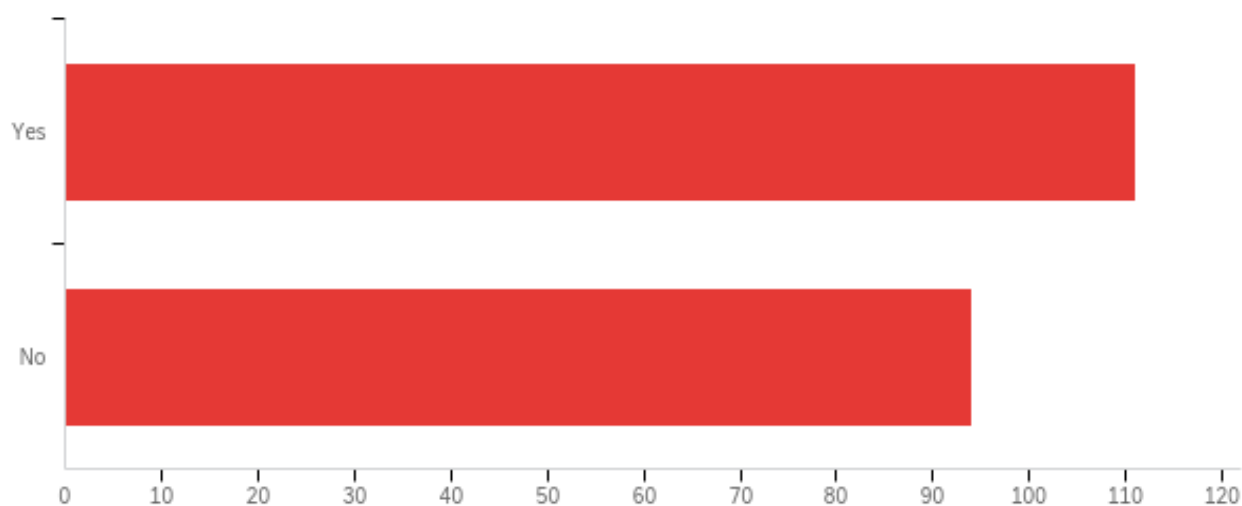
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Assess board member performance	1.00	5.00	3.09	1.22	1.50	205
2	Fund Development Support	1.00	5.00	3.23	0.99	0.98	203
3	Financial Oversight	1.00	5.00	1.72	1.05	1.11	203
4	Recruit qualified board members	1.00	5.00	2.82	1.02	1.04	204
5	Recruit diverse board members	1.00	5.00	3.04	1.08	1.17	204
6	Manage/improve board/staff relations	1.00	5.00	2.15	1.27	1.62	204
7	Define Mission Impact	1.00	5.00	2.10	1.22	1.49	204
8	Retain qualified board members	1.00	5.00	1.95	1.16	1.35	204
9	Retain diverse board members	1.00	5.00	2.58	1.29	1.67	203
10	Other, please specify:	1.00	5.00	3.21	1.42	2.03	14

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Assess board member performance	18.54%	38	50.24%	103	16.10%	33	15.12%	31	205
3	Fund Development Support	12.32%	25	43.84%	89	40.39%	82	3.45%	7	203
4	Financial Oversight	67.00%	136	27.59%	56	4.93%	10	0.49%	1	203
5	Recruit qualified board members	20.59%	42	57.35%	117	21.08%	43	0.98%	2	204
	Recruit diverse board members	18.63%	38	41.18%	84	39.22%	80	0.98%	2	204
	Manage/improve board/staff relations	51.47%	105	35.29%	72	8.33%	17	4.90%	10	204
	Define Mission Impact	51.96%	106	37.75%	77	6.37%	13	3.92%	8	204
	Retain qualified board members	57.84%	118	33.82%	69	6.37%	13	1.96%	4	204
	Retain diverse board members	36.45%	74	37.44%	76	21.67%	44	4.43%	9	203
	Other, please specify:	21.43%	3	42.86%	6	7.14%	1	28.57%	4	14

Q25 - D Q1D. Does your organization provide any of the following for your board members?
(Check all that apply) – 205 responses total



#	Answer	%	Count
1	Orientation process	22.86%	139
2	Board manuals	20.23%	123
3	Board role/job descriptions	26.64%	162
4	Training/development opportunities beyond orientation (e.g., workshops, conferences)	12.17%	74
5	Written personnel policies (e.g., attendance, disciplinary procedures)	14.97%	91
6	None	3.13%	19
	Total	100%	608

Q26 - D Q2. Does your board reflect the characteristics of the population you serve?


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	D Q2. Does your board reflect the characteristics of the population you serve?	4.00	5.00	4.46	0.50	0.25	205

#	Answer	%	Count
4	Yes	54.15%	111
5	No	45.85%	94
	Total	100%	205

Q27 - D Q2A. Please explain your response.

We have few minority board members but serve primarily black and Hispanic students

we have no homeless or veteran or mentally ill board members

Family Foundation Board comprised of family members

We have significantly struggled recruiting African American Board members, which is a real problem since 85% of our clients are African American. Currently one individual on the Board is African American; however, she almost never attends meetings or participates. Ideally, we'd like an attorney and educator who are African American to sit on the Board.

We have a primarily white, male Board and our clients are a much more diverse group.

Our Board needs to be more diverse. I'm working on it from my role as E.D.

Our board is made up of highly influential community leaders who possess a high net worth. Our AmeriCorps members serve students in Milwaukee's most systemically under-resourced schools

Our Board of Directors is not as diverse as our student body.

It reflects our disease population but not race

Our board members all live in the United States. The people we serve all live in Uganda.

We serve society as a whole with a focus on lower income and minority populations while our board is 70% white and 90% male.

Less diverse

We only have one Board Member that reflects the population that we serve

As of a couple of weeks ago, 50% of our board members identify as a race other than white. However, 89% of Milwaukee students identify as a race other than white. We are proud of the progress we've made toward diversifying our board, but it would be inaccurate to say our board reflects those we seek to benefit.

Most board directors are corporate representatives who do not live in our service area and/or have not experienced living in poverty. Two board positions are designated for parents of children enrolled at our organization.

Racially, the board does not reflect the diversity present among our families.

Board members are mostly high income, professional workers/business owners while neighborhood surrounding organization is blue collar and low income.

Our board is 18% people of color. We serve a higher percentage of youth of color and are neighborhood is a higher percentage people of color.

we do not have gender parity and we have no ethnic diversity currently. We serve all types of families in our mission

Our board is largely comprised of corporate C-suite partners, but we serve at risk communities.

In some ways, the board does reflect the MKE River Basin, but we are working on diversifying not only gender, ethnicity and age, but also geographic location and skill sets.

The group needs become more diverse

The neighborhood where we work is 70% Latino/a; the board is slightly under 50% Latino/a; the majority of the board is non-Latino/a (56%). Economically, perhaps one board director is low- or moderate-income (42% of the neighborhood households are at or below the poverty level).

we are not as diverse as we would like to be

limiting condition - the clubs aren't very diverse so recruitment from within their membership doesn't always lead to the diversity objectives we strive to reach

As a mental health organization, more than half of my board either self-identify as having lived experience with mental illness. But the board's racial and ethnic make-up does not reflect the community we serve.

We serve a very diverse audience; our board is less diverse.

Board does not reflect the diversity of the communities and audiences served

The board is located in the Chicago area and consists of nine white people. Our clients in Milwaukee are as diverse as our city. We utilize a local advisory board, which does not overlap with territorial board responsibilities.

the neighborhoods where we work are majority latinx, majority working class. Our board is approximately 50% latinx (majority BIPOC) but, while we do not collect income information, I imagine is made up of more higher-earning professionals than the average person who we serve. About 50% of our board lives in the community we serve.

We are doing much better with representation of African American and 1 Latino. We also serve Hmong/Asian families

In addition to having both a vision and hearing loss, characteristics of the population served are people of color and low income. The Center has one board member with the dual sensory loss. No board member is of color. One board member could potentially be low income. For this reason, a consumer advisory board was created to advise on services and service delivery.

We need more minority board members

None of the Board Directors utilize the meal program or food pantry services we support with our grants

We have representation from the many demographics that we serve, but it's not proportional to the neighborhoods we are in. I'd call it continual progress but not perfection

My interest is bringing experience and resources to the agency leadership

our board is not as diverse as our population served

Board members are not homeless, have stable home, financial and work situations.

Board diversity does not mirror the community served by organization

We serve primarily individuals from generational poverty and African Americans. We do not have any generationally poor individuals or African Americans on our board.

It did prior to our recent program acquisition. Now we need to greatly improve our diversity.

We are less black than the schools we serve

87% of the children we serve are children of color. Our board composition is 15-30% people of color.

While 10% of our board is non-white, 75%+ of our clients are non-white

None of our board members would qualify as low-income and do not represent the diversity of our clients

We serve low-income clients; all of our board members have more financial resources than our clients. About 70-75% of our clients are female, while less than half of our board is female. Our board is also whiter than our general client population, with only four non-white members serving on our board.

We are looking for a more diverse board, but it is challenging

We serve those spiritually struggling and are board are spiritually mature

It has always been a challenge to have enough minority board members on our board

Our board is not as diverse, ethnically or economically, as the population we serve.

the community we serve is 92% African American and the Board composition is generally in the 50% range

We serve older adults. My board members are younger than those we serve. We serve a more racially diverse population than our board represents.

40% of service recipients are African American. We have only one African American board member.

The population that we serve is low income elderly, and we do not have any low-income elderly board members.

This is a difficult question because I am not sure what you mean by "characteristics". Our board does not reflect our attendees in racial makeup or economic makeup or geographic makeup. But I think a lot of people want to be nonviolent and that is a characteristic I believe we all share-board and attendees.

We serve a predominately African American population and our Board is predominately White.

We have a need more a more diverse board

We serve low income residents who live in the city of Milwaukee. Most our Board comes from outside the city and are upper income. We serve various races/ethnic groups, but our Board is mostly made up of Caucasians.

This is something that we are currently working to improve. It isn't completely a no, but the answer isn't completely a yes either, so I selected no

While the Board is diverse it has a smaller African American and Hispanic representation than the population we serve.

We are currently attempting to expand our board and are actively seeking broader diversity in the process to better reflect the programming delivered

Our board is demographically diverse, but we primarily serve communities of color.

My board consists of clergy and a few lay members from 7 churches, they are not low income.

All older white males with one young white male, female Board member left due to lack of diversity

I reflect with staff and board president, but I feel we are always trying something new.

need more diversity in make-up of board

We have men on our Board, but we only serve women. Our Board is also not reflective of the racial/ethnic make-up of our client population.

We serve a client/consumer/member/participant/resident mix that reflects our community. Our board does not necessarily reflect this diversity.

lack of age and race diversity

34% of the population we serve is black/African American and only 20% of our Board is African American. 5% of the population we serve is Latino and we have no Latino Board Members.

We serve low-income food-insecure people and our board is not representative of that population.

Multiple board members are family members of our founder. One board member is an alum of our program.

Our board is primarily Caucasian and we serve child of wider diversity.

We represent the state but live primarily in the Madison area or the Eastside of Milwaukee.

The population we serve is predominantly young black males and females. Our board is comprised of 3 black males and the remaining are white male and females.

We serve mostly African American students and the board is all white.

We are being intentional about seeking more ethnic diversity on our Board but find it challenging to align diversity with other current talent needs.

We are not as diverse on the board as the school's population -- even though the board has improved in this area. It is committed to continuing to make the board's membership reflect the diversity of our student body.

Does not reflect the racial, economic, or age diversity of our participants

Our board consists of all white males. The schools are largely minority students.

Currently our organization has had challenges recruiting qualified board members from the black community

We serve at risk children, adolescents, and young adults. Our BOD are professional adults with several years of experience in their professions.

no African American representation

We serve a board diverse population and our small board does not adequately reflect the population we serve. However, it is not the responsibility of the board to represent the population we serve it is their job to maintain financial oversight and accountability.

We are in the process right now of ensuring that our board represents the population we serve. In the past year we relocated our office and began moving our mission more to a community-based organization and thus our population has changed. When we were majorly focused on the whole city of Milwaukee, we had a good representation. But now that the majority of our programs focus on one community, we are actively recruiting new board members and have already voted in 2. We hope for 2 more.

We could use more diversity on the board and staff, but we are aware of it and work hard to get to a good balance.

We primarily serve African American youth from Milwaukee. Our board is older, Caucasian and from the suburbs.

Those we serve are currently behind bars in prison. We have had several board members with this past experience, but we do not currently have any on the board.

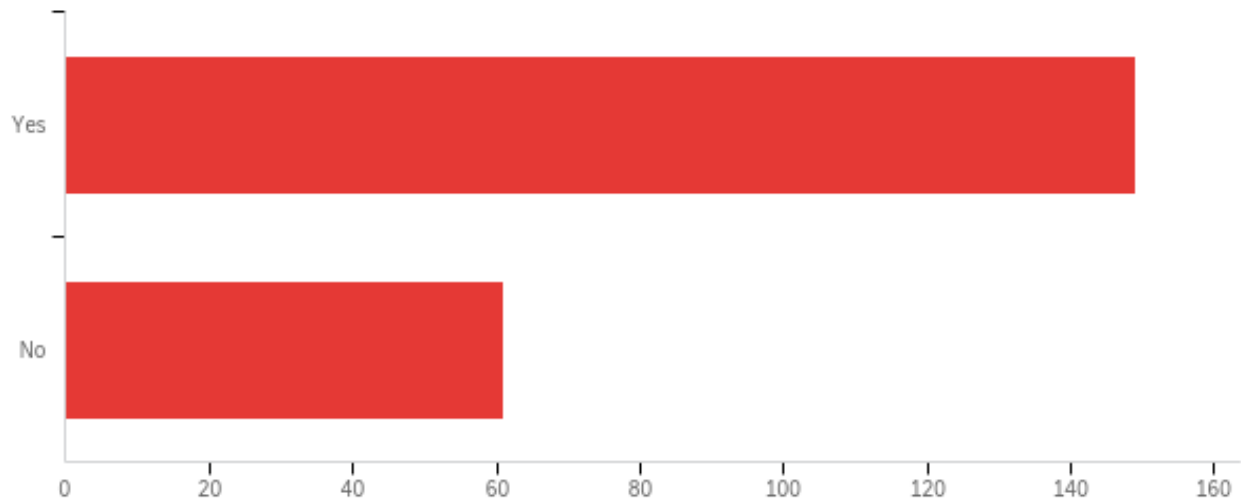
This is actually a yes and no answer. We serve primarily foster and adoptive families. A big portion of the board are also families touched by our mission. However, the children who are impacted by foster care and adoption are more often children of color and the board is predominately white.

60% of participants are students of color; 20% of board members are people of color; 50% of participants are economically disadvantaged and 0 directors are economically disadvantaged

We primarily have business leaders and community connectors for fund development. Our board is 12% diverse and population served is 86% diverse.

Our board is not as diverse as it needs to be, we are working on diversifying -

Q28 - D Q3. Does your staff reflect the characteristics of the population you serve?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	D Q3. Does your staff reflect the characteristics of the population you serve?	1.00	2.00	1.29	0.45	0.21	210

#	Answer	%	Count
1	Yes	70.95%	149
2	No	29.05%	61
	Total	100%	210

Q29 - D Q3A. Please explain your response.

Searching for more diverse candidates (black and Hispanic)

we have disparately white staff in higher paid positions, and disparately black and brown staff in lower paid positions

85% of our clients are African American and 5% are Multi Racial. Of a staff of ten, 5 are White, 2 are Hispanic/Latino, and 3 are African American. Both of our educators are white.

Racially we are homogeneous, but in age, sexual orientation, politics and religion, we are diverse.

very small staff; recognize this is an area we want to address as we grow.

Racially

We do not have a staff.

Our staff is 100% female and white

Less diverse

Similarly, we are striving toward an initial goal of 50% staff members of color. Including a new hire who will start in a few weeks, 40% of our staff identify as a race other than white. Again: We're proud (but not satisfied) with our progress, but even when we achieve our initial goal of 50%, we won't yet be reflective of the students we seek to benefit.

Racially, the faculty and staff do not reflect the diversity present among our families.

Population, a disability population, one out of 10 people have the disability served, but volunteer and board representation of the disability.

Higher family income and education than neighborhood residents

We are getting there but not there yet.

Very little gender diversity and no ethnic diversity

We are reflective regarding staff who have vision loss, we are not reflective in the area of cultural diversity

The city of Milwaukee is largely people of color (~55% communities of color) but my organization is 90% white, 5% black 3% other 2% Hispanic

In some ways, the staff does; mostly female; mostly young; some minorities. but we could do much better.

we are not as diverse as we should be

Our families are fairly diverse, and our faculty is becoming more diverse but could be better.

Small staff 1.5 fte. Hard to get diversity.

Staff does not fully reflect the diversity of the communities and audiences served

We don't have staff yet. We have volunteers that are board members.

There is one staff person who is hard of hearing and wears hearing aids. The Center does not have a staff member that is deaf-blind.

Our board directors are all financially stable and not in need of assistance with food needs

we serve large number of people with behavioral health concerns and our board does not reflect that.

Same as with the board. We have good representation from the different demographics we serve, but not proportional to the neighborhoods

We serve a diverse group ranging in issues from poverty to mental health. Obviously, we need people that can help solve those problems.

All of our staff come from safe family homes in middle class.

We serve primarily youth and we have older staff members

We cover the Central City, but the majority of the staff is white.

We have no staff. Friends of Cooper Park is strictly a volunteer organization.

While we have about half of the staff members who are people of color, all of us are in a different economic class and education level than those we serve.

Our clients are more ethnically and racially diverse than our staff--only two of our staff members have non-white heritage.

75% of the populations we serve are either Hispanic or African American while only 30% of our staff represent those populations

Lucyfyiitditd

It has been a challenge to recruit neighborhood residents to join our board. Being on a non-profit board is a luxury which many low-income residents don't have.

It has been hard for us to pursue and achieve diversity.

we have no African American staff members

We have three full-time equivalent staff, all of whom are white, middle-class, women. We have had staff who are of color, but have trouble attracting staff of color; I imagine this is for a couple of reasons - primarily, because we can't offer competitive salaries or benefits; secondarily, we might be getting the word out to networks that are used by people of color.

Our foundation does not have a staff. All work is completed at the board level.

While we have some diversity in our staff, it does not reflect the same demographics of the people we serve. We also have staff that have similar financial profiles of the people we serve but it is not the majority.

staff lacks diversity

Only 2 staff members, neither are low income. Demographics do match up with clients mostly

Our staff does not consist of low-income individuals nor people who primarily reside in low-income communities

Our staff did not grow up in the City of Milwaukee. One staff member is an alum of our program.

We do not have paid staff.

Our employed staff are predominantly white females; however, the majority of the contracted artists are black males and females.

Ninety percent of our students are African American, and the staff is all white.

We are being intentional about seeking more ethnic diversity on our Staff but find it challenging to align diversity with other current talent needs.

Hiring multi-ethnic staff has been a challenge

Primarily white teachers and staff with a diverse student population.

From the perspective of brokenness (we provide services for people who acknowledge brokenness) the answer is yes, but from a racial-ethnic make-up our staff is not representative of our membership our larger contract staff does reflect the population served; our small administrative staff is 90% white female

Same response as last question. We have just filled our most recent role with someone from the new focused community we serve and are in the process of developing a new role that we also intend to fill this way.

We are much closer to having staff reflect the characteristics of the clinic than the Board.

Staff with this past experience would not be allowed to teach full time behind bars.

25% of staff are individuals of color; 60% of participants are individuals of color

Staff is 36% diverse and population served is 86% diverse

Volunteer

Q30 - D Q4. During the last 12 months, about how many people (if any) did VOLUNTEER work for your organization? (For the purposes of this survey, a volunteer is defined as any individual who works for your organization without receiving pay. Please do not include board members.)

- **204 total responses**

Volunteers

88,962

438

Hours

1,405,966

6,926

total

average

Number of volunteers (write 0 if none)	Total volunteer hours
10	200
1200	3600
0	0
25	2 - 40 hours
0	0
1	1
10	200
20	100
400	? a lot
75	300
250	65000
20	1400
50	600
600	5000
50 plus	Unknown
40	560
12	500
75	750
10	25
260	3,770
5	15
100	1000

Understanding & Supporting Milwaukee Nonprofits – Data

75	375
0	0
150	1000
1500	18000
100	countless (minimum of 3 for every performance/event we do)
15	500
10	5200
100	1000
15	830
70	8,000
5	100
8335	40000
45	750
10	80
500	80,000
550	38654
165	4100
1000	43000
500	10000
500	5000
20	80
100	800
100	400
1	1
40	350
35	700
1100	3300
200	2,000

Understanding & Supporting Milwaukee Nonprofits – Data

15	3,600
0	0
50	n/a
3	1200
80	1500
5	25
200	23,000
10	800
5000	50,000
430	20000
10	1,000
150	6000
40	100
0	0
40	200
75	450
25	125
25	200
40	270
6	104
66	708
0	0
441	13105
75	2000
35	7500
55	n/a
300	1800
20	500

Understanding & Supporting Milwaukee Nonprofits – Data

300	18000
8	1000
20	400
3658	22462
5	20
20	Varies
6	20
18	165
200	600
100+	400+
2000	3016
28	100
403	20000
2500	60000
13	26
5	46
0	0
25	500
1,400	111,000
6	720
25	2000
50	300
2,700	Unsure
416	11,800
300	7607
429	1193
N/A	N/A
25	150

Understanding & Supporting Milwaukee Nonprofits – Data

9	30
75	6000
270	10205
0	0
50	12,000
20	80
4	130
128	1760
5	100
2700	89000
200	2,500
75	400
300	1500
3	50
15	60
380	50000
8	Many
none	0
116	n/a
37	550
2	60
10	300
0	0
50	250
60	600
150	500
75	3,000
400	1,000+

Understanding & Supporting Milwaukee Nonprofits – Data

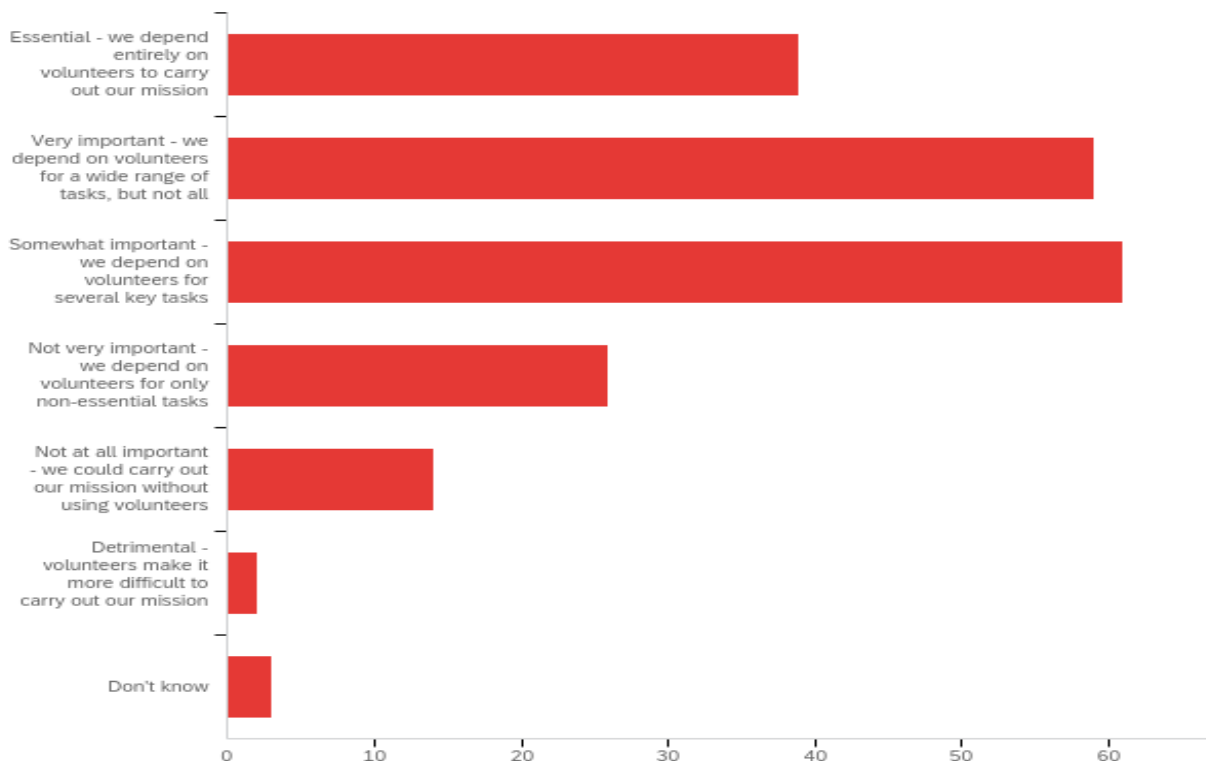
300+	27,000
2800	75,000
505	25503
350	Est 700
30	60
50	500
0	0
1022	22847
10	?
375	8500
30	3600
40	10
0	0
500+	15,000
100	250
100	600
est. 600	est. 2,100
125	1,500
10	4 hour a month
200	1300
300	12000
75	4000
50	1000
23650	77463
0	0
168	924
30	100
0	0

Understanding & Supporting Milwaukee Nonprofits – Data

0	0
20	40
50	1000
3400	20000
1,600	3,500
250	3700
20	50
100	10,000
50	1500
5	100
70	500
150+	2000+
20	100
12	80
50	200
70	600
15-20	Unsure
175	2500
4	100
1000	4000
125	500
25	1500
48	650
3	200
600	1500
120	18,000
75	1600
415	19450

150	25,000
25	3000
12	40
300	40,000
0	0
400	1,000
94	125
8	500
100+	25,551
1000+	3400+
20	75
1500	10,000
4	100

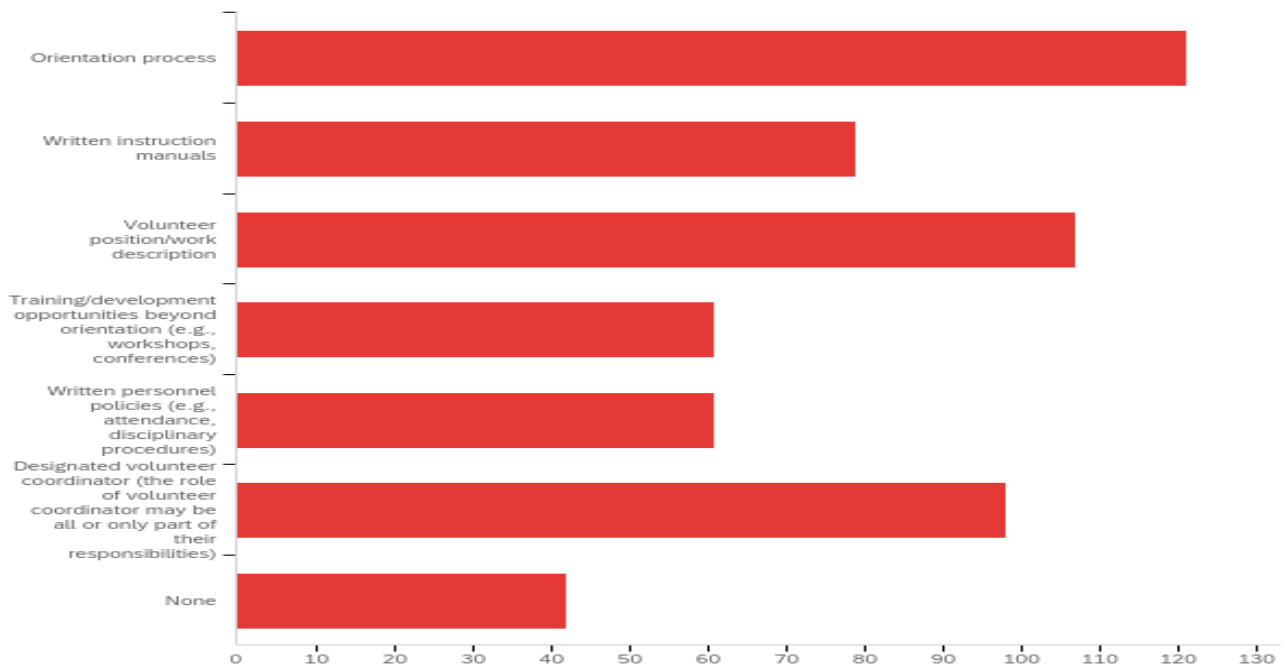
Q31 - D Q4A. How IMPORTANT are volunteers to the work of your organization? (Please do not include board members)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	D Q4A. How IMPORTANT are volunteers to the work of your organization? (Please do not include board members)	1.00	7.00	2.68	1.28	1.64	204

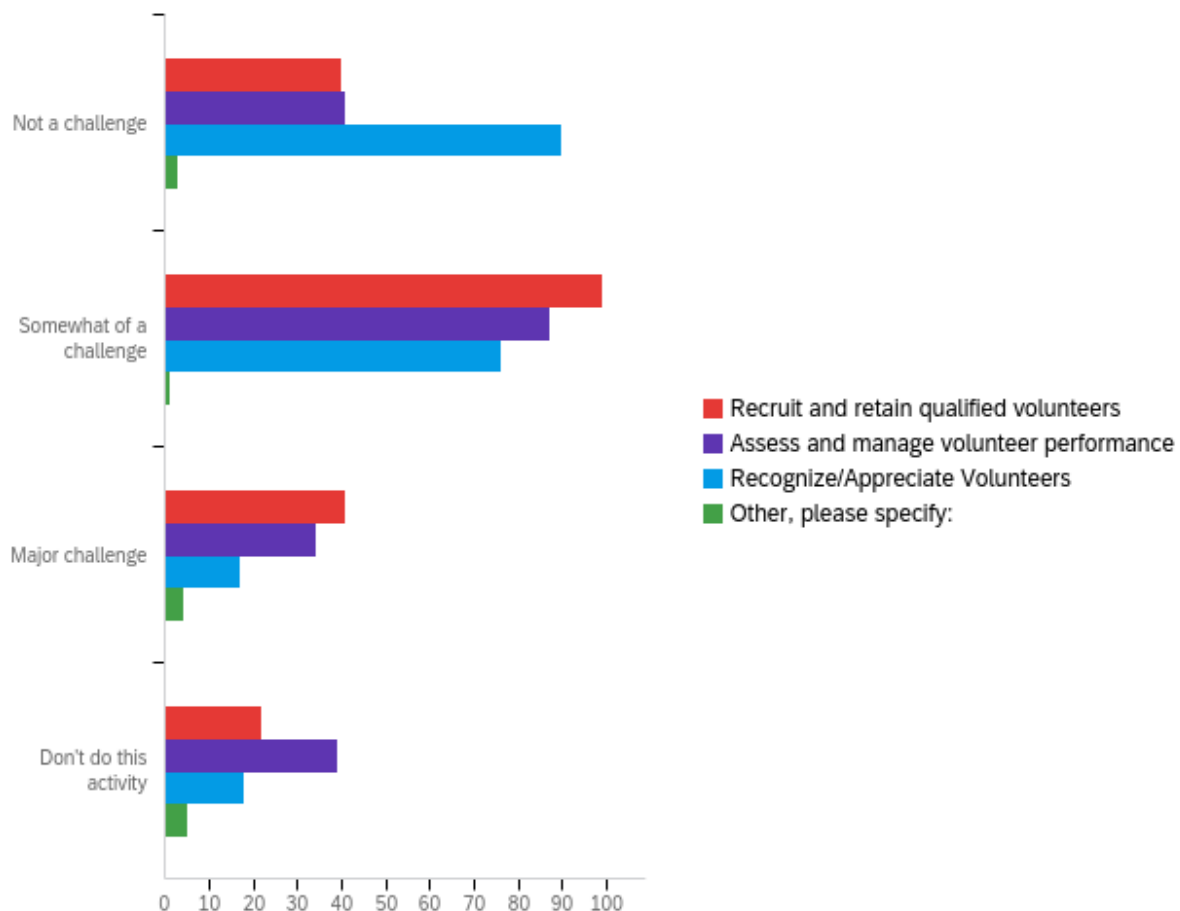
#	Answer	%	Count
1	Essential - we depend entirely on volunteers to carry out our mission	19.12%	39
2	Very important - we depend on volunteers for a wide range of tasks, but not all	28.92%	59
3	Somewhat important - we depend on volunteers for several key tasks	29.90%	61
4	Not very important - we depend on volunteers for only non-essential tasks	12.75%	26
5	Not at all important - we could carry out our mission without using volunteers	6.86%	14
7	Detrimental - volunteers make it more difficult to carry out our mission	0.98%	2
6	Don't know	1.47%	3
	Total	100%	204

Q32 - D Q4B. Does your organization provide any of the following for your volunteers? (Check all that apply) – 204 total responses



#	Answer	%	Count
1	Orientation process	21.27%	121
2	Written instruction manuals	13.88%	79
3	Volunteer position/work description	18.80%	107
4	Training/development opportunities beyond orientation (e.g., workshops, conferences)	10.72%	61
5	Written personnel policies (e.g., attendance, disciplinary procedures)	10.72%	61
7	Designated volunteer coordinator (the role of volunteer coordinator may be all or only part of their responsibilities)	17.22%	98
6	None	7.38%	42
	Total	100%	569

Q33 - D Q4C. How much of a challenge do the following VOLUNTEER MANAGEMENT activities currently pose for your organization?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recruit and retain qualified volunteers	1.00	5.00	3.02	1.20	1.43	202
2	Assess and manage volunteer performance	1.00	5.00	3.15	1.32	1.74	201
3	Recognize/Appreciate Volunteers	1.00	5.00	2.37	1.35	1.83	201
4	Other, please specify:	1.00	5.00	3.62	1.55	2.39	13

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Recruit and retain qualified volunteers	19.80%	40	49.01%	99	20.30%	41	10.89%	22	202
3	Assess and manage volunteer performance	20.40%	41	43.28%	87	16.92%	34	19.40%	39	201
4	Recognize/Appreciate Volunteers	44.78%	90	37.81%	76	8.46%	17	8.96%	18	201
5	Other, please specify:	23.08%	3	7.69%	1	30.77%	4	38.46%	5	13

Q34 - D Q5. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of VOLUNTEER MANAGEMENT, what specific resources did you use? (If not applicable, enter n/a)

volunteer center

Nonprofit center- SEI

Kohl's Employee volunteer program

United Way

We have utilized the many, many resources of the Volunteer Center of the Nonprofit Center, this was truly a great loss to the community. That the community didn't support this center any longer is poorly thought out and misguided. We also hired the volunteer coordinator 3 times as a contractor in the 13 years in my time as Executive Director in order to develop tighter policies and development recruitment and retention strategies.

Connect book by Nelson Searcy

fundraising consultant to articulate and assist in managing campaign volunteers

SEI certification through Vol Center

Service Enterprise Initiative

We hire AmeriCorps Volunteers through the Marshfield clinic who are focused on volunteer coordination. this has been invaluable.

I asked my AFP board members for help

previous training from Nonprofit Center of Milwaukee when it was open

Referrals

We use United Way volunteers as well as Kohl's Cares

Recently hired a new coordinator; unsure if she will use resources or TA from outside the org.

United Way, Johnson Controls, Milipore Sigma, Kapur & Associates, Rockwell Automation, US Bank, PNC Bank

Directed grants, but not much

used nonprofit center of MKE in past

Big Brothers Big Sisters of America evidence-based volunteer service delivery model

We used resources provided by the staff at Milwaukee County Parks to make some physical changes to the park.

We have two AmeriCorps Volunteer Managers

Relationships with local universities, law firms, and legal organizations to help recruit different types of volunteers

volunteer software assessment

Points of Light training from Nonprofit Center of Milwaukee

Corporate partnerships, United Way referrals

United Way, Milwaukee Jewish Federation agencies

We have had good luck attracting volunteers through postings on VolunteerMatch. Groups such as YNPN and Hispanic Professionals of Greater Milwaukee have been valuable in recruiting board members through their "speed dating" events to connect interested young professionals with nonprofits.

We did use a group of IT students from UWM to design our website as part of a for credit class they participated in... the group was assigned to us and did a very good job.

United Way's Volunteer Center

Habitat for Humanity International and other national affiliates

Collaborate with other agencies to recruit volunteers

Amalia Schoone for Strategic Planning

college students and church members are volunteer resources for programming

We depend on corporate volunteer groups and individual volunteers for many activities.

nonprofit center training

We are a certified Service Enterprise via the former nonprofit center

Points of Light - Service Enterprise certified

Training for recruiting and retention of volunteers

We post on several volunteer recruitment websites, including Jobs that Help, United Way, through UWM. We've attended volunteer meet-up events in the past but with little success. Area high schools/colleges send us volunteers, but these are the least reliable in terms of volunteer engagement. Our best volunteers are people with connections to the disabilities community.

Volgistics - online registration and assignment database.

We purchased InitLive, a volunteer management software.

Tutoring, college admissions, facility work, kitchen help

Just hired an AmeriCorps Volunteer Coordinator.

SignUp Genius

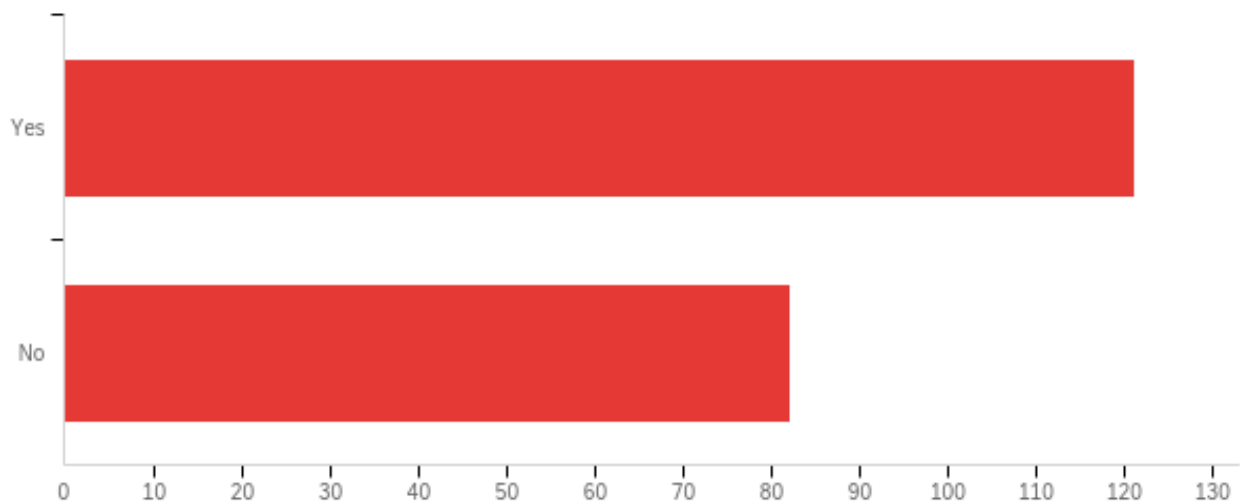
volgistics software

The non-profit volunteer center

The Volunteer Center at United way

United Way, various business partners

Q35 - D Q6. Are you satisfied with your organization's status in the area of VOLUNTEER MANAGEMENT?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	D Q6. Are you satisfied with your organization's status in the area of VOLUNTEER MANAGEMENT?	1.00	2.00	1.40	0.49	0.24	203

#	Answer	%	Count
1	Yes	59.61%	121
2	No	40.39%	82
	Total	100%	203

Q36 - D Q6A. Please explain your response.

it's time consuming and difficult for one person

Would like to increase the number of volunteers we engage with; however, we currently are constrained by facilities and staff capacity.

We recruit volunteers for events but not much beyond that. Committees have been challenging.

We've got great volunteers, but we need a better organizational approach to orienting them, making them feel appreciated, retaining them, etc.

We have a real problem recruiting volunteers, and then having them dependable.

Based on the number of volunteers we use per month, we need a volunteer coordinator and/or task associated with volunteer retention, recruitment, and recognition.

We are at a stage where we need to formalize more of our volunteer management processes.

No volunteer coordinator

We would like to have a group of reliable, competent volunteers to call on as needed.

CA would benefit from a more robust volunteer program.

We need to develop a cadre of volunteers, but no one has time to do so

Would like to have more resources to manage volunteers

Need to recruit more reliable skilled volunteers

Simply due to recent staff transition, our volunteers have had to undergo many changes in policies/procedures that perhaps hasn't been communicated to them as well as it could have to make them feel a part of the process rather than that it's just being put on them.

We now have more volunteer opportunities, but do not have the staff capacity to build a sustainable volunteer program.

We need to further engage our volunteers

We need a volunteer coordinator to schedule volunteers and assign tasks. Currently volunteers often ignore important tasks and perform duties that could be left for later.

We often have people willing to serve but struggle to get them in a role that fits their abilities

Confusion regarding membership and volunteers, challenge with recruitment and trying to make changes in alignment with the current state of the organization

We need more POCs as volunteer engagement staff

We need to find ways to engage people who want to make a meaningful difference in the lives of others

We are developing an orientation and accountability process for the volunteer workgroup members.

We should have a more responsive or even proactive system for managing volunteer work at our organization. We are far too reactive.

we are a bit all over the place;

Need more volunteer management resources

Our mission is very specific, and people want to volunteer, but we don't have traditional volunteer jobs they are looking for.

We believe we can better utilize volunteers but it's difficult to scale that up and do the organization's work as all volunteers. Plus, volunteers can have specific needs like school requirements or licensed social worker supervision requirements that we can't provide.

Shorthanded.

There is no volunteer program.

We would like to have more volunteers representing area corporations as well as more volunteer roles.

We could always do more to recruit and retain more volunteers as part of our programs

I think we need to do more for our volunteers, so they feel better about their work and to help get more volunteers to feel more committed and not cancel last minute.

we have a lot of potential in this area. on another note, since our work is about improving conditions in the community, there is also a gray area if someone is volunteering when they show up to a community improvement initiative, or if they're just being a good neighbor.

Would like more high-level qualified volunteers

Need more volunteers, better retention and appreciation

We do not have a volunteer program. They typically do things like painting, toy cleaning, event volunteering, and small projects

The Center is getting to a point that fundraising events are needed. For this to happen, the Center needs a large group of committed volunteers.

I would like to see better management of available projects; program needs in advance and ways to keep volunteers connected. Additionally, tracking volunteers' hours

need resources to support this function.

We need more volunteers.

Our one staff person and one (extremely limited part-time) volunteer manager coordinate our volunteers for concerts, however there are many operational tasks which could be filled with volunteer hours. We do not have a management system for our volunteers and are not recruiting additional volunteers in any targeted ways.

our volunteer management efforts are not well organized

Need additional staff resources to more fully utilize volunteers

We need someone who's SOLE responsibility is volunteers. We don't have the staff power and volunteers are difficult to retain.

We need more

Volunteers are used in mentor roles, but their responsibilities could be expanded. We currently use interns and staff for tasks that volunteers could do.

We could do a better job of recruiting volunteers

scheduling/staffing for particular needs

If we had resources to fully staff volunteer coordination, we could more effectively engage them

the management of our volunteer tutor program is excellent, but there is room to improve the recruitment and use of volunteers for the annual fundraiser event/

Need to evolve our assignments to allow for more one-time involvement rather than regularly scheduled roles. Also, we need to reach even more young volunteers to replace those who are very old.

We could really use more volunteer help; the biggest barrier seems to be finding volunteers who will take on projects and see them from beginning to end. We often have volunteers who want to get involved when they have just moved to town or are between jobs. Once they get settled or find a job, they are gone.

We have no tracking system of who volunteers and when. We also don't track when volunteers stop volunteering with us.

If we had a dedicated person to manage volunteers, it would help.

Need a documented and formalized system.

We have not found a good balance in volunteer use. It's difficult to give volunteers a one-time experience and few volunteers want to support our administrative tasks.

Would like to be able to recognize volunteers, offer closer supervision, have an orientation process and written procedures.

I need people to assist me with this responsibility

If training were offered on how to properly structure and engage volunteers in a non-profit organization, I would attend.

We seek to expand the role, volume and scope of volunteers in not only service, but operational areas.

We need more dedicated resources to help manage the volunteer program

not having the capacity to manage, train, recruit, and evaluate our volunteers

lack of staff time and no assistance at committees level in the organization

We have over 300 volunteers but do not have the funds to hire a volunteer coordinator

We need more volunteer assistance.

We have people who come to us and ask how they can help, but we do not engage them sufficiently.

Need improvement with recruitment and retention.

We don't do a good job recruiting and using volunteers.

There is currently no designated staff person to manage volunteers. It is done by individual managers within the organization and does not have a formalized process.

We need to utilize more volunteers in many areas of our ministry

No clear plan in place

We could do a better job of managing and recruit more volunteers.

because of the nature of our programming volunteer vetting is a cost to the organization (youth and mental health)

It needs more intentional thought on how we support volunteers to further our mission

inconsistent volunteer commitment

This is a major weak area for us. For a couple of years now we have needed to tighten this area. However, in the past year budget cuts and poor staff performance forced us to let go of an employee and not replace the position. This position did most of the volunteer management, recruitment, and engagement and those tasks were meted out. We feel that dispersing this role will eventually actually be good for our organization, but that we need to do better in this area.

We have wonderful volunteers and offers all the time to volunteer. I don't think we manage them well.

Would like to have more policies in place, wider group of volunteers, more systematic thank-you response

Retaining EXCELLENT volunteers

We could benefit from the usage of volunteers, but we don't have the available staff to coordinate this process.

Staff

Q37 - D Q7. How many PAID employees currently work full or part time at your organization? (Full time is defined as 35-40 hours per week. Part time is defined as less than 35 hours per week.)

Q37_1_1 - Number of full-time paid employees (write 0 if none) - No Name

- **201 total responses**
- **7105 total**
- **35 average**

0

55

2

3

1

10

13

8

6

27

46

2

130

85

1

2

6

0

100

1

300+

10

8

4

266

14

5

1

64

2

0

0

30

1

5

7

14

17

85

0

6

2

6

2

1

14

0

6

4

7

2

8

0

1

3

44

2

86

98

51

5

7

60

1

104

12

14

2

Understanding & Supporting Milwaukee Nonprofits – Data

0

5

2

77

0

102

25

0

290

7

0

1

45

1

300

3

3

35

5

206

1

68

18

3

15

50

0

28

Understanding & Supporting Milwaukee Nonprofits – Data

1

1

0

5

5

1

2

15

6

12

4

70

28

3

120

3

9

0

50

4

4

4

0

320

10

8

11

4

Understanding & Supporting Milwaukee Nonprofits – Data

0

3

0

0

650

100

306

46

7

42

20

100

15

6

175

32

26

0

0

0

10

500

65

15

90

80

0

1

15

3

3

52

2

48

1

0

0

3

0

1

14

120

15

45

75

3

26

4

2

2

12

5

167

50

8

3

Understanding & Supporting Milwaukee Nonprofits – Data

20

0

2

2

3

1

1

46

12

2

4

24

13

10

23

0

11

90

1

3

0

Q37_2_1 - Number of part-time paid employees (write 0 if none) - No Name

- **201 total responses**
- **3548.5 total**
- **17.65 average**

0

40

0

Understanding & Supporting Milwaukee Nonprofits – Data

0

1

1

3

15

2

40

2

0

0

40

0

3

2

0

25

1

50+

12

4

12

0

30

5

0

24

15

10

Understanding & Supporting Milwaukee Nonprofits – Data

0

33

4

4

1

15

23

25

3

0

1

0

2

1

11

0

4

1

20

0

2

0

.5

0

17

1

14

89

Understanding & Supporting Milwaukee Nonprofits – Data

4

3

3

0

0

6

14

3

1

0

1

0

24

2

30

35

0

75

2

0

3

25

1

25

2

5

20

3

421

3

61

13

8

25

22

8

8

6

0

0

0

2

9

5

1

1

0

1

5

2

5

20

1

6

0

0

Understanding & Supporting Milwaukee Nonprofits – Data

5

2

0

6

130

1

1

8

1

2

0

0

7

450

90

54

13

2

6

3

98

0

1

20

30

1

2

1

2

3

200

25

14

8

20

1

6

14

0

1

1

0

7

0

0

0

4

1

3

30

10

6

289

10

1

8

Understanding & Supporting Milwaukee Nonprofits – Data

2

4

1

4

30

82

40

0

1

4

4

50

40

2

22

3

7

10

1

3

41

2

2

25

2

13

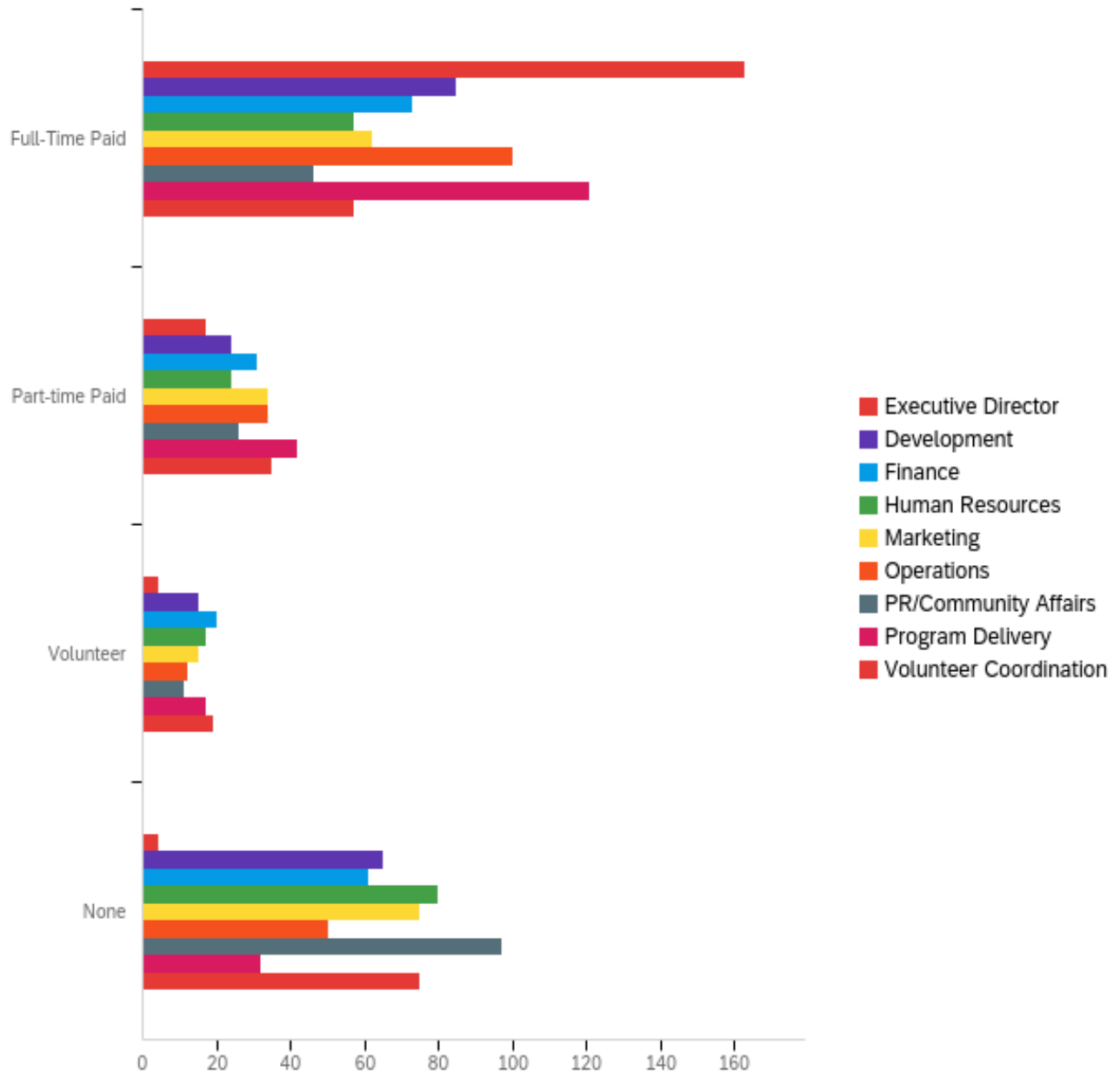
20

1

6

O

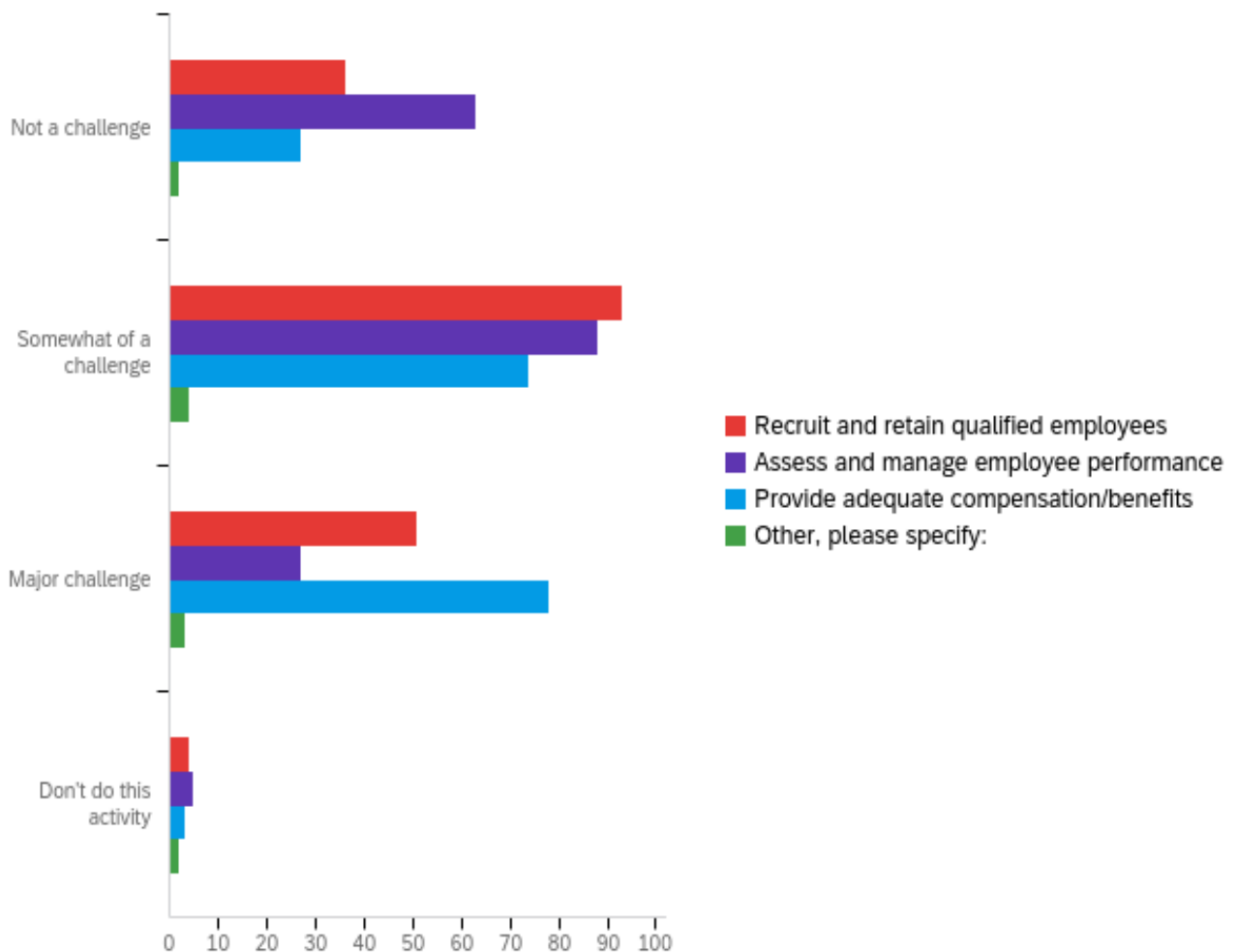
Q38 #1 - D Q7A. Does your organization currently have employees in the following areas? (Check all that ap... - Employment Status



#	Question	Full-Time Paid		Part-time Paid		Volunteer		None		Total
1	Executive Director	86.70%	163	9.04%	17	2.13%	4	2.13%	4	188

2	Development	44.97%	85	12.70%	24	7.94%	15	34.39%	65	189
3	Finance	39.46%	73	16.76%	31	10.81%	20	32.97%	61	185
4	Human Resources	32.02%	57	13.48%	24	9.55%	17	44.94%	80	178
	Marketing	33.33%	62	18.28%	34	8.06%	15	40.32%	75	186
	Operations	51.02%	100	17.35%	34	6.12%	12	25.51%	50	196
	PR/Community Affairs	25.56%	46	14.44%	26	6.11%	11	53.89%	97	180
	Program Delivery	57.08%	121	19.81%	42	8.02%	17	15.09%	32	212
	Volunteer Coordination	30.65%	57	18.82%	35	10.22%	19	40.32%	75	186

Q39 - D Q7B. How much of a challenge do the following EMPLOYEE MANAGEMENT activities currently pose for your organization?

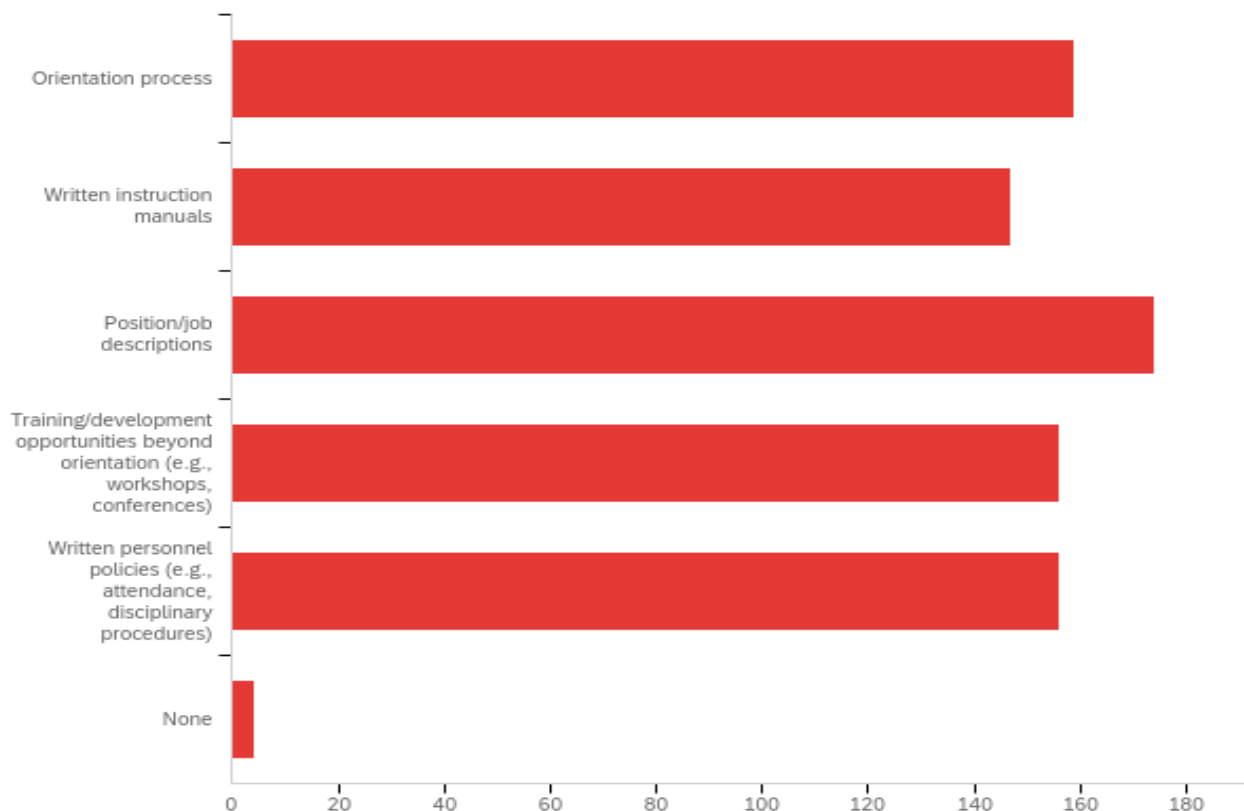


Understanding & Supporting Milwaukee Nonprofits – Data

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Recruit and retain qualified employees	1.00	5.00	2.93	1.07	1.14	184
2	Assess and manage employee performance	1.00	5.00	2.51	1.18	1.40	183
3	Provide adequate compensation/benefits	1.00	5.00	3.16	1.03	1.06	182
4	Other, please specify:	1.00	5.00	3.27	1.29	1.65	11

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Recruit and retain qualified employees	19.57%	36	50.54%	93	27.72%	51	2.17%	4	184
3	Assess and manage employee performance	34.43%	63	48.09%	88	14.75%	27	2.73%	5	183
4	Provide adequate compensation/benefits	14.84%	27	40.66%	74	42.86%	78	1.65%	3	182
5	Other, please specify:	18.18%	2	36.36%	4	27.27%	3	18.18%	2	11

Q40 - D Q7C. Does your organization provide any of the following for your employees? (Check all that apply) – 185 total responses



#	Answer	%	Count
1	Orientation process	19.97%	159
2	Written instruction manuals	18.47%	147
3	Position/job descriptions	21.86%	174
4	Training/development opportunities beyond orientation (e.g., workshops, conferences)	19.60%	156
5	Written personnel policies (e.g., attendance, disciplinary procedures)	19.60%	156
6	None	0.50%	4
	Total	100%	796

Lawyers to review policies, separation agreement drafting, salary evaluation.

Teamwork, culture

Safety training from the Milwaukee County Sheriff's Office.

We have all of our human resources, finance and marketing done through our national office.

MRA HR services and team building

HR consultant, ThinkHR web portal

MRA

We use several vendors -- Paylocity, Zywave's HR Connection, etc. Currently, our HR work is handled by a part-time consultant from Lauber.

CPA

We went to the Nonprofit Center for many trainings and seminars in the last 13 years, a great loss to the community that they closed.

church denomination and insurance company templates and advice

We use another organizations HR resources through a sharing agreement

Recruitment support

consult with HR Sherpaz

With contract out with an HR Partner

Consultants

We utilize ThinkHR for HR consulting.

Resources available through our payroll company

Legal and advisory

board member retired VP of human resources from a local company

Hiring and Recruitment, Accounting

Paychex payroll and timekeeping services

We have occasionally used outside consultants to train in preventing sexual harassment, time management & other important focus areas.

MRA, Godfrey and Kahn,

McClone - benefits

National association resources

MRA Annual membership

have used pro bono attorney support

MRA, attorney

board member with HR experience gives advice as needed

ADP

outsourced HR through EmPower HR

very few.

MRA

we work with benefits and insurance brokers for our benefits package.

Excellent volunteer board committee

MRA, SHRM

we contract with EmpowerHR, a MKE HR company

internet and speaking with HR knowledgeable friends

Christian Life Resources handles most of our HR responsibilities.

MRA, HR Sherpaz

Member of HRA (Human Resource Association)

Big Brothers Big Sisters of America network

Different staff are employees of different partners, each with their own HR departments.

job boards

MRA membership

One of our staff participated in a leadership cohort sponsored by our national organization and managed out of Cal Tech in Oakland CA - the program was called Advancing Equity in Leadership Program and was designed to develop, retain, and advance people of color within our organization.

We receive assistance from a board member and also receive probono assistance from a local law firm professional consultant

Payroll/Tracking

MRA

Leadership development courses, technical skills training, EAP for training and assistance, benefits and retirement planning consulting, recruiting

Clubhouse International in NYC

Paychex for payroll and employment paperwork, Zane Benefits to oversee HRA, Edward Jones for Simple IRA

Yes, we outsource our HR function to a PEO firm. They work with us to keep policies and procedures updated.

We have worked with a couple of volunteers (referred to us through Joyce Mallory when she was working with CDBG and the Nonprofit Center to help us with HR policies and handbooks.

HR Leader's Circle, law firm blogs, law firm HR conferences, internet

MRA

Habitat for Humanity International, other national affiliates, HR professionals who donate their time as volunteers

Consultants to present at all-staff training sessions

An external HR consultant

3rd party HR company

MRA

MRA

Legal

board development training

human resources consultant

Payroll company

HR committee of the Board advises our internal policies and procedures; participate in Top Workplaces (Journal Sentinel) as one way to assess employee engagement

not applicable

Consultants

MRA, Third party benefits broker

Volunteer with a background in HR

We tried MRA but found it inadequate to our needs. Many professional resources are designed for large, corporate agencies and do not understand the world of small nonprofits. My best resources are the director's Facebook group "Nonprofit Happy Hour," and a local director's support group Leadership Group, now under HBI's auspices.

we have recently engaged with an HR consultant to assist with this area.

legal assistance, benefit administration, insurance broker, temporary staffing agencies

MRA

Paylocity, our payroll vendor.

Restorative Justice Training

Volunteer HR manager (in private sector) and a Volunteer Employment lawyer.

Benefits and salary data, labor law compliance

Legal assistance

MRA

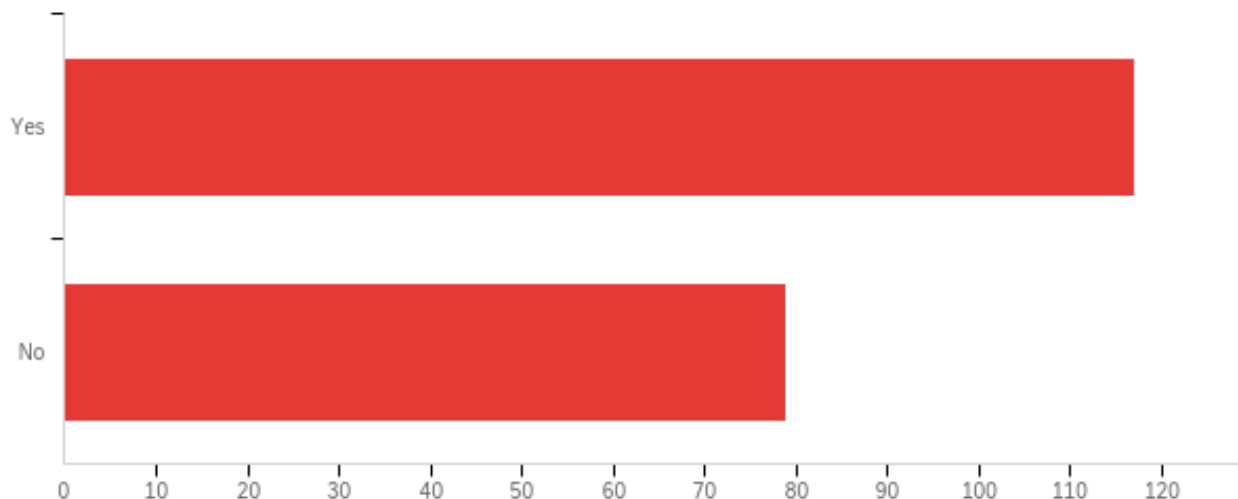
legal advice

MRA

Outside vendor for all HR functions. benefits, Insurance, payroll etc.

QTI - all phases of HR

Q42 - D Q9. Are you satisfied with your organization's status in the area of HUMAN RESOURCES?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	D Q9. Are you satisfied with your organization's status in the area of HUMAN RESOURCES?	1.00	2.00	1.40	0.49	0.24	196

#	Answer	%	Count
1	Yes	59.69%	117
2	No	40.31%	79
	Total	100%	196

Q43 - D Q9A. Please explain your response.

We need additional paid employees. This will happen only when additional funding is available. Most of our expenses are affiliated to programming.

The organization does not have a Human Resource function due to fiscal constraints.

We need to expand our organized into 2 additional salaried positions based on need and growth.

ED has to handle all HR

CA would benefit from a full time HR professional.

Would like more guidance on job responsibilities

Once we more fully build out our organizational structure, we will need to establish more permanent HR practices, including staffing.

Again, simply as a result of recent transition, this is an area that needs some clarification of who employees can go to with questions/concerns and feel comfortable with confidentiality.

Our organization could be much more effective if we could afford paid staff.

Ultimately our organization should have HR resources in staff

National organization provides human resources and the approach is not always appropriate for foundation staff

Need more support

Our benefits package is expensive, and we don't have a dedicated HR resource.

We need better financial resources in order to acquire all of the benefits and compensation that our employees deserve AND to attract and retain additional employees.

personnel issues among the most difficult and challenging areas of the organization

I, the Executive Director wear the hat of human resources manager, in addition to my other duties.

We are a newer organization and are just coming up to speed with our HR needs, but the needs are coming up fast.

We're exploring ways to build our volunteer base with our resources.

When I'm satisfied I'm done. Not done yet.

Our salary structure is too low. We are too reliant on excellent benefits to compensate.

Always reacting to employee situations rather than being proactive and using workshops, trainings to prevent issues.

We could use another HR staff member to meet the demands of organization

The current market makes it difficult to attract applicants, especially those in social services. Often people do not show up for interviews.

we need a new handbook and help handling employee drama

ED would like better training in activating employees and coaching them; would like to think about a team-based structure that alleviates some of the burden from the ED without creating unnecessary hierarchy or reinforcing inequitable power structures

Cannot find qualified employees and retain them

We are starting to focus on the mental health needs of our staff, many who have experienced and continue to experience significant trauma. Doing HR the traditional way simply does not work for us, we need to be much more focused on the personal needs of our employees

Payroll is monthly and processed manually. Board is not developed enough to review staff needs.

We don't have this yet.

I feel the Center is meeting the basic needs.

We (the board) should give performance reviews and more guidance on responsibilities and expectations

HR was an area for SSNC that always needed improvement. This year (May, 2019) is the first year we've outsourced the work, the contract is too new to make a solid assessment. But one big challenge is that they do not post jobs, recruit, interview or retain employees, this is something I'd like to see as part of their services.

need more creativity and innovation.

none.

Need more staffing

too fragmented and not sustained well

We need either an employee or a board member versed in HR.

Need more experienced HR team

It would be nice to have our own HR person, rather than default to our parent organization.

we are drowning, due to the program acquisition, staff doubled in size.

Need to broaden our base for recruitment

The majority of the Human Resources activities fall under the scope of the Executive Director. Agency would benefit from at least a part-time HR employee.

We have no HR department here or offsite and no official HR process. If there is an issue, we have to

take it to the Pres./CEO, but it's up to his discretion rather than policy and procedure. This also begs the question of what do we do if there is an issue with the Pres./CEO himself? Do we go to the board?

We still have difficulty in recruiting for certain administrative positions and believe that our location is a deterrent to some applicants.

HR personnel are now required to be much more data driven than historically hired for; lacking formal career development offering; lacking person-centered care model that helps address the whole person/broader life needs (housing, transportation, food, financial security)

we could use more help

As we continue to grow, I know this an area that needs to continue to level up.

We do a decent job given our very limited resources, but I wish we had the capacity to provide benefits to our staff.

We are in the process of reorganizing our HR department and will be bringing on staff for EDI

We consult with MRA on some broad issues but don't really have a resource for day-to-day human resource concerns.

This is an area that our Dir of Finance takes on. It would be great to have a specific person designated or more training for me as an ED

The ED and a portion of a part-time staff help with this. We need a documented system.

We could improve training of our staff.

We have one open position for over a year that we have not filled.

I'm constantly working extra unpaid hours. Very few Board members feel this is an issue. Nothing is done to help improve the issue.

I do not have a payroll system or policies and can use help

We need to work on recruitment and retention, and succession planning.

Our Director of Operations has some HR experience. however, no formal education or career experience in being an HR manager. Our organization is currently evaluating contracting with a 3rd party HR organization to provide us with tactical and strategic HR support as we continue to grow.

We would benefit from more training and development, retention in key program delivery areas, infrastructure development

not have the capacity to recruit, train, and evaluate members to access organizational needs and goals

lack of qualified staff person or committee support resulting in need for consultant

We would like to pursue a relationship with a PPO to leverage expertise in HR processes, but cannot afford it at this time.

We are not yet offering all the benefits that we want to, and it's tough to do so as a super small org. Also, we have room to make our employee evaluation processes more sophisticated.

Retention is an issue.

If we had better income, we could hire paid staff.

Need more HR written policies and forms.

It is time for our organization to have a dedicated HR professional, who can problem solve with employees, ensure appropriate compensation and benefits, organize trainings, oversee recruitment and onboarding and more. Our current operations add HR duties on to administrative and operations staff.

This role currently has multiple duties, including human resources and we would like more support in this area.

Need written policies, orientation process

legalities of our growing organization make it impossible to manage

Our organization was never strong in HR policies and practices. As a new ED hired a year ago, I've been building this but am not an expert, and have scant HR resources.

We do the best we can without an expert on staff overseeing efforts

We are happy with the move we have made in creating an inclusive and socially just culture in all areas except pay. We offer very flexible scheduling, time off, bereavement leave, paid holidays with flexible choice, medical and dental benefits, and even some food. But we just can't afford competitive pay yet. We have increased the hourly rate of all staff but wish to do more.

Would like a consistent follow-through on employee reviews.

We do not have anyone except our ED to handle these issues and they are not a qualified HR person.

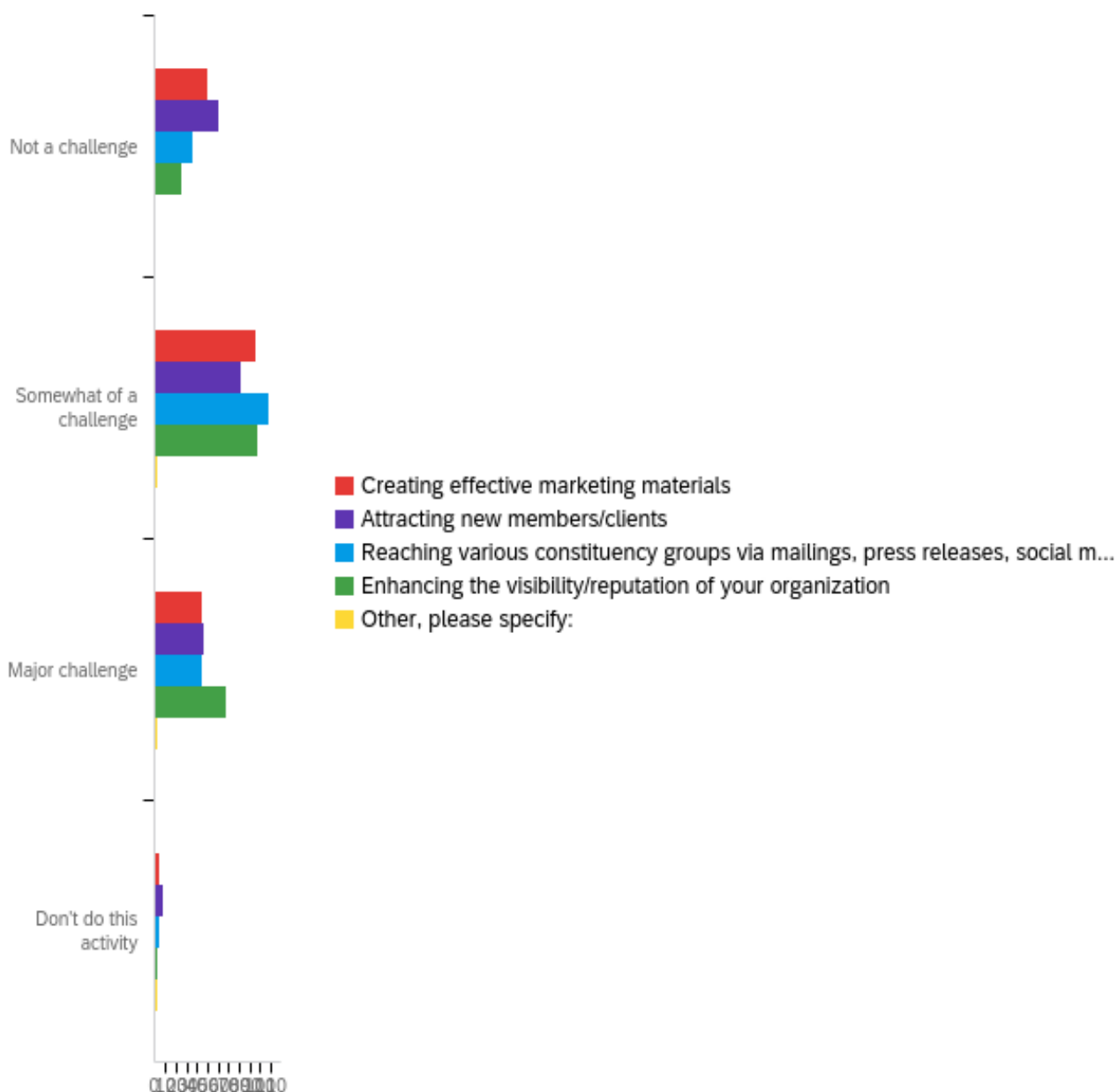
We are doing the best we can with the resources available. However, it can be challenging to not have an on-site expert at times.

We don't have any dedicated staff members handling HR. It is my responsibility along with assistance from the Operations Director.

I need stronger leadership to guide VP's and Directors. As we have grown, we need more HR assistance.

Marketing and Technology

Q44 - E Q1. How much of a challenge do the following MARKETING ACTIVITIES currently pose for your organization? (For the purposes of this survey, marketing is defined as promoting and selling services, activities, or products, including market research and advertising)

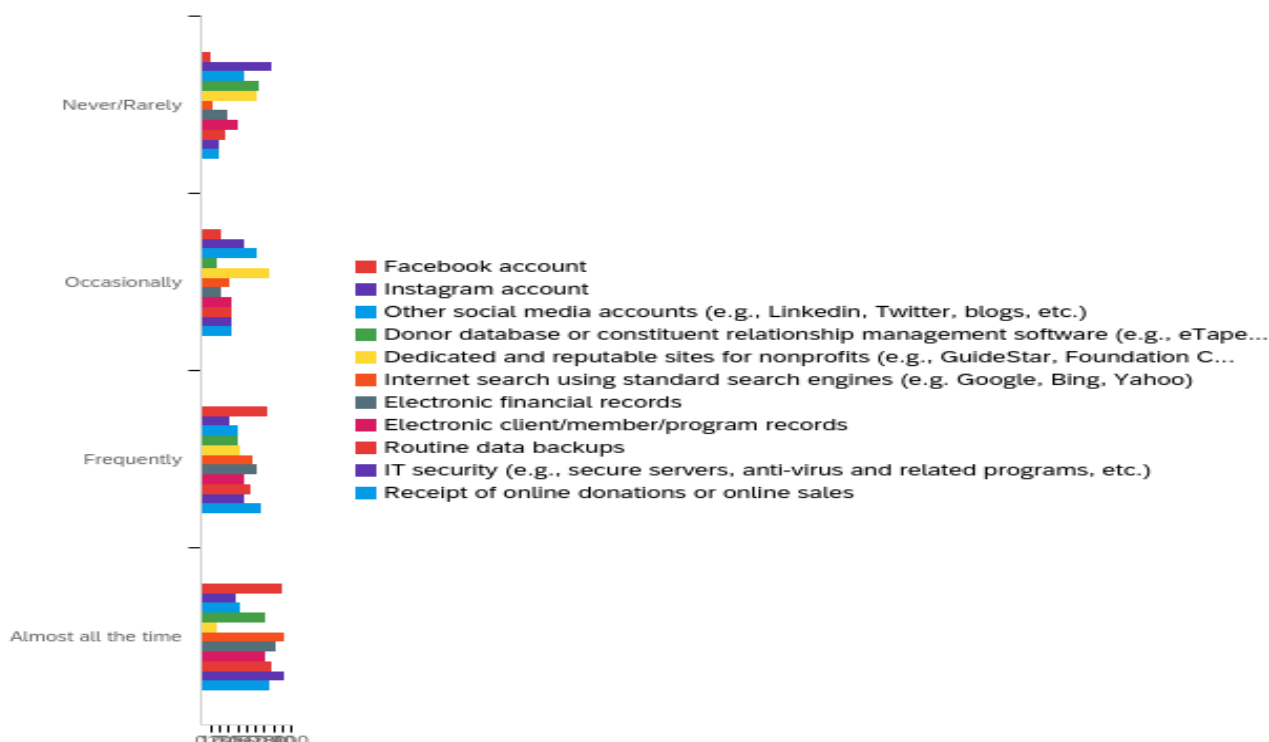


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Creating effective marketing materials	1.00	5.00	3.49	1.67	2.77	195
2	Attracting new members/clients	1.00	5.00	3.26	1.69	2.87	195

3	Reaching various constituency groups via mailings, press releases, social media, etc.	1.00	5.00	3.77	1.55	2.41	194
4	Enhancing the visibility/reputation of your organization	1.00	5.00	3.75	1.41	2.00	194
5	Other, please specify:	1.00	5.00	3.57	1.29	1.67	7

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Creating effective marketing materials	25.64%	50	49.23%	96	23.08%	45	2.05%	4	195
5	Attracting new members/clients	30.77%	60	41.54%	81	23.59%	46	4.10%	8	195
3	Reaching various constituency groups via mailings, press releases, social media, etc.	18.56%	36	56.19%	109	23.20%	45	2.06%	4	194
4	Enhancing the visibility/reputation of your organization	13.40%	26	50.52%	98	35.05%	68	1.03%	2	194
	Other, please specify:	14.29%	1	28.57%	2	28.57%	2	28.57%	2	7

Q45 - E Q2. During the past 24 months, how often did your organization use the following technology resources?



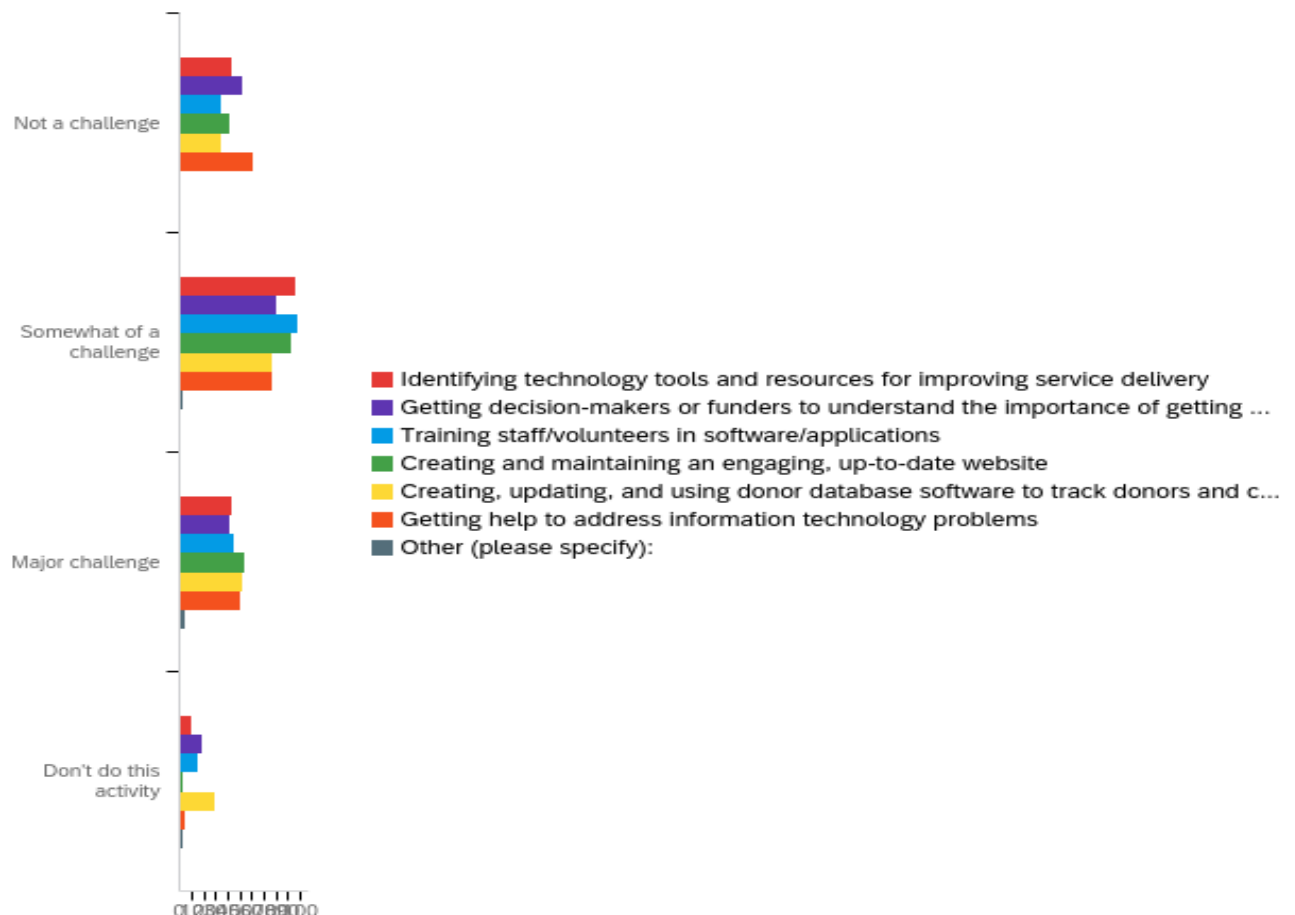
Understanding & Supporting Milwaukee Nonprofits – Data

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Facebook account	1.00	4.00	3.24	0.85	0.72	196
2	Instagram account	1.00	4.00	2.15	1.14	1.31	196
3	Other social media accounts (e.g., LinkedIn, Twitter, blogs, etc.)	1.00	4.00	2.42	1.08	1.17	196
4	Donor database or constituent relationship management software (e.g., eTapestry, Salesforce, Boomerang, Raiser's Edge)	1.00	4.00	2.62	1.27	1.62	196
5	Dedicated and reputable sites for nonprofits (e.g., GuideStar, Foundation Center)	1.00	4.00	2.08	0.93	0.87	196
6	Internet search using standard search engines (e.g. Google, Bing, Yahoo)	1.00	4.00	3.18	0.93	0.87	196
7	Electronic financial records	1.00	4.00	3.02	1.06	1.13	196
8	Electronic client/member/program records	1.00	4.00	2.78	1.15	1.33	196
9	Routine data backups	1.00	4.00	2.95	1.06	1.13	196
10	IT security (e.g., secure servers, anti-virus and related programs, etc.)	1.00	4.00	3.09	1.03	1.06	196
11	Receipt of online donations or online sales	1.00	4.00	2.99	0.99	0.98	196

#	Question	Never/Rarely		Occasionally		Frequently		Almost all the time		Total
1	Facebook account	5.10%	10	11.73%	23	37.24%	73	45.92%	90	196
2	Instagram account	39.80%	78	25.00%	49	15.82%	31	19.39%	38	196
3	Other social media accounts (e.g., LinkedIn, Twitter, blogs, etc.)	23.98%	47	32.14%	63	21.43%	42	22.45%	44	196
4	Donor database or constituent relationship management software (e.g., eTapestry, Salesforce, Boomerang, Raiser's Edge)	32.65%	64	9.18%	18	21.43%	42	36.73%	72	196
	Dedicated and reputable sites for nonprofits (e.g., GuideStar,	31.12%	61	38.27%	75	21.94%	43	8.67%	17	196

	Foundation Center)									
	Internet search using standard search engines (e.g. Google, Bing, Yahoo)	6.63%	13	16.33%	32	29.59%	58	47.45%	93	196
	Electronic financial records	14.80%	29	11.22%	22	31.12%	61	42.86%	84	196
	Electronic client/member/program records	20.92%	41	17.35%	34	25.00%	49	36.73%	72	196
	Routine data backups	13.78%	27	17.35%	34	28.57%	56	40.31%	79	196
	IT security (e.g., secure servers, anti-virus and related programs, etc.)	10.71%	21	16.84%	33	25.00%	49	47.45%	93	196
	Receipt of online donations or online sales	10.71%	21	17.35%	34	33.67%	66	38.27%	75	196

Q46 - E Q3. How much of a challenge do the following TECHNOLOGY RESOURCES AND ACTIVITIES currently pose for your organization?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Identifying technology tools and resources for improving service delivery	1.00	5.00	3.61	1.61	2.58	193
2	Getting decision-makers or funders to understand the importance of getting good technology	1.00	5.00	3.40	1.64	2.70	193
3	Training staff/volunteers in software/applications	1.00	5.00	3.73	1.52	2.30	193
4	Creating and maintaining an engaging, up-to-date website	1.00	5.00	3.55	1.59	2.53	193
5	Creating, updating, and using donor database software to track donors and conduct fundraising analyses	1.00	5.00	3.59	1.46	2.13	193
6	Getting help to address information technology problems	1.00	5.00	3.19	1.69	2.85	193
7	Other (please specify):	3.00	5.00	3.78	0.79	0.62	9

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Identifying technology tools and resources for improving service delivery	22.28%	43	50.26%	97	22.28%	43	5.18%	10	193
5	Getting decision-makers or funders to understand the importance of getting good technology	26.94%	52	41.97%	81	21.24%	41	9.84%	19	193
3	Training staff/volunteers in software/applications	18.13%	35	50.78%	98	23.32%	45	7.77%	15	193
4	Creating and maintaining an engaging, up-to-date website	21.76%	42	48.70%	94	28.50%	55	1.04%	2	193
	Creating, updating, and using donor database software to track donors and conduct fundraising analyses	18.13%	35	39.90%	77	26.94%	52	15.03%	29	193
	Getting help to address information technology problems	31.61%	61	39.90%	77	25.91%	50	2.59%	5	193
	Other (please specify):	0.00%	0	22.22%	2	44.44%	4	33.33%	3	9

Q47 - E Q4. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of MARKETING AND TECHNOLOGY, what specific resources did you use? (If not applicable, enter n/a)

Annual report design, assistance writing content

Landlord IT, Donor Perfect customer service

technology provide

Giving Tuesday via FB.

We have all of our human resources, finance and marketing done through our national office.

Marketing firm that specializes in non-profits.

Used vendor to revamp website and identity

we design support from UW-Milwaukee students; Non-Profit

Website Developer, Contracted IT

We contract with Rescue Dog for IT services.

RESolutions Tech

IT volunteer, Website developer

ISM; IT Consulting Firm

An IT firm that didn't follow through, we lost \$1,000. We have also used numerous marketing firms that we have not been very happy with, very expensive, but poor results. However, we have used one firm for our website design and creating a new name and logo, excellent firm.

Mission InSite, Experian Mosaic Target Group Profiles

Currently working with an Ad agency on messaging and are in the search process for hiring It manager position

Technology Resource Advisors, MindSpike, Arreva

Use technology assistance for website design, and IT Support

tech soup; nonprofit management fund; salesforce/watergrass; Norton; all sorts of email services (mail chimp, etc.); website consultants; marketing board committee made up of marketing professionals who donate time/expertise/advice

UWM IT Intern

we have engaged external consultants and vendors to help us with PR and website build.

in house IT department

We have an IT company that manages our firewall, fire alarm and security systems

UWM Nonprofit IT

stamm tech

Web-page management,

TechSoup

We use several IT consultants and consult with similar organizations nationally.

STIR

We outsourced some of our marketing and public relations needs to a firm.

Mueller Communications

sales force

hired a consulting firm & developer to build out Salesforce database for us

IT Consultant

Freelance IT support

None at this time

Volunteer consultants have helped us improve our website, email communication reach and new QuickBooks account.

for technology have outsourced IT.

Nonprofit IT project

hired a consultant to assess market, present marketing, and opportunities for improved marketing

Swick Technologies

Gordon Flesch handles our IT

Nonprofit Management Fund

hired Plum Media to create an NH promotional video and then update it. hired a local author who is creating a history of NH book for our 75th anniversary

DonorPerfect, social media sites, Weebly for website, Constant Contact for email mailings

TeamLogic IT

marketing firm Mangold Creative

Rescue Dog

SSR Technology provides us back up and capacity

The Office Technology Group is our IT vendor

ENTECH -- which is now gone. Their services were INVALUABLE and so needed in the n/p community.

IT Ministers, UWM Nonprofit IT

Grants for new technology; hired a firm to build--but not maintain--website.

marketing consultant

Stamm technology, ADX Creative, White Rice

The organizations contracts an outside firm for festival-related marketing and website management, but not for the core services.

hired IT support firm

Rescue Dog

Tech Soup for access to software and some hardware

We have just completed a communications audit with Branigan and are in the process of adopting their recommendations.

Salesforce

eTapestry

IT consulting firm, marketing/advertising firm, sales management firm, IT project management, IT security assessment firm, PR/crisis management firm

We have used HUSTLE and a few other organizations to assist in contacting citizens of Milwaukee for specific matters.

IT support firm; marketing consultant

We have a consultant that works with us on software and hardware issues. Our files and email storage are cloud-based. TechSoup is a huge resource for software. We've also gotten equipment from Digital Bridge. Google & Microsoft offer a lot of apps/programs for very low cost we've only begun to use.

We are participating in the Jumpstart program through the Nonprofit Management Fund, so our donor database and analysis is at a good place. We don't have any capacity or resources for software/hardware assessments, troubleshooting, etc.

Joxel group

Outside vendor to do silent auction, outside vendor to produce promotional videos

Social Media Consultant

outsourced IT support function; outsourced web designer (we maintain website inhouse); occasional third-party marketing studies

We have a few IT volunteers; we also received a grant from the Nonprofit Management Fund to obtain Network for Good donor database which also provides consultation with a development specialist.

We contract with Superior Support Resources for Technology

River Run

We have used 3 graphic designers to create some fundraising materials and also a brochure

We have a volunteer that manages our Facebook & Web site

constant contact for marketing

3rd party IT management company, graphic design consultant, web consultant

We have an external IT vendor.

We have a web designer, we have a graphic designer we hire by project, we have utilized a social media intern, we have a dental software/computer IT support group - we essentially piece-meal our marketing and technology needs and outsource when absolutely necessary.

IT support, website development, phone providers

We have an outside IT management firm that we contract with

Wisconsin 12 step association training manual

marketing, data and informational systems vendors

Compunet Consulting and Source One Technology as outside IT support; DonorSnap Database, SeniorSpace Database, QuickBooks Online

the staff asks our friends and family for help

GMR marketing, Eventbrite, Constant Contact

nonprofit management fund grant to select new software.

UW-Milwaukee Interns

We use free media outlets and community calendars for marketing; our IT department uses Techsoup sometimes

Consultants in use of social media advertising and analysis, consultants in website development, consultants in pricing strategy

Raiser's Edge and its components

Volunteer/Donors w/ IT backgrounds have assisted w/ Technology setup & software/programs for CRM, security and data tracking.

Nonprofit management fund

We've never really done marketing, and right now, our word-of-mouth is so strong that we have a waiting list without it. We've tried two IT companies, one that purportedly specialized in small businesses/nonprofits, and another local org found online to solve an emergency tech issue. The first company's service was unsatisfactory. The second one is a go-to, but we don't have the budget for regular IT assistance, nor are we where we should be in terms of IT. This is expensive, but necessary, and hard to build into a tight budget.

STAMM technology

Boelter Lincoln ad agency developed our new web site

Website development, computer technology

We contract with local news and television station providers as well as a public relations contractor.

salesforce consultant

volunteers and college students in those fields.

website re-design

CI Design

Network management assistance, repair and planning; advertising design and implementation

Smart Cause, private contractor helps with PR tools, variety of in-kind ad support, board expertise

paid consultant for some website maintenance; volunteer IT consultant

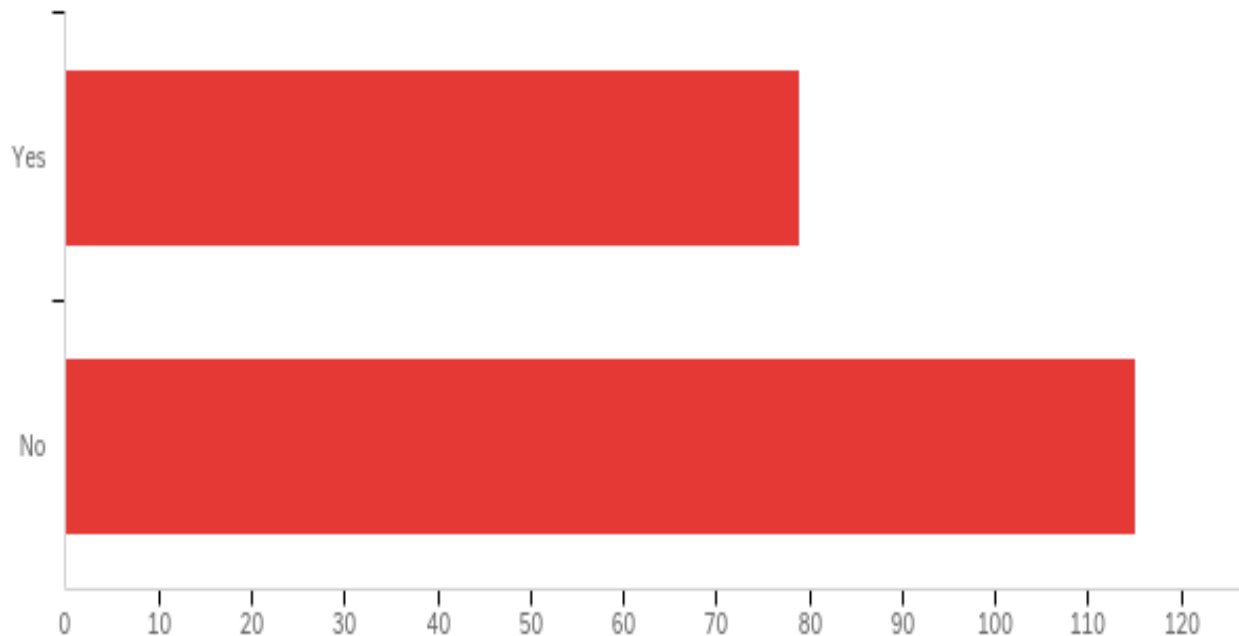
A volunteer

Software vendors, board members

website counsel.

JG Solutions for technology--

Q48 - E Q5. Are you satisfied with your organization's status in the area of MARKETING AND TECHNOLOGY?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	E Q5. Are you satisfied with your organization's status in the area of MARKETING AND TECHNOLOGY?	5.00	6.00	5.59	0.49	0.24	194

#	Answer	%	Count
5	Yes	40.72%	79
6	No	59.28%	115
	Total	100%	194

Q49 - E Q5A. Please explain your response.

We are constantly working at developing our marketing online strategies.

Would like to have greater capacity to perform marketing and pr.

Our person doing good job, but could use more help

Need updated hardware

Technology assistance and planning is hard to come by.

We need to do a better job of marketing and informing clients around the city of new (and sometimes existing) services.

We need support in this area because of our annual events and inability to fundraise because we don't have a current system or process in place.

limited time, resources, and other administrative priorities

Need to update hardware

We need ongoing help maintaining our website and using technology to reach our contributors.

CA would benefit from the expertise of a marketing professional. Branding has been a long-standing issue.

Would love to have CRM but can't afford it.

Wish we had more money to invest in it

We are mid-way through a full overhaul of our marketing materials.

We are in search of funding for proper donor software to enable tracking of all donors and to what specific funds/programs

We need to hire staff in communications and marketing and do not currently have the financial resources to do so.

We have a long way to go to have a well-rounded marketing program. Having in-house technology staff would be a significantly better solution than having to call a consultant in or file a ticket with an online help desk.

limited resources to pursue above

We need to market our organization more effectively, including a better website, use of social media, etc.

We fall way short in out deployment of secure and up to date technology. Support funding is always difficult.

National organization provides marketing and technology support. Foundation is usually the last priority.

For the most part Marketing is fine, the area of technology is more problematic

Need to find a grant to rework website, logo and FB too. Lacking in this area, it's our biggest weakness.

I wish we could do more! We need more time to develop website; we need an intern/entry level comms person to take over the social media "burden" so that higher skilled staff can work on the more difficult projects; we need funding to create.

We can always do better

The consultants did not fully understand us - or spend the time to - and so the work product on the PR side has been substandard.

We would stand to benefit greatly with better human resource capacity (people and training) related to technology and communications.

our marketing could be so much better

Need financial assistance

no one comfortable or experienced with IT in house

We are a small nonprofit and we don't have a budget to explore or expand in this area, nor do we have staff or board expertise. And because we are small, we often don't take the time (or don't have the time) to be intentional about developing a strategy to address this area. Too busy wearing 10 other hats.

We need to expand the use of our webpage and social media pages to reach more people.

While we have a Communications Director, we don't have the funds needed to enhance our org or impact clients

Done is done.

We don't have anywhere near the necessary resources to do this well. Our CRM doesn't talk to other systems and isn't designed for the work we do.

We need a CRM system for fundraising.

As a member-based association, our member database has much room for improvement.

Need to consider strategic marketing plan and rebranding

have much area for improvement in marketing, but have a new team member who joined and will help us grow in this area

Needs Improvement

Marketing needs to be more consistent

We have no budget or staffing for marketing

We haven't done any. We don't have funding yet.

The Center needs to use the various social media formats used by all generations.

Marketing is just a guessing game. Have no data on what works, what our audience wants, trying to change that

We still need to receive the consultant's report and take action pursuant to the recommendations

NO marketing. IT is good.

Need more resources and better tools.

Currently utilizing volunteer assistance/knowledge and need to find the expertise and reliable resource to help transition to better IT management

We need to use a crm

Need to do more marketing

NH has too low a profile in the MKE community

We need the employee or dedicated volunteer to consistently do this work. Lack of manpower.

IT needs more knowledge

We are lacking a strategic plan and the proper metrics to drive our marketing efforts; IT is in good shape and well supported by an outsourced partner.

need onsite help but can't afford it

We are getting our web site revamped - when that is done, we will be in a better place

We need to improve our consistent marketing efforts to compete with high profile youth-serving nonprofits

I'm not the savviest at leveraging technology for marketing purposes

The majority of the marketing and IT activities fall under the scope of the ED. Would benefit from specialized staff.

We need skilled staff to help with this piece, but funding for staff is not available.

Lack of time and resources to do what is needed to be done

We need help in maintaining our website. Many people have suggested that we have an Instagram account. I would like a new donor management system ,but do not have the time to investigate one - all the demos look good.

The outside marketing firm only does work for the annual festival and not the core services. Our organization has no social media presence.

IT issues can be a huge headache for us. We have not had a dedicated budget for IT support, and our executive director manages all of our network and IT needs with very limited help from a volunteer IT person.

Our staff capacity lacks the knowledge and bandwidth to effectively and efficiently maximize all marketing tools at our disposal. We struggle to create brand awareness in the community which has an impact on our ability to grow community support.

Marketing is improving and a plan is in place. We still struggle with IT, but nonprof-IT will be supporting this role come spring.

We need to grow in marketing

Capacity/tools/internal expertise are all "behind the times" and lack of funding is the barrier to assessing and resolving this problem

When we have completed adopting and refining all Branigan recommendations, we will be satisfied.

Just hired marketing firm to help us implement more effective digital marketing strategies and double the amount of marketing we do across all channels, branding and messaging assistance

As a growing non-profit without the ability to hire FTE for marketing and technology, we rely heavily on consultants in this area. Managing and communication with consultants has been difficult, as well as ensuring that the individual/team members managing the consultants has enough knowledge/insight to be able to oversee the function effectively and flag issues in advance. It is not an area of expertise on our team. Getting a CRM up and running has been very time consuming and costly. The effective use of a marketing agency.

We have limited capacity for both. We do a pretty good posting to our FB and Instagram accounts, but don't have a marketing plan, including clear messaging, materials, etc.

We do not have the resources beyond board member ability to improve our website, FB page, etc.

We only do two events per year, we don't appeal to young donors, we don't spend money on advertising, we are not good at branding

We serve more than 10,000 unique individuals and could really use a better client database. We provide more than \$3 million dollars' worth of food, free of charge, to the people we serve and cannot afford (nor

have we found) and adequate inventory system. And, because we rely on IT volunteers to assist with technology needs and challenges because we cannot afford IT services, we often wait to problem solve IT issues'

I am not satisfied with the marketing because we don't have a dedicated person to do it. We recently upgraded our computers and server but want to identify opportunities to make our service delivery more efficient using technology and don't know where to start.

Don't have nearly the capacity needed to accomplish.

Would love to have someone update our FB page, get us on Twitter, and manage our website. Would love to be able to afford a client database.

If I had more time, I could get involved in executing more on social media & Web site. Our volunteer is limited in Web site experience. Our Web site is not updated well.

I need help with a marketing plan

Our IT could improve but we can't afford an on-staff IT person.

There are not clear boundaries between development, marketing and outreach nor have we had enough staff support in any of those arenas which has created consistent performance and role confusion.

We need to be more forward leaning in leveraging technology to acquire donors, clients/customers, etc.

not having the capacity to manage a marketing/technology program

We do not have the funds to hire marketing staff or to contract with an outside marketing firm; we need an IT professional and a Marketing professional on our Board to give us guidance

Funders do not want their support to be used for "overhead" which is fundamentally needed in order to deliver programming.

our technology systems are not as sophisticated as we need them to be, and when we have tech issues, it's kind of a nightmare.

We could be doing better.

we need to do more and create more of a calendar.

Even as we attempt to track ticket buyers, walk ups don't have to fill out information, so we lose the ability to market to them, and the interface does not easily allow us to group ticket buyers per show to track who attended what event and how many they attended in the past year.

We need much more manpower to keep our social media, even our webpage, up to date.

We need support in this area.

Efforts to become paperless, develop and effectively utilize an electronic client records ad reporting tool, ensuring all staff are up to date and comfortable in utilizing technology....are just a few items that could help us but that we have difficulty focusing on ... due to lack of expertise or knowledge in the area... and difficulty in prioritizing tasks.

We need improvements in infrastructure and Information Technology.

Need support for communications

We just do not have properly trained staff to perform these duties.

oversight and management need a guided vision

We rely on board of directors and staff

It would be wonderful to have access to IT services that fit a small nonprofit, like perhaps paying into a group that then uses a particular IT service. Most bare bones "peace of mind" packages are too much for

a small nonprofit, and we end up skimping and going without the right technology and protections.

We do not have a dedicated staff or designated funds to satisfactorily stay up-to-date or deliver info on a regular basis to stakeholders

Need help with marketing and internal communication development. We currently rely on the help of a volunteer.

WE have lots to learn

As a small nonprofit, our focus is on program delivery.

We need training on many different technologies

We could definitely do better in this area.

We are not using Instagram or Twitter, and probably could use Facebook better.

We do not have the time, money or experience with IT to help agency

it is challenging to rely on a volunteer who is not immediately available for IT problem-solving

Expensive, does not address the needs of the agency in all areas

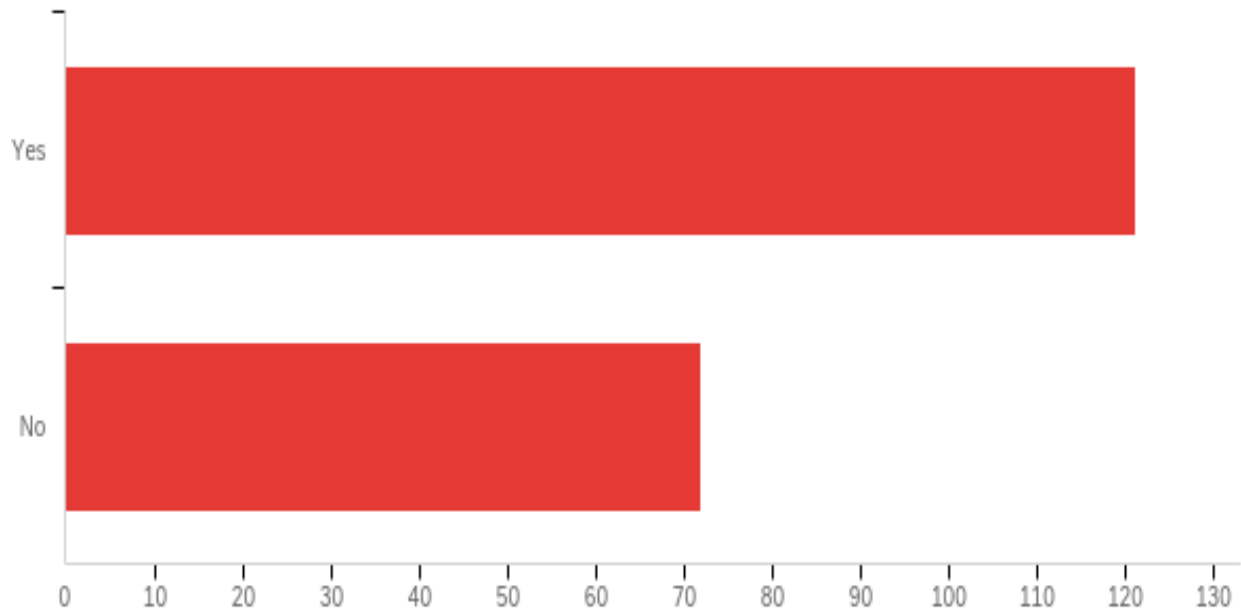
The opportunity to engage more people is through social media, that is our weak point.

We need assistance with regard to marketing as we don't have a designated person due to financial constraints

Need more support

Advocacy and Public Policy Activities

Q50 - F Q1. Does your organization engage in ADVOCACY and/or PUBLIC EDUCATION activities?
This might include promoting the interests of specific groups (e.g., children, seniors, people of different racial/ethnic groups, veterans, businesses, etc.) or specific issues (e.g., healthcare, environmental issues, religion, etc.) in order to influence policymakers or the general public.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	F Q1. Does your organization engage in ADVOCACY and/or PUBLIC EDUCATION activities? This might include promoting the interests of specific groups (e.g., children, seniors, people of different racial/ethnic groups, veterans, businesses, etc.) or specific issues (e.g., healthcare, environmental issues, religion, etc.) in order to influence policymakers or the general public.	1.00	2.00	1.37	0.48	0.23	193

#	Answer	%	Count
1	Yes	62.69%	121
2	No	37.31%	72
	Total	100%	193

Q51 - F Q1A. Please explain your answer.

Ships

WI Leg Day, National Leg day

We sometimes engage in limited policy recommendations for legislation impacting low income residents.

We host an annual advocacy day and do expos, trainings, awareness engagements year-round.

Voices for National Service, the lobbying arm of AmeriCorps is based at our Headquarters. As such, we are regularly updated and engaged in advocating on behalf of AmeriCorps.

Several years ago, we created a training for women interested in promoting our mission. We trained over 25 women; 15 our very active currently. We are collaborating with 9to5 to add public policy, advocate and reproductive justice training. Our BIG Sisters are maternal infant health champions.

State leg day, attend national organized leg day, annual advocacy plan

Through CA's Public Policy Institute, we have a portion of a staff member that is funded for lobbying and public education activities.

We advocate frequently with government officials in all three branches regarding justice system issues

We promote and produce information and journalism on issues related to K12 education. This is an area we expect to expand significantly in the next 6-18 months and beyond.

Courage MKE is a well-known entity in the state of Wisconsin. Our advocates have been one of our strongest assets

Hosting educational events featuring expert / research information.

We advocate for equity in access to the arts and arts education.

We are an education organization

We attend an Annual Stomach Cancer Advocacy Day in Washington to engage with legislators and lawmakers.

Health & nutrition education in addition to health screenings

We have programs with speakers focusing on the history of the land and history in general.

our mission is to lead people to a life of faith in Christ that includes serving family and community

Significant work in healthcare advocacy

Disabilities issues, Children's issues and transportation issues

We advocate for those in need in our community.

We are the only science-based advocacy environmental organization working in the MKE River Basin for swimmable, fishable waters. Most local environmental groups are educational or social justice based. We do that, too.

We are the voice for the arts and culture sector to our elected officials.

When neighbors raise concerns, we assist them in organizing and mobilizing their actions for public policy influence on the local level (e.g. City, County).

we are an educational institution

LGBTQ+ Veterans

advocate/ educate on environmental issues including conservation of greenspaces, habitat restoration and water quality and public access

Our national organization gives direction and support around public policy and advocacy efforts and activities. We employ a public policy director for local and state policy issues, we participate in local coalitions and groups that openly and actively advocate for policy change within our discipline and in other areas that impact our services and/or constituents.

We currently provide ongoing training opportunities to promote the overall need for more quality mentoring programs for youth.

We have relationships with the State of WI to enhance human trafficking policies and law

a big part of our activities is identifying what system changes are needed to improve the lives and communities of teens with life experience in the sex trade and street economies, so we've been active in pushing for legislative and policy change in juvenile justice, police abuses of power and accessing healthcare

Housing and homelessness

We work for better public policy that will allow low income women and their families to thrive.

We are members of various national advocacy groups for our industry.

We have a Girl Scout Legislative Agenda we share with legislators and we take girls to the State Capital to meet with them to advocate and educate on issues related to girls.

participate in advocacy events to gain support for museums and influence water/conservation policies

we advocate for policies that support thriving Milwaukee neighborhoods; we have an outline of issues that we support and what specific policies might relate to them

We are creating a formal pro-business advocacy policy and process

Parent, Family and Guardian Education programs

We are a member of several coalitions that advocate on behalf of our cause and hold an April awareness event where we invite legislators and hold informal conversations with key legislative representatives

We are constantly communicating about issues that impact LGBTQ people in general, and LGBTQ health and safety specifically.

Some Arts Advocacy during national and state Arts Advocacy events.

Educating the public about deaf blindness and needs of this population. Involved in a mental health work group attempting to implement legislation for accessible mental health services to individuals who are deaf, hard of hearing, and deafblind.

We educate the public about domestic violence related topics.

We incorporate public education about our orchestra performances through composer or solo artist talkbacks, explanations by the conductor, and program notes in concert programs; we also conduct a concerto competition for musicians age 25 or younger, which furthers their musical education

Provide education to public through tours or requested public speaking presentations. Occasionally advocate through direct policy proposals at state level. Collaborate with other agencies to understand and educate on public policy.

Our Facebook page is where we post articles about racial and social justice

We are not an advocacy group, but we do a lot of education on issues, mostly environmental, for the public.

Keep engaged with public policy proposal at Federal, State, and local level.

As a farm, we promote regenerative practices and encourage the people to grow their own food and show them how.

We participate in the CoC and attend city meetings to improve services to the people who are homeless.

In the business of supporting kids

We discuss the culture of generational poverty and working with the generationally poor with students and other individuals in the community.

We participate in a national Museums Advocacy Day in DC each February.

We have an outreach and awareness program to educate seniors on frauds and scams aimed at elderly
our national office partners with other national nonprofits to increase awareness for our target population and their needs including mentoring

Educate the public with our new pollinator garden about the importance of pollinators and native plants.
Advocate for improvements to the Milwaukee County Parks for our park.

We do not do any advocacy. We do presentations on civil legal aid and access to civil legal justice frequently.

We advocate at the local, state, and national level on issues that affect people with developmental disabilities, including health care, education, employment, and housing.

We attend tabling events, panel discussions, etc. to talk about our organization, our clients, and the issues that they face.

We provide family law classes as part of the Pathways for Fathers and Families program to educate community members about their rights and responsibilities in the legal system.

We do local lobbying on national issues related to type 1 diabetes.

We educate the public on being a good consumer and how to avoid scams.

Issue advocacy is part of our mission, especially as certain issues intersect with racism and/or sexism

We encourage GOTV activities, invite public officials to attend all candidate forums, attend city of Milwaukee hearings to support residents who are testifying

No religious or political activities.

We are currently promoting the Census and have supported tax legislation favorable to philanthropy in the past

We promote autism awareness, acceptance, and empathy. This reframes the value of people on the spectrum and helps prevent disability harassment.

Member of industry association board of directors and advocacy committee, hired industry strategists and lobbyists, promote engagement among stakeholders with elected officials

We educate citizens of Milwaukee on the importance to register to vote, vote, and be counted in the Census.

As a membership association we try to keep our members informed on key economic & community development issues at local, state and federal level. We facilitate and participate in a number of coalitions around specific issues. We are working on building out our policy & advocacy infrastructure so we can do more in this space.

We promote the use of good data in decision making.

We teach children and adults to resolve conflicts nonviolently.

We advocate for Affordable Housing on the state and federal level

Yes, we do a lot of advocacy and outreach related to our industry both locally and nationally. Often in conjunction with our trade association

We provide information to the people we serve about upcoming legislation that may affect them. We have also testified in front of state legislators regarding a number of issues that affect the people we serve or our nonprofit area of interest.

We are active in affordable housing advocacy. We sponsor and highlight programs on things such as "Housing as a Vaccine" Habitat for Humanity has a worldwide advocacy strategy that invites affiliates/stakeholders to take part in which MHFH does. We attend things like Habitat on the Hill.

We do whatever we can to advocate on behalf of the children, youth & families we serve. However, we do not engage in lobbying or political activities

We educate local, state and government officials about our work (and other similar work) and why it is important to support it.

We are community organizers

We do significant public education

We have many school groups that visit us - kids with their families. We provide tours to educate visitors.

Our mission is to advance racial, social, and economic equity so we advocate for financial products and services that advance equity.

We routinely advocate with government officials about needs of the population we serve.

We advocate for more broad access to dental care for those who are uninsured/underinsured primarily children, pregnant moms, and individuals with special needs. We also participate in coalition group work that tries to improve access to dental care and in general, change within the Medicaid system.

We advocate for survivors of IPV/SA, people in need of housing, etc.

we are represented and belong to our neighborhood association, this is where we share information and receive information about community events, policies, and have opportunities to speak with local policy makers

we help people tell stories - to use in advocacy

We are a member of Feeding Wisconsin, which is an advocacy organization for the Feeding America affiliated food banks in Wisconsin.

All of our schools are part of "Public Education" as we define it. However, the political climate requires constant advocacy for our schools.

many shows we produce are with a certain population in mind- last year was veterans in one show and immigrants in another, and mental health awareness in another

We educate professionals and the public about how to create places (public and private) that people love. We are considering beginning to do advocacy.

Our mission is to provide education and raise awareness of breast cancer in the American Indian community

we provide education on ecological issues

our staff and board are active in public presentations on topics related to our mission. We have a new Friends group that focuses on community education and conducts public summits annually.

Our organization has a dedicated division to advocacy and public policy.

We invite government officials to programming, we attend arts advocacy day, and our young students have written letters to government officials in support of arts funding.

We need to help governmental agencies know of our work and cut through red tape

we are involved in many city/county wide initiatives addressing issues of trauma and youth incarceration

We provide FREE arts education classes for children ages 5-17 years old

Disabilities was a founding activity of our organization. It remains one of our five pillars of programming.

Several of our program directors are involved in legislative advocacy in the juvenile justice area. We also work with youth to help them develop and use their own advocacy skills for topics that are important to them.

WE advocate for the particular concerns of the Muskego Way residents as they identify their needs

Yes, we engage in non-lobbying education for a wide array of human and social service issues.

Environmental Issues. We are a watershed organization focused on convening and collaborating around water quality and water quantity issues in the SE Wisconsin. Most of our work is in the background and helping organization and department decision makers about water quality issues and initiatives. We act as an "umbrella" organization to help guide the region towards the same direction. One of our programs is more public facing, Respect Our Waters. This is an education and information outreach campaign that features 30 PSA's that go on television to promote awareness about stormwater pollution prevention.

We conduct dietary classes, yoga, Ti Chi, Diabetic education and movement classes.

Engaged in Interfaith activities, service activities for poor/homeless

Board and staff engaged in advocacy on issues affecting clients and community, work with UW's advocacy and public policy committee

NWSP is also supported by Near West Side BID #10 and we work to support and advocate for local businesses.

We have a robust humane education program for youth (k-college)

We work with a lobbyist in Madison. We sit on several statewide policy groups. We share information with stakeholders regarding important policy matters as it relates to them.

we have contacted politicians to make them aware of needs and gaps

Sometimes we have health education sessions

We educate legislators, board members and donors. We are part of national membership organizations that advocate for children's issues.

We convene the community around issues that impact women.

We engage in efforts to help raise awareness of the hungry and homeless

Q52 - F Q1B. Please explain why not.

We are a performing nonprofit organization.

Other more urgent priorities.

outside of our mission

unsure

We are working with/for a group living outside our country.

Our focus is on working with individuals, not systems

Our school is a member of WCRIS so that we stay abreast of public policy issues, but we don't engage our families in advocacy issues directly.

Not our role.

We have not in the past. We are beginning conversations about the need and value for our organization

We support all families with critical health needs of their child; do not engage in any grass roots advocacy

We have 1 staff person in the policy and advocacy department and have not hosted any civic engagement, census or voter ID informational forums.

Bandwidth issues. Advocacy is something I hope we can engage in

Not enough time or manpower.

We don't believe it is the role of our organization to do so.

The only advocacy we do is with Milwaukee County and the City of Milwaukee regarding grants that we receive. It's informal and not defined by any one person's job description.

we do it but not formally...

Not Allowed

We haven't done advocacy yet. But are considering it.

Not part of our mission

not a focus area

There are some opportunities for advocacy depending on certain funding support, but this isn't an area of consistency

Our focus is on our annual event

We do not dedicate many resources toward this endeavor

wish we did but don't have adequate resources

Not needed

dedicating our resources to program delivery

It is outside our mission

Not enough time at this point.

limited capacity

We do some advocacy around health equity and the part that we play in helping guests to access care - would do more if had more resources

We simply do have the staff capacity or expertise to engage in public policy work in a meaningful way.

We have donors from all political platforms, so we remain neutral on political stances. However, we do follow Catholic Social Teaching and believe in the dignity of all lives.

don't have the staff time to do this

We are not an advocacy organization.

Capacity primarily, but we might have more time if we could find the time/expertise to assess the issues where we could influence policy around youth workforce development, wages, inclusiveness in the

workplace, etc.

considering a lobbyist

We are a 501c3 and need to be careful.

We have State and National organizations that we belong to and support in this work

Our agency is careful to maintain neutrality in any political area/issue due to the work we are contracted to undertake.

I provide general information about need in our community but not on a regular basis

access and time

Not our space and not allowed to under many of our contracts and grants.

Not our mission

Not allowed to do this under our funding contract with Milwaukee County

Our organization has not yet matured enough to consider this.

This has not been a directive of the board.

1) Apprehensive to engage too much with advocacy due to potential loss of 403b status 2) Lack of knowledge regarding opportunities

We are not involved in any of these types of activities.

Not central to our strategy

We do not have the staff to do this. We rely on School Choice Wisconsin and others to do this for us.

Our focus is on our membership and actively engaging volunteers & our members in developing relationships that address many of these underlying issues at the person-to-person level. We walk alongside a variety of people with a variety of political beliefs and believe that relationships help reshape perspectives in a meaningful and powerful way.

Limited staff capacity

We are not an advocacy organization.

We focus on animal protection.

Start up

Not part of our mission

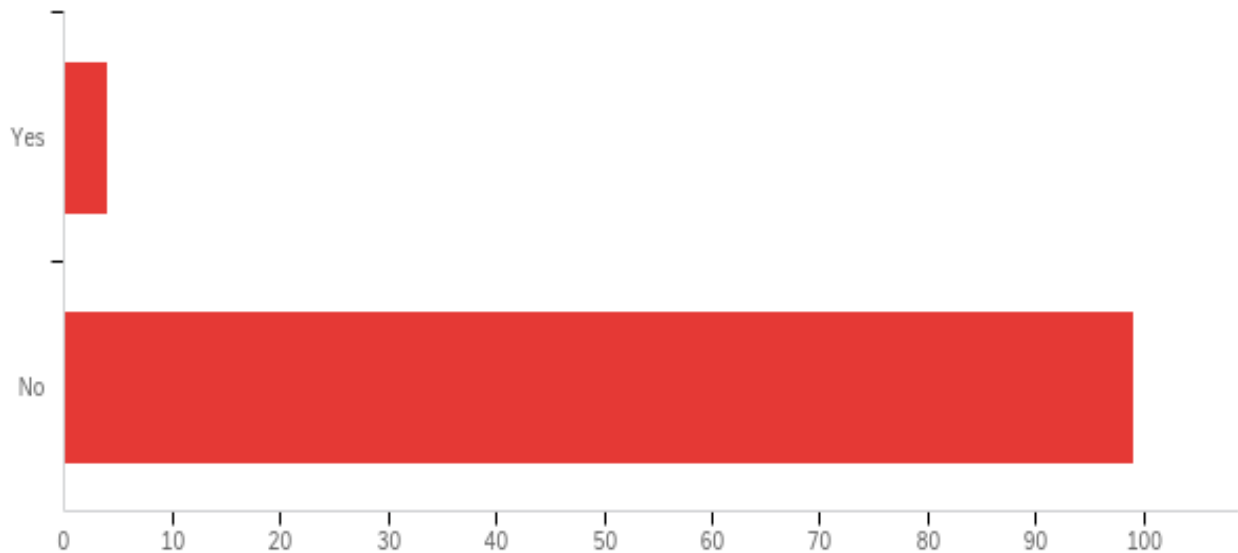
No time or money

We have chosen to stay bi partisan, which seems impossible to align with advocacy.

We are not there yet. It is in the horizon but as a new organization there are other more pressing matters

Not it's mission

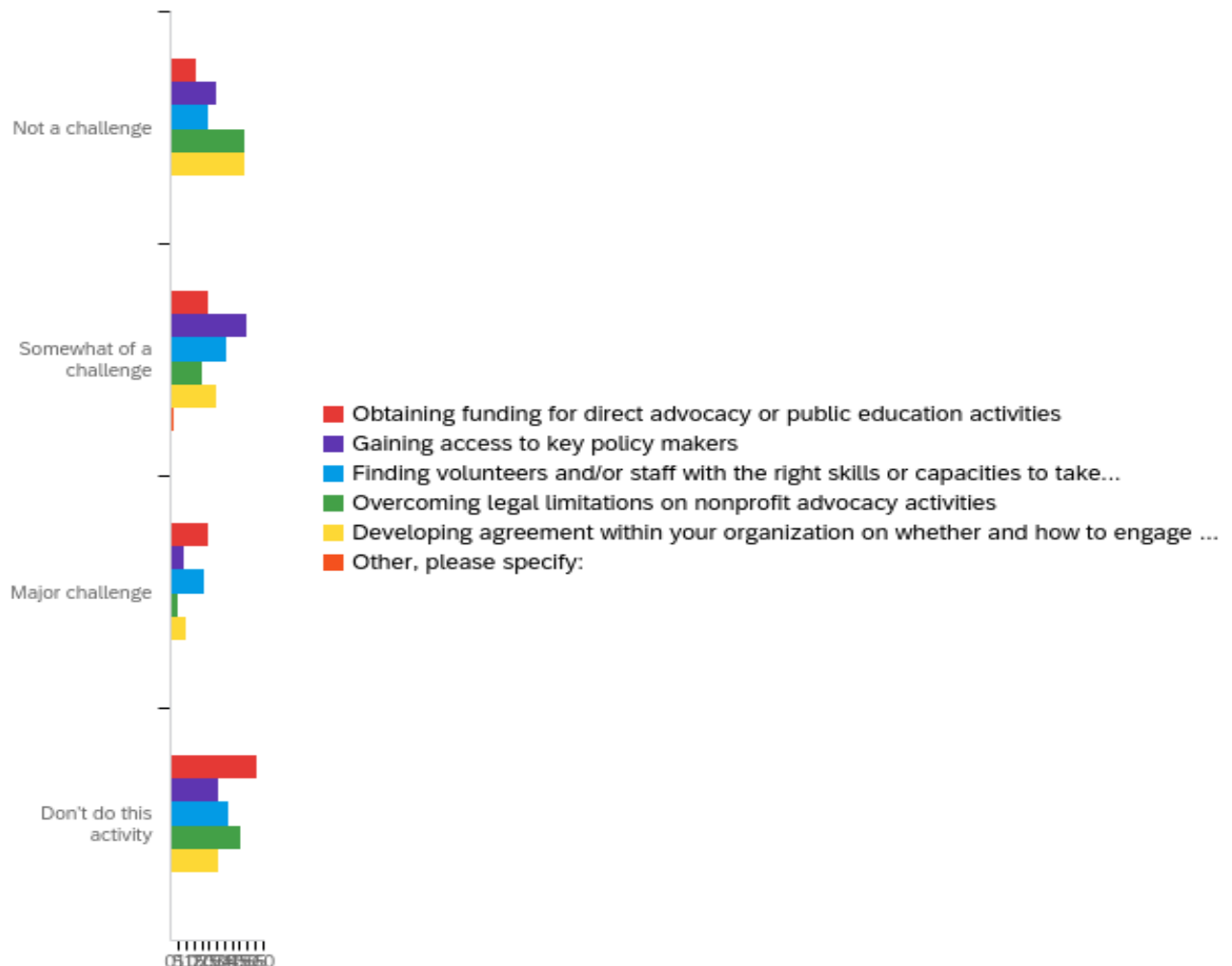
Q53 - F Q2. Has your organization filed for 501(h) election status (on IRS Form 5768 to make limited expenditures to influence legislation)?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	F Q2. Has your organization filed for 501(h) election status (on IRS Form 5768 to make limited expenditures to influence legislation)?	1.00	2.00	1.96	0.19	0.04	103

#	Answer	%	Count
1	Yes	3.88%	4
2	No	96.12%	99
	Total	100%	103

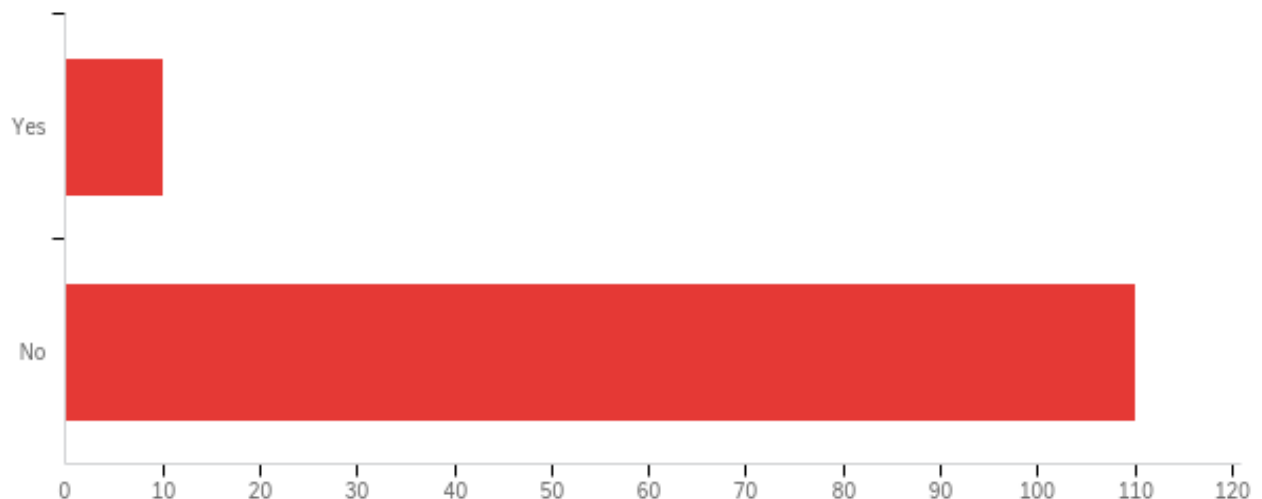
Q54 - F Q3. How much of a challenge do the following ADVOCACY AND PUBLIC POLICY ACTIVITIES currently pose for your organization?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Obtaining funding for direct advocacy or public education activities	1.00	5.00	3.60	1.20	1.44	120
2	Gaining access to key policy makers	1.00	5.00	3.59	1.60	2.57	120
3	Finding volunteers and/or staff with the right skills or capacities to take on advocacy leadership roles	1.00	5.00	3.52	1.43	2.05	120
4	Overcoming legal limitations on nonprofit advocacy activities	1.00	5.00	2.93	1.64	2.68	120
5	Developing agreement within your organization on whether and how to engage in advocacy activities	1.00	5.00	2.96	1.70	2.88	119
6	Other, please specify:	3.00	5.00	4.25	0.83	0.69	4

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Obtaining funding for direct advocacy or public education activities	13.33%	16	20.00%	24	20.00%	24	46.67%	56	120
5	Gaining access to key policy makers	25.00%	30	41.67%	50	7.50%	9	25.83%	31	120
3	Finding volunteers and/or staff with the right skills or capacities to take on advocacy leadership roles	20.00%	24	30.00%	36	18.33%	22	31.67%	38	120
4	Overcoming legal limitations on nonprofit advocacy activities	40.00%	48	17.50%	21	4.17%	5	38.33%	46	120
	Developing agreement within your organization on whether and how to engage in advocacy activities	40.34%	48	25.21%	30	8.40%	10	26.05%	31	119
	Other, please specify:	0.00%	0	50.00%	2	25.00%	1	25.00%	1	4

Q55 - F Q4. Does your organization currently use a registered lobbyist to lobby government officials at any level?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	F Q4. Does your organization currently use a registered lobbyist to lobby government officials at any level?	1.00	2.00	1.92	0.28	0.08	120

#	Answer	%	Count
1	Yes	8.33%	10
2	No	91.67%	110
	Total	100%	120

Q56 - F Q5. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of ADVOCACY AND PUBLIC POLICY ACTIVITIES, what specific resources did you use? (If not applicable, enter n/a)

National organization, local coalitions

Can't recall - in conjunction with other nonprofit legal entities regarding latest biennial budget funding of civil legal services.

We have an in-state lobbyist that supports with local relationships and state funding initiatives.

National office, local healthcare group coalitions

We have partnered with other organizations and individuals who share our views to increase our advocacy strength

These resources are used for the Annual Stomach Cancer Advocacy Day through a peer group

we collaborate with many other groups to align and make more impact.

a statewide land trust resource center takes on the role of advocacy for all its land trust member throughout WI

We're in constant communication with similar program across the country on advocacy campaigns for technical assistance.

We utilized the lobbying services of another nonprofit organization for a few months in 2018. We will likely not do this in the future.

Other chambers of commerce, national association resources

End Domestic Abuse Wisconsin, our statewide coalition

American Alliance of Museums (AAM), Association of Midwest Museums (AMM), Wisconsin Federation of Museums (WFM), Association of Science & Technology Centers (ASTC)

Executive Director attended Wisconsin women's network public policy institute

We participate in a number of coalitions with other disability organizations, including the Wisconsin Board for people with Developmental Disabilities, the Survival Coalition, Milwaukee Mental Health Task Force, National Disability Seminar, the Arc, Disability Rights Wisconsin

Worked with Vote Riders for voter registration information for residents

Lobbyist, training expertise, PR firm

Webinars and best practices from national coalitions (NCRC, NLIHC) and groups like Bolder Advocacy.

We are a part of national advocacy groups

trade association memberships

Yes, worked with Hunger Task Force staff and Wisconsin Women's Network

Habitat for Humanity International

We just brought on a trinity fellow to develop an advocacy platform and plan

Nonprofit VOTE, Opportunity Finance Network, NCRC

Wisconsin 12 step associations training manual guidelines

We are a member of Feeding Wisconsin, advocacy organization dedicated to the Feeding America food banks in Wisconsin.

As a member of the Milwaukee Charter School Advocates, we benefit from their paid lobbyist.

We partner with many advocacy organizations in our mission to delivery self- and systems-advocacy education.

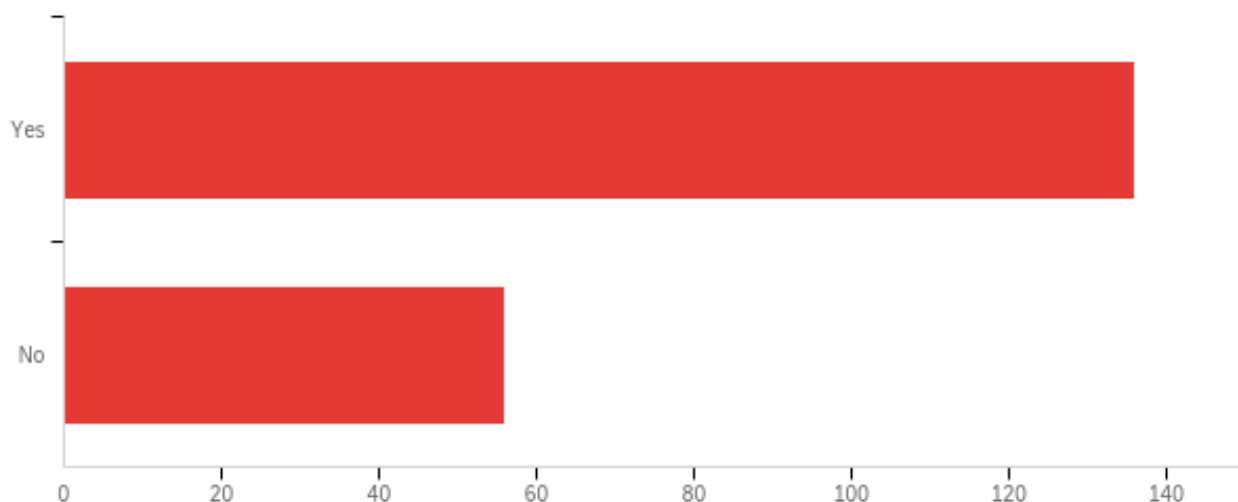
Lobbyist

Milwaukee Charter School Advocates, Alliance for Strong Families and Communities, Kids Forward

Perhaps an opportunity for us, though we do fund other organizations who do advocacy.

At this time, we just educate folks we don't engage in full blown advocacy

Q57 - F Q6. Are you satisfied with your organization's status in the area of ADVOCACY AND PUBLIC POLICY ACTIVITIES?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	F Q6. Are you satisfied with your organization's status in the area of ADVOCACY AND PUBLIC POLICY ACTIVITIES?	1.00	2.00	1.29	0.45	0.21	192

#	Answer	%	Count
1	Yes	70.83%	136
2	No	29.17%	56
	Total	100%	192

Q55 - F Q6A. Please explain your response.

We should do better.

We have many women and families who wish to receive training and support to advocate on behalf of our organization and for maternal infant heal issues. We need funding and grant writers.

As previously stated, we are in the process of significantly expanding this area of our work.

Desire to influence and encourage a greater number of people

We are in the early stages of focusing energy in this area and unfortunately limited resources and awareness of who we are

The organization does not take widespread positions on the census, voting rights, redistricting, and most civic related activities.

Need more funding to be more effective with our advocacy, but also without education.

We need to get politically connected

Other than a very limited scope of specific local issues, our board of directors has hesitated to take any policy stands on City-wide or larger policy issues that affect our community and our organization.

Training

We would like to be more successful in getting laws changed and funding released/increased to better support our activities.

We only take on a limited role. Would like to take on a more active policy role.

I always think organizations can do more in terms of advocacy, even if it's involvement in a local or state-wide group that specializes in advocacy.

Our policy is still be developed. Without a policy, our actions are random.

Need to be more engaged...time issues

We could do more

We need to advocate for traumatized women.

Would like to see more opportunities for youth

Working on expanding and developing plans to formalize advocacy positions and plans

not engaged enough

we need all the help we can get including government attention and support

We learn daily about the challenges and inequities facing our clients, yet we lack the capacity to communicate on their behalf

Our organization is directly affected by federal public policy. The number of refugees admitted into the U.S. has fallen drastically since the election of Trump. The number of Latinx/Hispanic clients has risen because of ICE activities. we need to do more to advocate for our clients and the populations that we serve.

I believe there is room for growth should the right moment and candidate present themselves to advocate for our work on the local and state level to garner widespread community support for our work.

When we complete this round of strategic planning, we expect to improve our advocacy and our collaborative advocacy

there remains a need for residents to exercise their voice and have a voice at the table

Need to do more to raise awareness - just realigned by ED to formally include more of this in her role

We know we could be doing more in this space. We've increased staff capacity only this year and are hoping to be able to dedicate some of the time we focus on membership engagement to include policy & advocacy activities.

No in-house capacity or expertise

The Office of Violence Prevention seeks out work like ours however when we tried to meet with them, we did not receive much of a reply. We are doing exactly the work they want according to a recent radio interview and their website.

Need to hire for this position

We have been too tentative in reaching out to elected officials about critical issues that can and will affect the people we serve. Our reluctance to do so has been primarily concern that we will alienate donors by doing so.

We would like to grow in this area and have metrics in place in our current strategic plan to gain traction and measure results.

Again, capacity issues. Would like to have a lead organizer besides ED as time limits.

WE are just beginning

Would love to have time to explore some of the issues facing the economically disadvantaged. Would love to advocate for quality and better housing.

I would love to engage in this more if I had a strategy and resources

up to date information, not knowing all the perimeters a nonprofit has in the area of advocacy and public policy

We do not engage in advocacy activities

I believe we should be allocating some resources towards advocacy.

We would like to contribute more to ending the school wars in Milwaukee.

I think we can and should do more advocacy, but there is not agreement on the board.

Not enough

I don't know where to begin

We need to do more. It is an area for growth within our ministry.

It is not high on our priority list.

We feel we could bring value to these types of conversations, but manpower prevents us from participating.

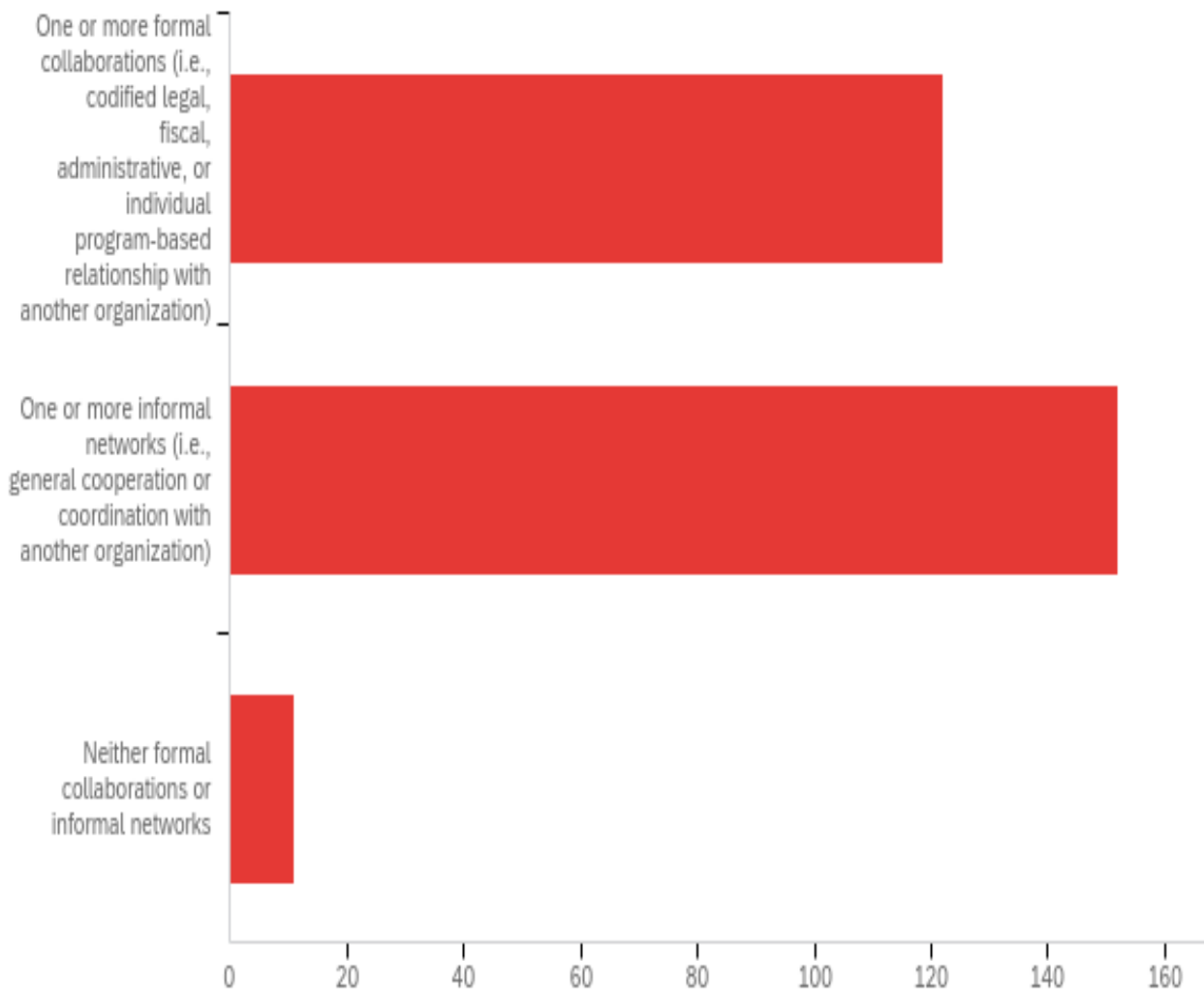
We need to do much much more but find ourselves busy enough just trying to provide care.

We would be interested in doing more, but we have zero experience or background.

Would love to learn more about this.

Relationships with Other Organizations

Q57 - G Q1. Is your organization currently involved in FORMAL COLLABORATIONS and/or INFORMAL NETWORKS with other organizations? (Check all that apply) (Formal collaboration is defined as a codified legal, fiscal, administrative, or individual program-based relationship with another organization. Informal network is defined as more general cooperation or coordination with another organization) – 192 total responses



#	Answer	%	Count
1	One or more formal collaborations (i.e., codified legal, fiscal, administrative, or individual program-based relationship with another organization)	42.81%	122
2	One or more informal networks (i.e., general cooperation or coordination with another organization)	53.33%	152
3	Neither formal collaborations or informal networks	3.86%	11
	Total	100%	285

Q58 - G Q1A. Please briefly describe the purpose of your organization's MOST IMPORTANT collaboration or network.

We don't have a most important. Collaborations occur per need per season.

To provide training to individuals who are on FoodShare.

networking to improve animal welfare; assist with lower cost services for collaborative partners

The network of other legal service providers.

Our main collaborative network exists with our public-school district.

The school is part of the Archdiocese of Milwaukee

We collaborated with Milwaukee Housing Authority and Best Baby Zone to plan an event to support pregnant women and promote holistic health.

Purpose is to provide highly impactful, hands-on programs and projects relating to STEAM Education, after-school activities, and workforce development.

healthcare

Milwaukee Continuum of Care

We work with other organizations and individuals regarding advocacy

network of choice school systems

Disabilities Workforce Collaborative

We operate a principal licensure program in partnership with Alverno College.

Milwaukee LGBT Center

Child Care Partnership with nine organizations providing childcare in Milwaukee.

We are closely tied to a school district and many of their events take place in our venue.

Education and social services

To elevate all Stomach Cancer patient advocacy groups

Having purchased a moth-balled school building from the School District of New Berlin 5 years ago, our most important collaboration is with the City of New Berlin and its various departments including the School District, the Fire and Police Departments, and the Zoning Commission.

Providing direct services in conjunction with another agency

To have a more impactful, broader reach in the community.

Partnering with organizations with an interest in native plants and presettlement landscapes.

We partner with businesses and schools

Through our church denomination we educate future church staff, support new location starts (mission churches), and have access to program and fund-raising resources

We are collaborative partners with First Stage and Milwaukee Youth Symphony Orchestra.

With education institutions to provide training resources

Being part of the RMHC Global system - 185 chapters in U.S. and 350 worldwide

To define one as most important is not feasible as this covers a wide range of services and ages of clients

Fundraising and providing funding to service-based agencies in the area.

Our sister organization works with the senior population in our area.

There are several, but all are focused on protecting and restoring waterways in the MKE River Basin.

Our collaborations with the neighborhood groups. They allow us to help more people.

As a collective impact organization, the purpose of our organization's most important collaboration is to fundamentally align the activities and resources of our network of orgs and individuals toward our shared result. In this way, we are creating the collaborative container for the 100+ organizations engaging with us to collaborate together to move our agenda forward.

We partner with three other neighborhood organizations and a host of other complementary agencies to conduct a semi-annual housing conditions survey that has been instrumental in our ability to track a key metric for our collective impact work in housing (housing quality).

course requirement acceptance, partnerships to train employees, tuition reimbursement

Conduct annual LGBTQ+ Retreat

Water Alliance Urban Waters Learning Network

MOU with Milwaukee County Parks to assist with land management and habitat preservation, restoration

We are a statewide organization with multiple partnerships to either help others execute grant deliverables or to help us execute ours. We have state funding from DHS to provide consultative support to more than 50 of the 72 counties in WI. And we currently act as fiscal agent/backbone organization for 3 grants/projects.

Our organization currently partners with Milwaukee Public Schools, City of Milwaukee and Milwaukee Bucks. these three organizations are the founding partners of the MENTOR program that helps and provides some start-up funding for the organization.

we are a sub-grantee with another org for a large federal grant

CRAY - Collaborative Rapid Advocacy for Youth a network of community-based advocates in Milwaukee to provide urgent legal and medical advocacy to teens and young adults in the sex trades

Workforce

We are a partner with Wisconsin Voices and work with them to improve, expand and deepen our civic engagement work.

WWBIC collaborates with 3 other organizations statewide in an entity called Invest In Wisconsin.

Community building

Most important is our collaboration with MPS, we have a number of agreements with them, from using facilities to host after school troop meetings to summer programs for camp and other activities.

Support for the local schools

The Salvation Army is a member of the Milwaukee Continuum of Care, where all homeless services provider share information and work together to solve homelessness in our community.

work together with other organizations that share our mission.

share resources and best practices

Joint networking events.

shared issues and programming ideas

We are fiscal agent for several grants bringing together a coalition of organizations with a similar mission- Southeast Regional Child Maltreatment Prevention Coalition

We have joint agreements with ARCW and the Holton Street Clinic for direct health services at D&R.

Collaboration with the Port Washington Historical Society has helped us build our donor base.

One organization provides space for us to meet with a group of women

we host a conference and partner with a number of other similar organizations to provide training and support to teachers from across the state.

Family Peace Center, our co-located center that houses other providers to provide services in one location

We sometimes collaborate with other arts groups for joint performances or borrowing sheet music

Space-sharing partners - The Gathering and Express Yourself Milwaukee

United Way/MPS Community Schools, UNCOM, Safe and Sound, Housing Authority of City of Milwaukee, UWM College of Nursing, Carmen School, Froedtert & Medical College

We work with a local college to put on our annual event. They host our event, help recruit volunteers and cover some of the costs, and provide leadership guidance.

Collaboration that involves our funders, and a collaboration around a Community Building Milwaukee project.

Sharing food resources within the network

To educate on impact of racism in Milwaukee

We partner with both Milwaukee County Parks and Milwaukee Public Schools. We partner, collaborate and network with many others as well.

Partnership in obtaining grants

Volunteer Center of Washington Co. Wis. Farmers Union, Fair Share, MOSES

UNCOM membership

Two current collaborations are with 1) CoC to provide this winter's emergency warming rooms and 2) Street Angels to hear the voices of the people being evicted from under the interstate at 6th & Clybourn.

Reaching more broadly and sharing resources

Our parent organization to keep our funding going.

Association of Science & Technology Centers (ASTC); an international association

multi-sector collaboration to implement system change to support family caregivers

HOPE Schools

Partnership

Coordinated Entry for emergency shelter and homelessness prevention.

We have a fiscal sponsor until our nonprofit status is finished.

share best practices and hold each other accountable

High schools and healthcare

Friends of Cooper Park works with the Cooper Park Neighborhood Association on various projects to improve our neighborhood and create community.

Close partnership with another organization, StreetLife

We are structured in a formal collaboration and all of our programs are informal collaborations. Our most important collaboration is between Milwaukee County, Milwaukee Bar Association, and Marquette Law School.

Building a new facility to serve more clients

We are an affiliate of the Autism Society of America. While there is no financial relationship, we participate in a number of activities that have been developed by other affiliates, and our national organization has a policy person that directs advocacy efforts and keeps us informed.

We are a member of MARC, the Milwaukee Area Refugee Consortium. As a MARC member, we are required to attend quarterly meetings and collaborate with other members on occasion.

We work with several domestic abuse agencies to provide legal consultations for their clients and other referrals.

We currently provide a cohort model training program for public and private schools that is funded by the Funders Collaborative of Milwaukee Succeeds.

Partnership with Beyond Type 1 - an online engagement platform

Our most important collaborations are with the United Way, especially in Racine where we run the AFA program

Work with various chambers of commerce throughout the state

To create awareness and fundraise

There is not ONE most important collaboration rather the value is from the collective we've woven together in adult education, workforce development, healthcare and racial justice

DC supports the work of the resident group Amani United and assists with their backroom support.

Our worked is grounded in collaborative partnerships with several key stakeholders

ActionCOACH of Brookfield - we are a client and have formed many sponsor relationships with other businesses

Increase the number of people we serve and improve health outcomes

we collaborate with the Milwaukee County Task Force on Mental Illness to promote understanding of adults with mental illness

We coordinate with various partner organizations to fulfill specific matter projects.

We partners with schools to provide teachers and leaders that are better prepared, better retained, better positioned to provide an increased impact on student performance. We also partner with universities to identify candidates early.

We have two: One focused on promoting sustainable homeownership and housing resources, and the other focused on promoting safe, affordable and accessible banking products and services to the community.

sharing information and best practices

We collaborate with many organizations for our programs; probably our most important collaboration is with a large corporation that provides both in-kind and financial support related to our programs.

We are provided space for our programming by one organization and provided office space and use of copier and other needs by another organization. We have a circle of informal support from other similar organizations.

disability networks

Milwaukee Public Schools to deliver seven of our after-school programs. Next Door Foundation which funds our Early Head Start programs.

Eviction prevention

program delivery related to better reach & serve clients

The Food Pantry of Waukesha County hosts a Food Recovery Program which gleans high quality edible food that can no longer be sold. The foods are then shared, free-of-charge, with the people our agency serves and with other nonprofits which have programs providing food for low-income people residing within Waukesha County.

Habitat Wisconsin State Support Organization

Align programming with WRTP to offer students opportunity to get education and work experience at the same time

UNCOM (United Neighborhood Centers of Milwaukee) brings together Milwaukee's 8 "settlement house" agencies to share ideas and programs.

The purpose is to expand the number of people assisted or to provide particular services to specific people or neighborhoods.

We have a strategic partnership with another nonprofit to use our respective strengths to tackle an issue. The partnership also provides us with revenues to do our part.

JusticePoint is a subsidiary of The Difference Principle, Inc. which is also the parent company to Starting Point, Inc. and COPE Services, Inc.

partnering with other non-profits to offer programs to their constituents.

I will use a government collaborative for this example but I don't qualify it as "most important"

We operate under the umbrella of the Cooperating Churches of Sussex which designates us as a tax exempt non profit

Lake Park Friends - we cooperate and consult with them. Urban Ecology Center brings kids through for free tours.

I rely on outside partner to come partner with me for programming.

Our most important network is the Opportunity Finance Network, a national trade organization for CDFIs

Continuum of Care pulls all homeless services programs into one organization

We collaborate with many community partners to get our clients hooked up with services they need.

purpose = increasing access to dental care and impacting dental workforce

Purchase of services agreements/contracts with county and state entities; partnerships with foundations/funders, etc.

utilizing complimentary services to better provide for clients

gaining information and training around operations of 12 step recovery organizations

provide recreation and instruction for all ages

Other organization's programming is held at our buildings; we share marketing efforts

Secure funding to deliver programming to identified segments of Milwaukee audiences.

We partner with another nonprofit to offer programming together, where we provide the storytelling component and they provide the dialogue component.

Our food bank has a membership of 400+ food pantries and food programs across our footprint. We provide food and sometimes capacity building support to this network.

Scholarship program partnerships

The Charter Advocates fight for equity for charter schools.

To find students to serve.

a network of Milwaukee area movement-based theater and dance artists to be aware of each other's work and to cross promote

We support other organizations who work toward better land use and transportation planning and urban design.

Milwaukee County- we serve youth in the juvenile justice system

to keep organizations serving the American Indian community connected and aware of each other's events and programming

Milwaukee Public Schools is our largest organizational partner. We work together throughout the year to refine and develop science education programming.

We are part of a community consortium and related task force focusing on the same community initiative - this includes community wide service planning and funding recommendations

Ending homelessness in Milwaukee

Our facility is a collaborative entity, comprising of three main non-profit organizations.

Our church body has a unified network for pensions, insurance and HR issues.

Providing services to youth

My school is part of a network of schools that support our work.

We have had a tremendous informal collaboration with The Joseph Project. Many of our members have found success and gainful employment through this organization.

Milwaukee county, fee for service contract

We partner with sites to provide our programming

Our diverse and abundant partnerships are the cornerstone of our ability to offer community-based programming to our members.

The Milwaukee Youth Sports Alliance (MYSA) is a citywide, collective effort to ensure that Milwaukee's youth have access to high-quality sports programs that contribute to their overall development.

Milwaukee Succeeds - Goal 4 - Social and Emotional Learning network

delivery of service

United Neighborhood Centers of Milwaukee is a collaboration of neighborhood agencies that benefit from sharing of expertise/resources/focus

We are the parent company of three 501(c)3 organizations.

Doors Open involves partnerships with more than 170 other entities.

Sharing information.

Fiscal Manager

Most important collaboration is with our school partners

Convening and collaborating is who we are. It is why we exist as an organization. We partner with 37 municipalities to help them achieve permit requirements. We collaborate with NGO's to help provide guidance and direction to various, similar initiatives. We collaborate with the private sector to encourage best management practices to protect water quality. We understand the question but the most important collaboration or network, for us, is all of them.

Our most important collaboration is for in-kind facility sharing for our major event. Our partner has the facilities we need and cannot afford to rent for free in exchange for publicity from us and in-kind services from our event.

The Free clinic Collaborative.

Connected to other ELCA congregations in the city.

improved service delivery and broader systems change

Sharing of clients, transfers, etc.

We partner with a university to do programing and are housed by the DOC.

NWSP works with local communities of faith, schools and other nonprofits on safety, housing, development and branding of the community.

To support each other by sharing resources

To further the impact and support of either's mission.

partnerships with schools and districts and other community-based orgs

Working with a potential partner to provide capacity building assistance to nonprofits they invest in

Have an off-site location at the Sojourner Family Peace Center

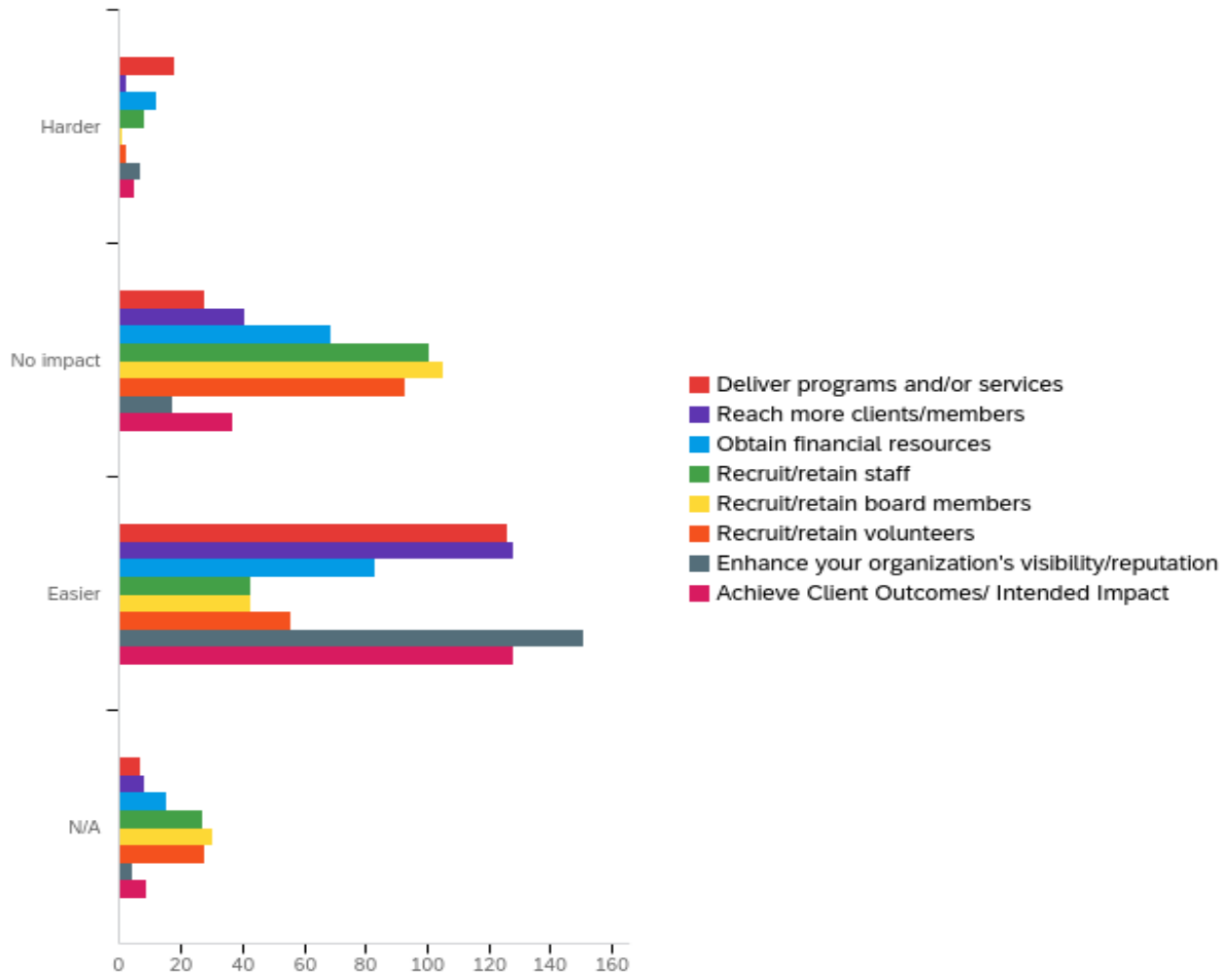
Marquette College of Education and Penfield Behavior Clinic- Service, Training and Research Mental Health services for young children, clinical supervision from Marquette, counselling students from a variety of Universities, research through Marquette

fiscal sponsor for other organizations.

Working with agencies that we rent space in order for us to deliver our meal programs (4 sites)

Fund is housed in a larger foundation

Q59 - G Q1B. Does your organization's MOST IMPORTANT collaboration or network make it HARDER or EASIER to do the following?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Deliver programs and/or services	1.00	4.00	2.13	0.63	0.40	179
2	Reach more clients/members	1.00	4.00	2.31	0.57	0.32	179
3	Obtain financial resources	1.00	4.00	2.49	0.74	0.55	179
4	Recruit/retain staff	1.00	4.00	2.82	0.73	0.54	179
5	Recruit/retain board members	1.00	4.00	2.92	0.65	0.42	179
6	Recruit/retain volunteers	1.00	4.00	2.82	0.69	0.48	179
7	Enhance your organization's visibility/reputation	1.00	4.00	2.10	0.46	0.21	179
8	Achieve Client Outcomes/ Intended Impact	1.00	4.00	2.28	0.60	0.36	179

#	Question	Harder		No impact		Easier		N/A		Total
1	Deliver programs and/or services	10.06%	18	15.64%	28	70.39%	126	3.91%	7	179
3	Reach more clients/members	1.12%	2	22.91%	41	71.51%	128	4.47%	8	179
2	Obtain financial resources	6.70%	12	38.55%	69	46.37%	83	8.38%	15	179
4	Recruit/retain staff	4.47%	8	56.42%	101	24.02%	43	15.08%	27	179
	Recruit/retain board members	0.56%	1	58.66%	105	24.02%	43	16.76%	30	179
	Recruit/retain volunteers	1.12%	2	51.96%	93	31.28%	56	15.64%	28	179
	Enhance your organization's visibility/reputation	3.91%	7	9.50%	17	84.36%	151	2.23%	4	179
	Achieve Client Outcomes/ Intended Impact	2.79%	5	20.67%	37	71.51%	128	5.03%	9	179

Q60 - G Q1C. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of COLLABORATIONS, what specific resources did you use? (If not applicable, enter n/a)

We utilize external researchers to validate our impact and work.

collaboration with an organization providing healthcare services

Coordinated youth nights, directing teens to our resources when needed.

coordination of food pantry services

We have, great resources, but parties fought formal collaboration.

Consultants

consulting

We have hired a consultant based on funding received for business/future planning work as a collaborative.

Facilities

Training for specific volunteers

Funding, training

Islands of brilliance for graphic design and branding

For our ARTservancy program we collaborated with The Ozaukee Washington Land trust which increased the audience for the program and exhibition.

Meeting space

Alliance for Hope International

grant collaboration with UNCOM and UWM College of Nursing
Consultant from outside of the state.
Support and training on doing civic engagement
Face time
Local churches
n/a
training through the Partnership Brokers Association
I'm not sure how to answer this question in that all of our collaborations are without outside entities.
We partner with a church which provide space for ESL classes.
Denisha Tate & Associates
space for filming at Islands of Brilliance, Butler Middle School (Waukesha)
Our collaborations with partner organizations produce a broader people-force to complete specific matter projects.
Referrals and personal introductions
Best practices and webinars from groups like Bridgespan
Website development from UWM Nonprofit
MPS, DPI,
UW Extension, county employees, paid consultants through grants, equipment donations/purchases through grants
Lake Park Friends
local associations like the chambers, student groups, neighborhood associations help me with volunteers, recruitment and access to resources
fund raising activity planning; board development
informal networking
Forming program and operations-focused partnerships leverages all sorts of external resources - we have dozens of relationships like this. Too many to tack in this survey.
Insurance, pensions and HR functions.
PAVE/Schools That Can Milwaukee. Center for Urban Teaching.
Too many to list.
Milwaukee Succeeds Goal 4 has offered two pilot evaluation projects that also included a small stipend to cover some of the expenses related to participating.
Visited peer organizations in other cities that do the same type of work that we do.
Facilities and referrals for staffing resources

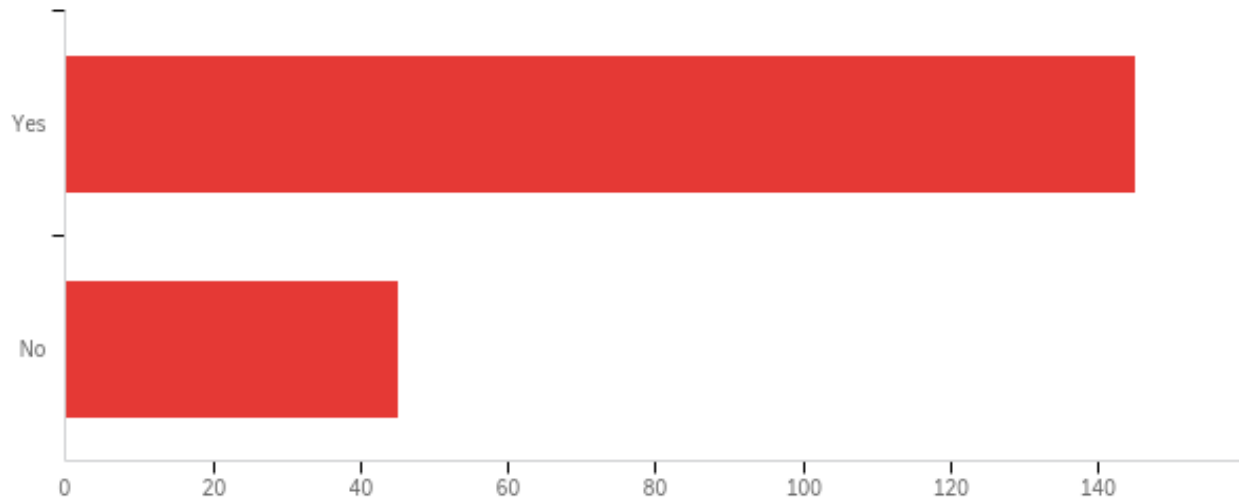
Sharing medications to supply to free clinics to give to patients.

Research, clinical supervision

We utilize their buildings which enables us to deliver our services

Advise

Q61 - G Q2. Are you satisfied with your organization's status in the area of COLLABORATIONS?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	G Q2. Are you satisfied with your organization's status in the area of COLLABORATIONS?	1.00	2.00	1.24	0.43	0.18	190

#	Answer	%	Count
1	Yes	76.32%	145
2	No	23.68%	45
	Total	100%	190

Q62 - G Q2A. Please explain your response.

much time is spent with little reward. granting organizations say they wish to see collaboration but seldom fund collaborative grants.

I think we can always improve our collaborations within the community.

I would like to collaborate with higher education organizations at a greater level to increase our value proposition either via credit for service or specific scholarships. I would also like to collaborate with the

housing industry for housing for our AmeriCorps members.

we don't really do anything - area of opportunity

There is a ton of territorial behavior with certain groups.

There is something unique about our city where effective collaboration is more difficult to achieve than in other places. I've seen two orgs with the same missions literally undercut each other rather than collaborate to move the ball forward. This is a huge problem that has created so many nonprofits in our city, which has exacerbated the feeling of scarcity that our city/region already feels.

we have so many more possible collaborations

We would like to be more connected with universities who offer early childhood education as a bachelor's degree so that more new graduates would know about our program and want to work here.

Increasing equity in collaborative financial support

would like to achieve meaningful collaborations with organizations in neighborhoods of color

Needs in the community are so great and we cannot resolve issues alone.

I wish we had a stronger relationship with the Milwaukee LGBT community Center. for a variety of reasons over the years that relationship has ebbed and flowed.

We need more collaborative relationships.

It is hard to work with school districts, there are too many, too bureaucratic, they would be natural partners, but are too inward looking. Most collaborations in our space is just playing "nice" no strategic direction. Part of the challenge is collaborations take time and the organizations in this space are run with few staff members. No bandwidth for the work it takes to make a meaningful collaboration.

We need to make with more groups working on racial justice

NH could always do more in the collaboration arena to mutual benefit

Collaborations cause roadblocks

Our strategic plan includes having the community see us as the go-to experts at human service system partners and facilitators. We are looking to grow our partnerships and collaborations.

While I think we do a good job collaborating, I think there is always room to bring new partnerships to the table

MARC organizations work in silos with only some collaboration which is usually a government requirement. There could be more meaningful collaboration and communication since most of our clients receive services from several MARC members.

Again, we complete current strategic planning process, we anticipate expanded collaborations

This collaborative goal is to support the three focus areas of the Revitalization Plan and needs to be a fluid relationship as the issues in each of the focus areas are addressed.

Although we partner with many organizations, I would like us to have more strategic partnerships that address the capacity gaps in our organizations, i.e. shared services, program evaluation

I feel we could do better if we had collaborations with others working to ending violence in Milwaukee.

It is difficult to maintain momentum with other nonprofits; and the commitment to the collaboration

While we have a successful program, we could benefit even more agencies if there was a more robust transportation option to get food to agencies that cannot pick it up. We could also glean more food if there were additional cold and freezer storage options for our agency as well as for the agencies that receive the food.

Many of the Habitat State Support Organizations are incredibly strong and offer training and resources but WI does not currently have a strong SSO

We should be doing more collaborating.

could increase number of partnerships

Would like to do more in this area.

I would like to see more purposeful collaboration among CDFIs in the Milwaukee area

we still have a limited collaboration source; we are still in need of developing a plan to recruit and retain members to serve in leadership roles to build or organizations mission and vision

Would like to see more collaboration with for profit entities

We can and should do more collaboration and do so more formally.

We need to collaborate with other schools like ours which could share resources and eliminate duplicate services

More could take place.

Our collaborations are good. But in the Milwaukee nonprofit world (and just general nonprofit world) there is too much in-fighting, competition, and lack of collaboration between organizations that serve similar populations in similar services. We could be collaborating more and thus serving our community more. But executive director ego often gets in the way.

We believe we could do more with some help

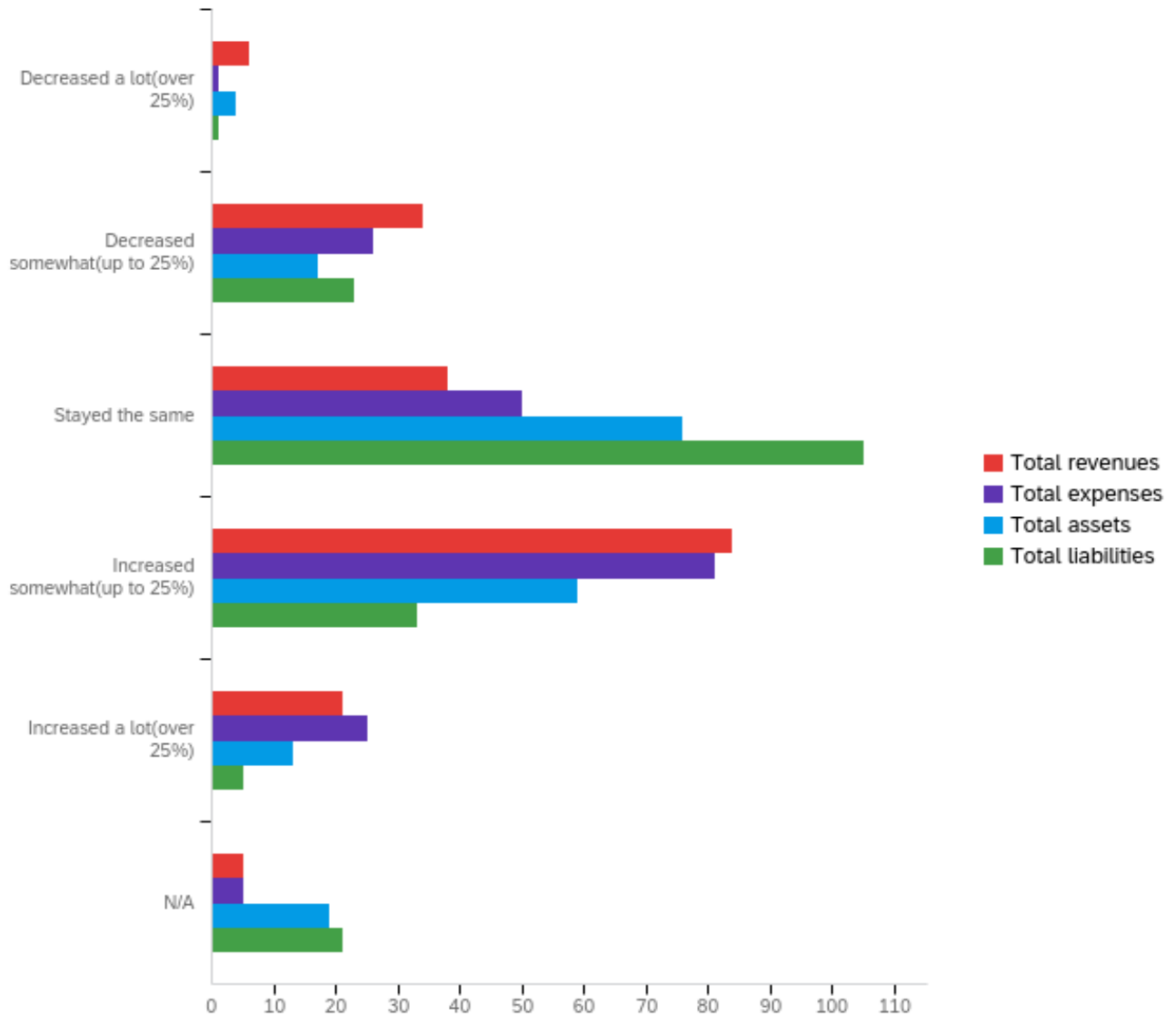
We could always to more and do it better. Collaboration is time intensive and often falls to the end of the list.

open to creating more partnerships in the nonprofit sector

Perhaps we could do more collaborating.

Finance and Revenue

Q63 - H Q1. Please estimate how the following have changed for your organization over the last 24 months:

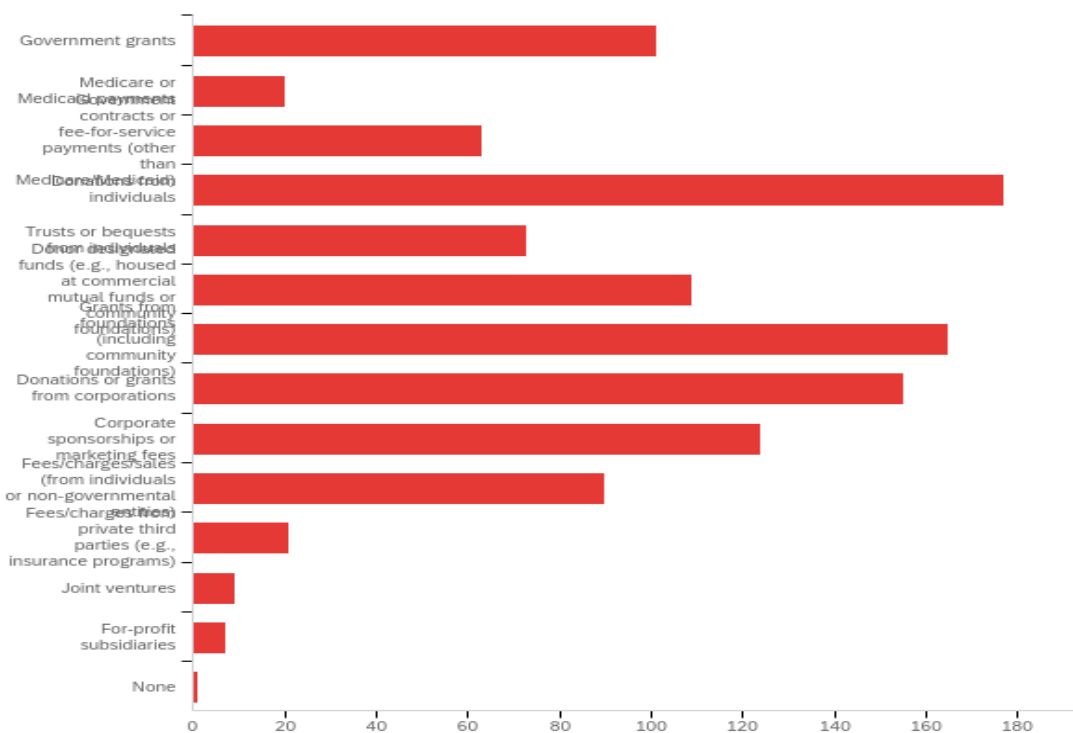


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Total revenues	1.00	6.00	3.51	1.09	1.19	188
2	Total expenses	1.00	6.00	3.63	0.98	0.97	188
3	Total assets	1.00	6.00	3.62	1.13	1.29	188
4	Total liabilities	1.00	6.00	3.43	1.12	1.25	188

Understanding & Supporting Milwaukee Nonprofits – Data

#	Question	Decreased a lot (25%+)		Decreased somewhat (up to 25%)		Stayed the same		Increased somewhat (up to 25%)		Increased a lot (over 25%)		N/A		Total
1	Total revenues	3.19%	6	18.09%	34	20.21%	38	44.68%	84	11.17%	21	2.66%	5	188
2	Total expenses	0.53%	1	13.83%	26	26.60%	50	43.09%	81	13.30%	25	2.66%	5	188
3	Total assets	2.13%	4	9.04%	17	40.43%	76	31.38%	59	6.91%	13	10.11%	19	188
4	Total liabilities	0.53%	1	12.23%	23	55.85%	105	17.55%	33	2.66%	5	11.17%	21	188

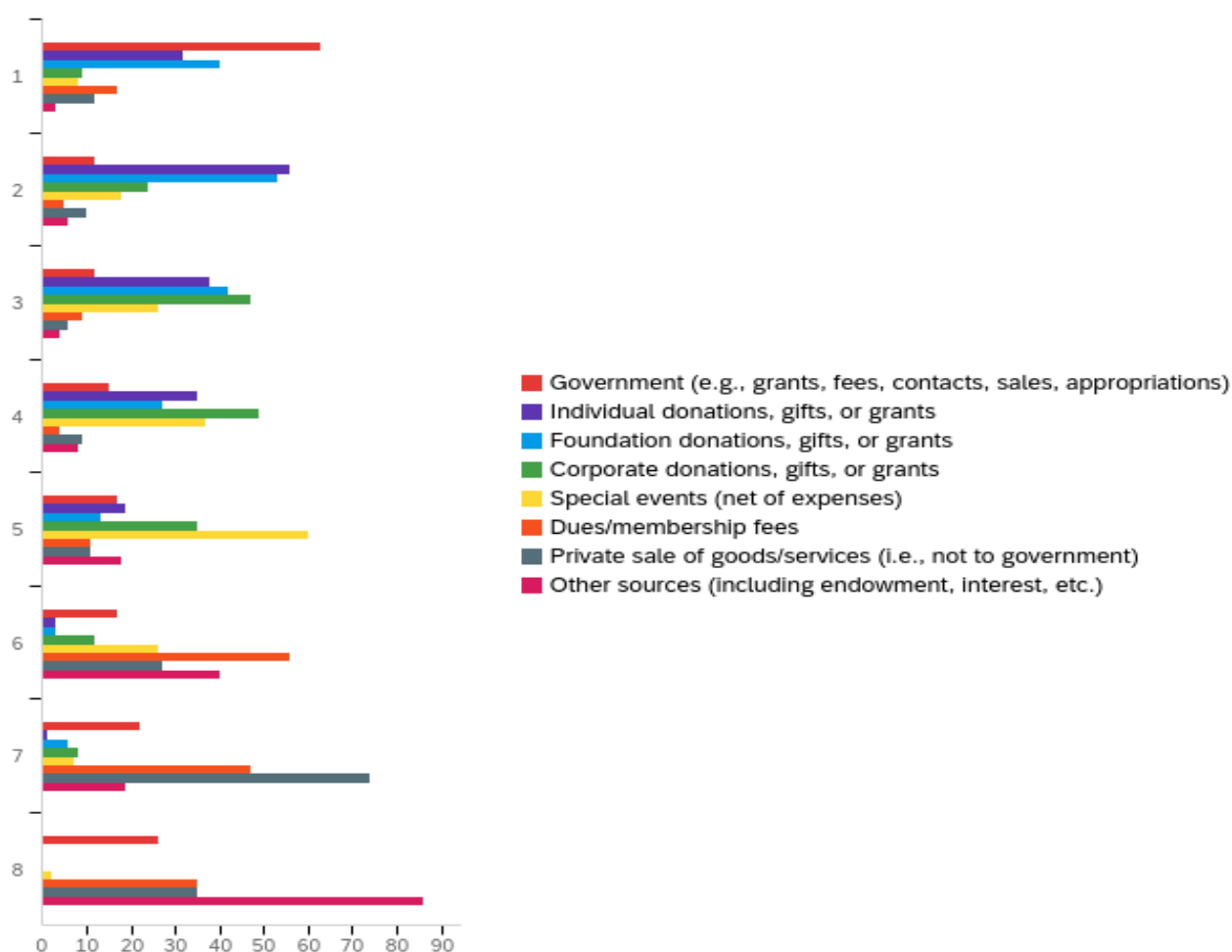
Q64 - H Q2. During the organization's most recent complete fiscal year, did your organization obtain revenue from any of the following sources? (Check all that apply) – 185 total responses



#	Answer	%	Count
6	Government grants	9.06%	101
14	Medicare or Medicaid payments	1.79%	20
7	Government contracts or fee-for-service payments (other than Medicare/Medicaid)	5.65%	63
1	Donations from individuals	15.87%	177
2	Trusts or bequests from individuals	6.55%	73
13	Donor designated funds (e.g., housed at commercial mutual funds or community foundations)	9.78%	109

4	Grants from foundations (including community foundations)	14.80%	165
3	Donations or grants from corporations	13.90%	155
15	Corporate sponsorships or marketing fees	11.12%	124
8	Fees/charges/sales (from individuals or non-governmental entities)	8.07%	90
9	Fees/charges from private third parties (e.g., insurance programs)	1.88%	21
11	Joint ventures	0.81%	9
12	For-profit subsidiaries	0.63%	7
20	None	0.09%	1
	Total	100%	1115

Q65 - H Q3. Please rank the sources of your organization's revenue during the most recent complete fiscal year. (Drag and drop your selections into the correct order reflecting largest to smallest amount)



Understanding & Supporting Milwaukee **Nonprofits** – Data

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Government (e.g., grants, fees, contacts, sales, appropriations)	1.00	8.00	3.98	2.68	7.21	184
2	Individual donations, gifts, or grants	1.00	7.00	2.82	1.34	1.80	184
3	Foundation donations, gifts, or grants	1.00	7.00	2.74	1.48	2.19	184
4	Corporate donations, gifts, or grants	1.00	7.00	3.79	1.42	2.01	184
5	Special events (net of expenses)	1.00	8.00	4.30	1.50	2.24	184
6	Dues/membership fees	1.00	8.00	5.82	2.08	4.31	184
7	Private sale of goods/services (i.e., not to government)	1.00	8.00	5.98	2.05	4.21	184
8	Other sources (including endowment, interest, etc.)	1.00	8.00	6.58	1.74	3.04	184

#	Question	1	2	3	4	5	6	7	8	To tal								
1	Government (e.g., grants, fees, contacts, sales, appropriations)	34.2 4%	6 3	6.52 %	1 2	6.52 %	1 2	8.15 %	1 5	9.24 %	1 7	9.24 %	1 7	11.9 6%	2 2	14.1 3%	2 6	18 4
2	Individual donations, gifts, or grants	17.3 9%	3 2	30.4 3%	5 6	20.6 5%	3 8	19.0 2%	3 5	10.3 3%	1 9	1.63 %	3	0.54 %	1	0.00 %	0	18 4
3	Foundation donations, gifts, or grants	21.7 4%	4 0	28.8 0%	5 3	22.8 3%	4 2	14.6 7%	2 7	7.07 %	1 3	1.63 %	3	3.26 %	6	0.00 %	0	18 4
4	Corporate donations, gifts, or grants	4.89 %	9	13.0 4%	2 4	25.5 4%	4 7	26.6 3%	4 9	19.0 2%	3 5	6.52 %	1 2	4.35 %	8	0.00 %	0	18 4
5	Special events (net of expenses)	4.35 %	8	9.78 %	1 8	14.1 3%	2 6	20.1 1%	3 7	32.6 1%	6 0	14.1 3%	2 6	3.80 %	7	1.09 %	2	18 4
6	Dues/membership fees	9.24 %	1 7	2.72 %	5	4.89 %	9	2.17 %	4	5.98 %	1 1	30.4 3%	5 6	25.5 4%	4 7	19.0 2%	3 5	18 4
7	Private sale of goods/services (i.e.,	6.52 %	1 2	5.43 %	1 0	3.26 %	6	4.89 %	9	5.98 %	1 1	14.6 7%	2 7	40.2 2%	7 4	19.0 2%	3 5	18 4

	not to governme nt)																	
8	Other sources (including endowment, interest, etc.)	1.63 %	3	3.26 %	6	2.17 %	4	4.35 %	8	9.78 %	1 8	21.7 4%	4 0	10.3 3%	1 9	46.7 4%	8 6	18 4

Q66 - H Q4. During the most recent fiscal or calendar year, please estimate what percentage of your organization's expenses went to the following: (Does not need to total to 100%)

Q66_1_1 - Percent that went towards staff compensation and benefits - No Name

- **183 total responses**
- **50% average**

60

85

25

80

70

90

55

30

0

44

67

80

37

53

30

58

42

0

18

70

80

80%

0

60

56

15

15

50

70%

5

40

40

30

60%

60

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74

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80

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80

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Understanding & Supporting Milwaukee Nonprofits – Data

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60

Understanding & Supporting Milwaukee Nonprofits – Data

83

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67

71

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80+

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O

Q66_2_1 - Percent that went towards facilities, space, and related utilities - No Name

Understanding & Supporting Milwaukee Nonprofits – Data

- **184 total responses**
- **17% average**

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2.5

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4

4

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2

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4

18

10

75

13

10

2

Understanding & Supporting Milwaukee Nonprofits – Data

1

1

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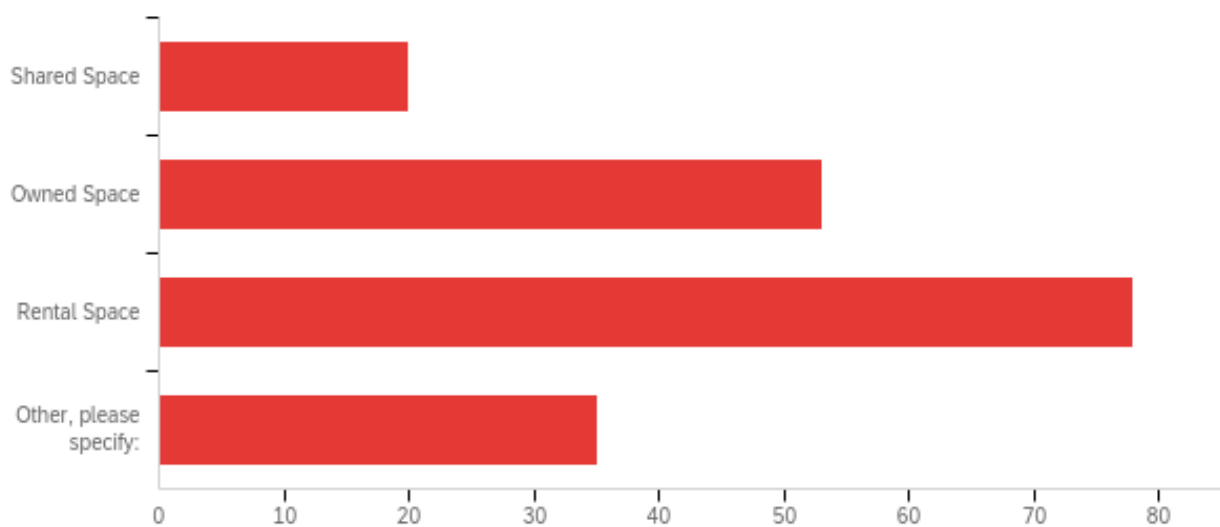
25

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Q67 - H Q5. Please describe your organization's facility usage.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	H Q5. Please describe your organization's facility usage. - Selected Choice	1.00	4.00	2.69	0.90	0.81	186

#	Answer	%	Count
1	Shared Space	10.75%	20
2	Owned Space	28.49%	53
3	Rental Space	41.94%	78
4	Other, please specify:	18.82%	35
	Total	100%	186

Q67_4_TEXT - Other, please specify:

We do not pay for rental space at this time.

We do not have a facility.

We work out of our homes

owned home for residents, rented office for meetings, marketing, donor and web direction.

We own one building that we occupy daily, rent one building that we occupy daily and rent one space that we use seasonally.

Combination of owned and leased space

we share collaborative space and pay rent at UWM SFS

Provided by Collaboration

We own two buildings that are services are in, but lease space in two others.

2 spaces are rented at a discount. The third space is donated.

rental space for orchestra performances, donated space use for orchestra rehearsals, plus staff members work at home

we don't have any space

We pay nothing to use the pavilion in Cooper Park owned by Milwaukee County Park

We own some of our facilities and rent others.

We do not have a physical location.

Owned and leased space at four main campuses, shared space in other parts of state

We own and operate three buildings but also share space in six MPS schools.

We own 2 buildings and rent 2 buildings

Most owned (2 centers and a camp) and other shared space in schools

We own office spaces and rent other spaces.

Shared space with a major funder

Leased

Combination of Owned and Rented

Donated space, rental space

We run programming in buildings owned by Milwaukee County

we have memberships to a coworking space and an office in the Executive Director's house

We own two of our school buildings and lease the other two.

We run our events mostly in public places or are invited to private places.

Another nonprofit shares their space with us for free

owned at 2 sites, rented at one

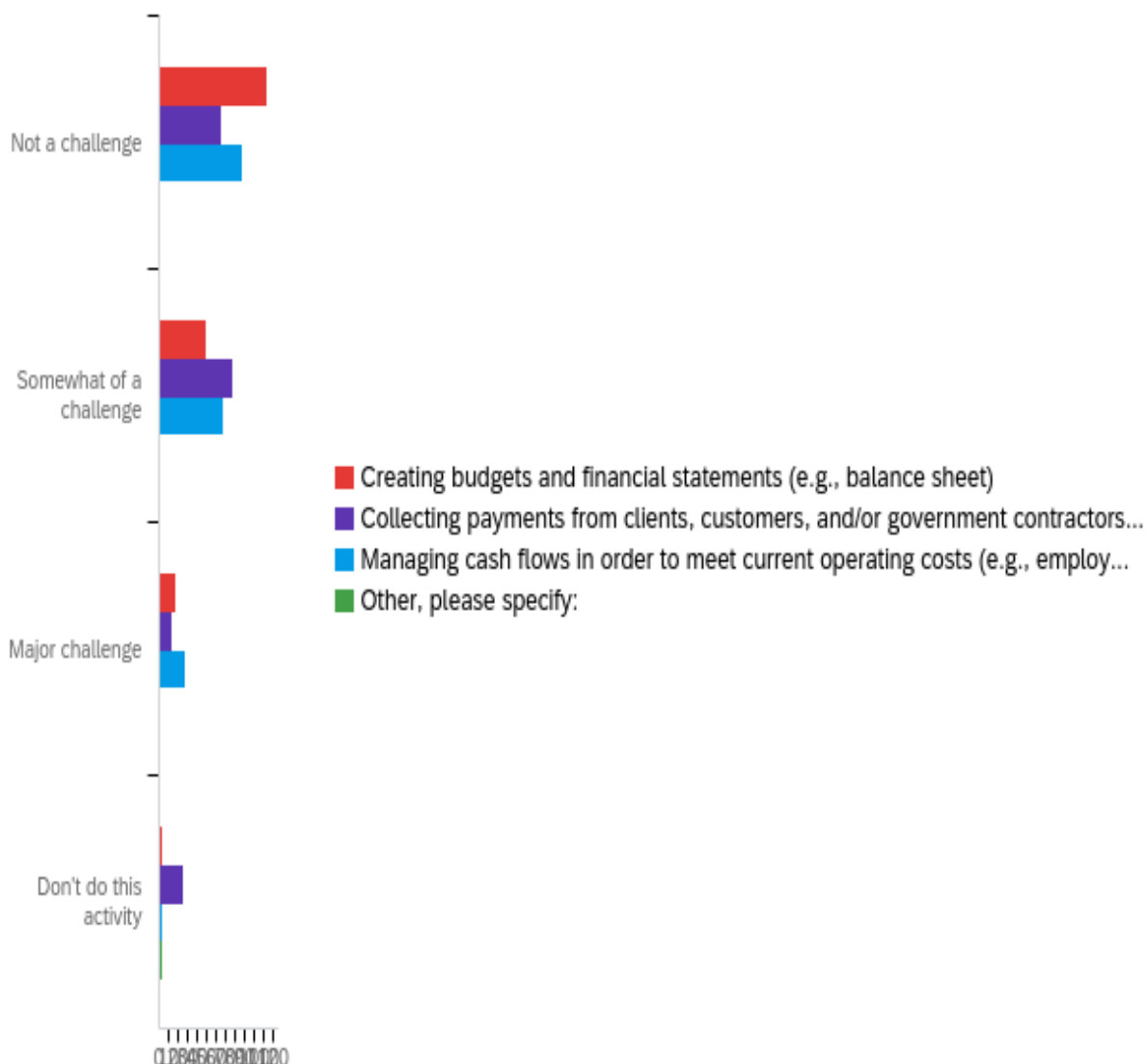
Donated storage and meeting space

two facilities - one rented, other owned

We are a virtual, organization at this point

Home

Q68 - H Q6. How much of a challenge do the following FINANCIAL MANAGEMENT ACTIVITIES currently pose to your organization?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Creating budgets and financial statements (e.g., balance sheet)	2.00	8.00	2.55	0.96	0.92	185
2	Collecting payments from clients, customers, and/or government contractors in a timely manner	2.00	8.00	3.40	1.92	3.69	183
3	Managing cash flows in order to meet current operating costs (e.g., employee payroll, employee benefits, debt repayment, rent, etc.)	2.00	8.00	2.78	1.05	1.11	185
4	Other, please specify:	2.00	8.00	5.33	2.75	7.56	6

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
2	Creating budgets and financial statements (e.g., balance sheet)	62.16%	115	27.03%	50	9.19%	17	1.62%	3	185
3	Collecting payments from clients, customers, and/or government contractors in a timely manner	36.07%	66	42.62%	78	7.65%	14	13.66%	25	183
4	Managing cash flows in order to meet current operating costs (e.g., employee payroll, employee benefits, debt repayment, rent, etc.)	47.03%	87	36.22%	67	14.59%	27	2.16%	4	185
8	Other, please specify:	33.33%	2	0.00%	0	16.67%	1	50.00%	3	6

Q69 - H Q7. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of FINANCE/REVENUE, what specific resources did you use? (If not applicable, enter n/a)

cpa audited financials; establishing internal financial systems / controls

We contract with an accounting firm that specializes in nonprofits and work closely with that team.

We have external auditors at the national level.

We use an accountant to prepare our 990

consultants and auditors

Accounting Firm specializing in Nonprofit work

Our interim CFO is contracted through Lauber. We utilize Paylocity for payroll.

Auditors

consulting firm

CPA

Accounting agency

We have an outside accountant, works great!

QuickBooks and Breeze online software

We use outside consultants for reviewing financial policy and a separate firm for audit, and our board's finance committee

Investment management; revenue collection

NA however we do complete a yearly audit with an outside vendor

we have an outside bookkeeper; we use QuickBooks; board finance committee is made up of financial experts who provide time/skills to help manage org's finances.

Outside accountants

We contract with another non-profit organization to manage our financial operations.

Donation for facilities

Consultant

We outsource for accounting and payroll. And hire an independent firm for our annual audit.

Payroll Use

Expert pro bono consulting

Ritz Holman

Financial Consultant

Accounting firm of a Board member

Nonprofit Accounting Firm

We outsource all accounting services-Anick and Associates

Ritz and Holman prepares 990

N/A other than auditors advice

Audit, bookkeeping, accounting

our audit every year is done from the outside and comes from general funds

Local financial institutions

CPA

paid auditor

Accountant

Christian Life Resources (Parent Organization)

Krause & Associates (auditors), Baird (investments)

Rupesck Account

Annual external auditors

Tax advisor and accounting firm.

I believe one of the partners utilizes an outside billing company to process donations and invoices.

contract with non-profit accounting firm

We have accountants at Scribner Cohen who prepare all of our financial statements.

hire outside CPA

Used a bookkeeper, auditor and board member who is a retired CFO as a volunteer

Contracted Accountant

independent CPA

Billing consultants, collections, revenue analysis, deferred maintenance planning analysis, liability analysis

Johnson Bank

We use an accounting firm.

CPA for auditing and completion of financial compliance documentation (Form 990, 1952)

We subcontract bookkeeping and monthly financial statement preparation to outside consultants. This is largely to ensure a segregation of duties given our small staff. We also participate in education & training offered by Wegner CPAs.

board member expertise, accounting firm

We don't have a paid staff person to do accounting or finance. We contract with an accounting firm to do bookkeeping, grant reports, and monthly financial statements.

Joxel group

We outsource our financial reports and payroll to a local CPA firm.

We utilize some retired volunteers who are CPAs

Weger CPA for audit

We were granted technical assistance from Community Development Block Grants from Nonprofit Center, but they closed down.

We use a third-party accounting firm.

We have a Board member who is our treasurer - he's an accountant.

assistance from a financial management firm

outside consultants

Several Directors on our Board are in the financial services industry and serve as resources to our agency.

We pay an accountant for expense management support. We also utilize certain development consultants as needed (events, grants)

Outsource financial function to an outside firm

Wisconsin 12 step association training and workshops; nonprofit center of Milwaukee training and workshops

Third party bookkeeping services

our accountant

external accounting firm

We contract with a CPA for some services.

Accounting Firm

Accountant

We contract out for accounting services and audit/990 preparation

Consultants

FACTS tuition management system

Accountants to review all bookkeeping and prepare financial statements/taxes

IFF loan for the buildout on our rental space

Payroll, accounting services for auditing

Board Member

Board member as Finance Chair volunteering and a paid accountant

QuickBooks

Auditors

Accountant, auditing firm

Wagner

auditing and accounting

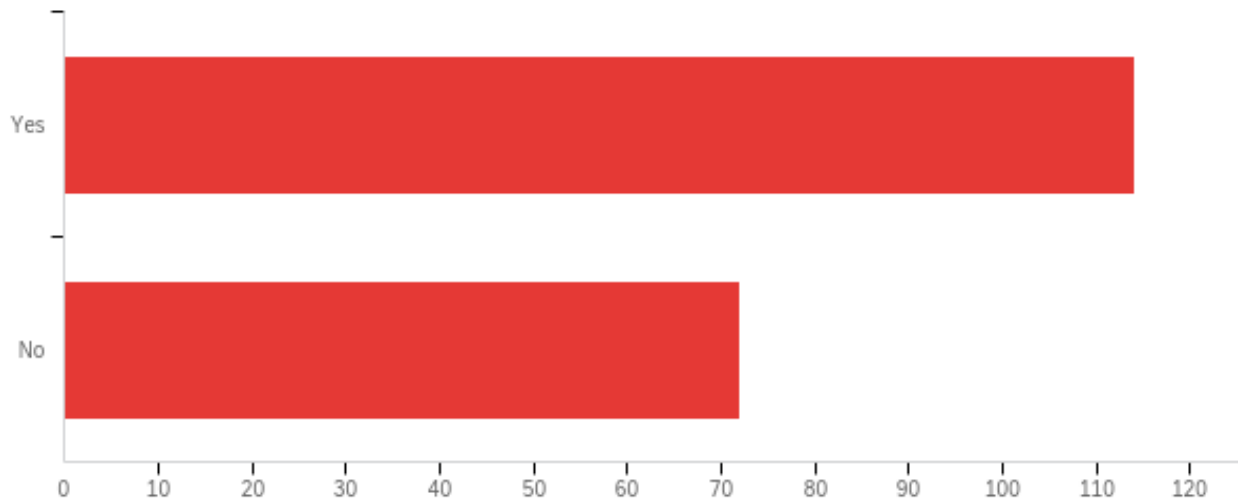
Anick and Associates

Board members, Baker Tilly, various banks

QuickBooks

Administering fund

Q70 - H Q8. Are you satisfied with your organization's status in the area of FINANCE/REVENUE?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	H Q8. Are you satisfied with your organization's status in the area of FINANCE/REVENUE?	1.00	2.00	1.39	0.49	0.24	186

#	Answer	%	Count
1	Yes	61.29%	114
2	No	38.71%	72
	Total	100%	186

Q71 - H Q8A. Please explain your response.

POS / QuickBooks and donor software do not interface.

Made adjustments this year to our health insurance costs. Would like to pay staff better. Raising funds is a constant challenge.

Changing landscape with sunshine act

I would like us to have a better idea of an annual budget.

Would like more revenue and more revenue streams

further restructuring in process to simplify

We are in the process of developing and implementing a new strategy, which also entails changes to our fundraising strategy. We will need to reorganize our staffing structure, which will involve changes to our development and finance staffing arrangement.

It's just a matter of staff and leadership transition and making sure all policies/procedures/line items are fully understood.

Chronic underfunding

Harder and harder to get new monies, having trouble getting new funders and corporate funders.

Running at a net operating loss which require us to make draws from endowment yet services we provide have very limited revenue sources, but are highly needed

I would like to do more to educate board about nonprofit finance and how to read/understand our financial statements.

We are addressing 20% of the need. More money could help more people

We need to get better at diversifying and growing our revenue base in order to have an adequate staffing structure.

we need to dramatically increase our endowment as well as our tuition income

Need more

We have major cash flow issues that seem to get worse as we grow larger. We are working with a consultant to address the issues

We need to expand our funding streams to other avenues of money.

We're exploring ways to start applying for grants and diversify our funding streams.

I think we would all be more satisfied with more revenue. :)

We can only do as much as we can pay for. We can always increase revenue and more effectively manage our finances.

very very hard to keep up with funding and finding new donors.

Timely reports are not timely. No financial analysis, just bookkeeping.

We do not currently have a Treasurer so dual control is in record keeping only.

We don't have any finances.

Concerned about the expense of financial management staff member in a small organization. if staff leaves, not sure how it would get done.

Need to do grant writing

short staffed in fiscal area presently

We need board, staff, volunteers who know ways to go about raising revenue. We need easy to read documents that show us how we are doing financial over time.

Under-capitalized

Raising funds while constructing is tough

Would like to see us raise more revenue

We rely on 2 large special events, a Gala and a walk, for a large portion of our revenue. We are trying to increase grants and individual gifts because relying events limits our growth and they are a lot of work.

The organization should hire a full-time development person. Grant writing is divided between the executive leadership and another person.

The board needs to have a better understand of our finances

would prefer less government funding and more overall revenue diversification

The federal government and city government failure to make timely payments during a specific fiscal year, results in deficits,

I'd like a solid business plan

Our accounting firm is excellent, but we could use a consistent volunteer or part-time staff person to assist with the administrative functions of monthly accounting, i.e. filing, pulling documentation for credit card statements and grant cost reports, etc. Additionally, the board treasurers we tend to get are corporate finance people and don't have a good understanding of nonprofit finance.

We need more revenue! We are experiencing incredible growth the last three years. We subsidize every workshop we hold. Keeping up with raising revenues to continue to subsidize is the major challenge.

In need of additional revenue for mission. Also need to diversify our revenue

The company with which some of our functions is outsourced is fantastic, however, we still have to do a fair amount in-house. That has largely fallen on me, the Executive Director. While participating in these functions has provided me with real-time and in-depth info about our cash flow, finances, etc., it also takes up time that could possibly be spent with other beneficial activities such as donor retention and cultivation.

I would like to reduce the organization's dependence on government funding and increase other sources of funding.

This is our greatest challenge. We are paying high cost for external and it isn't meeting our needs. We have so much to grow in this area internally.

can always do better

As a certified CDFI, our staff costs are high, and our revenue is spread out over time. We struggle to maintain adequate staffing levels to service our pipeline and portfolio.

Need to find new sources of revenue

we need to find ways to generate funds; have the capacity to apply and receive funding

Need to diversify our funding streams

We need to build up a reserve fund for the organization.

need to balance our budget!

We need more income.

Staff are not financial experts or accountants

We need support in this area. Very difficult to find nonprofit bookkeeping service - lots of for-profit accountants.

We operate with a deficit budget.

Understaffed and keeping up with digital processes.

Meeting realistic financial expectations re reasonable employee benefits

We need to grow our individual and corporate revenue

It's difficult to find finance staff capable for the salaries we are able to pay

Fund raising is a top priority as we have to raise funds in order to provide services

We had a staff person do this for us. We ran out of funding for this position. Now a board member takes the lead, but we need staff support for this topic.

We need more help within the budgets to monitor grants, etc.

We are healthy, however, more government dependent than what we would like. Not enough individual donor revenue which leaves innovation and new program development weak. We also have a very lean operational structure which at times taxes existing staff resources.

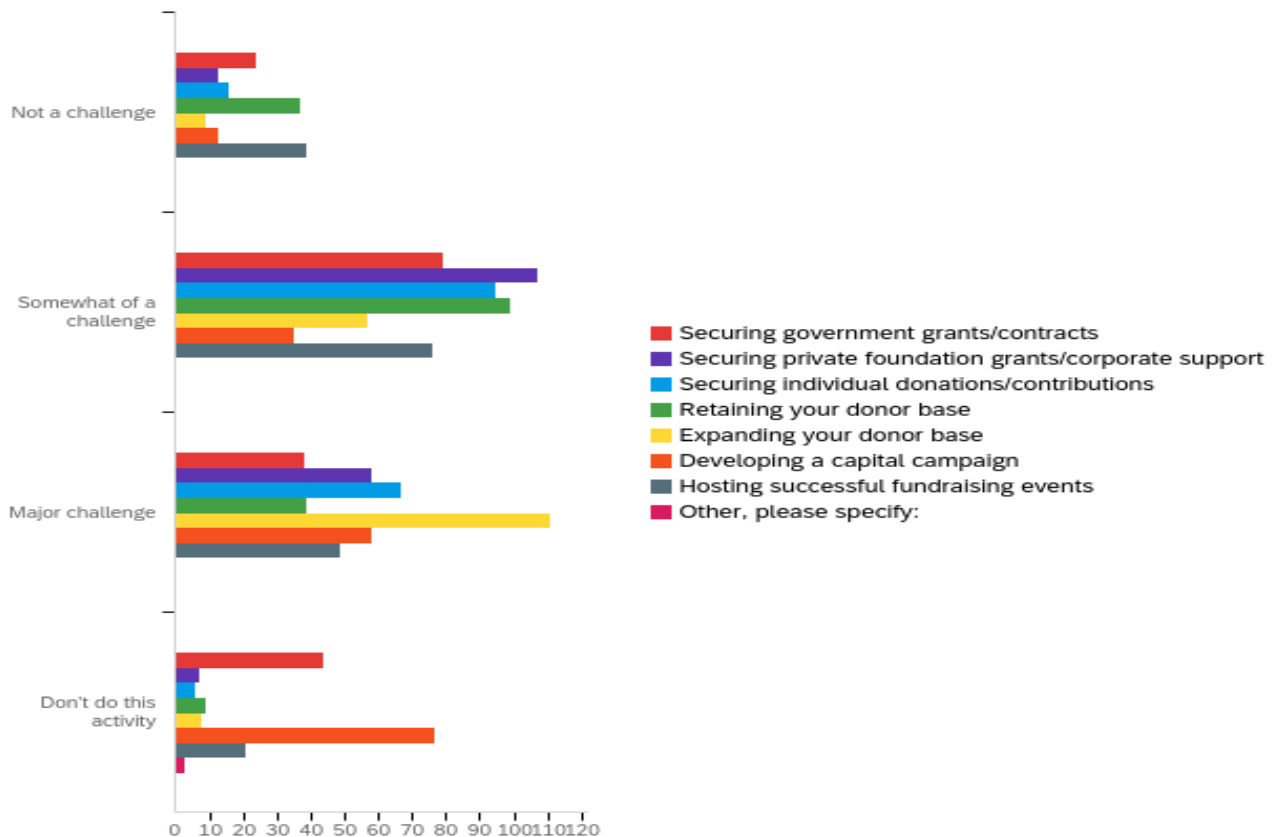
Cash flow and sustainability is a constant struggle.

We need more money to get this thing off the ground

Always looking to improve financial sustainability

Fundraising and Fund Development

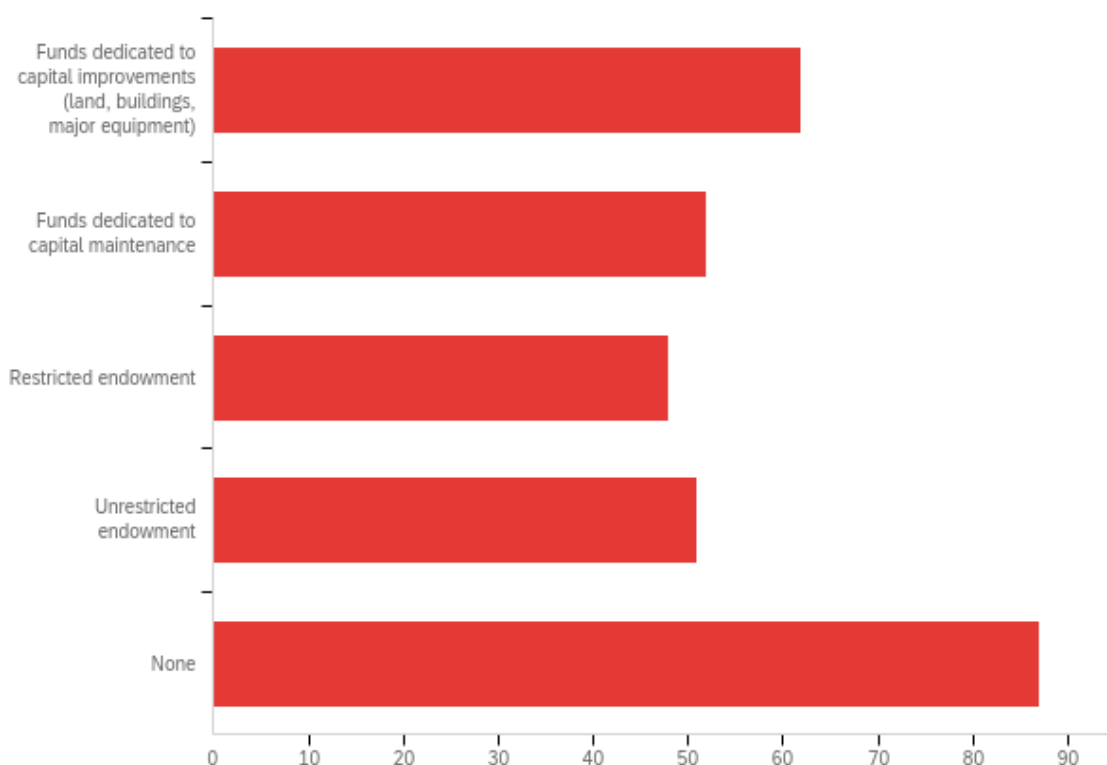
Q72 - I Q1. How much of a challenge do the following FUND DEVELOPMENT ACTIVITIES currently pose to your organization?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Securing government grants/contracts	1.00	5.00	3.42	1.22	1.50	185
2	Securing private foundation grants/corporate support	1.00	5.00	3.25	0.83	0.68	185
3	Securing individual donations/contributions	1.00	5.00	3.26	0.88	0.78	184
4	Retaining your donor base	1.00	5.00	2.91	1.10	1.20	184
5	Expanding your donor base	1.00	5.00	3.59	0.79	0.62	185
6	Developing a capital campaign	1.00	5.00	4.02	1.12	1.25	183
7	Hosting successful fundraising events	1.00	5.00	3.07	1.25	1.56	185
8	Other, please specify:	5.00	5.00	5.00	0.00	0.00	3

#	Question	Not a challenge		Somewhat of a challenge		Major challenge		Don't do this activity		Total
1	Securing government grants/contracts	12.97%	24	42.70%	79	20.54%	38	23.78%	44	185
3	Securing private foundation grants/corporate support	7.03%	13	57.84%	107	31.35%	58	3.78%	7	185
4	Securing individual donations/contributions	8.70%	16	51.63%	95	36.41%	67	3.26%	6	184
5	Retaining your donor base	20.11%	37	53.80%	99	21.20%	39	4.89%	9	184
	Expanding your donor base	4.86%	9	30.81%	57	60.00%	111	4.32%	8	185
	Developing a capital campaign	7.10%	13	19.13%	35	31.69%	58	42.08%	77	183
	Hosting successful fundraising events	21.08%	39	41.08%	76	26.49%	49	11.35%	21	185
	Other, please specify:	0.00%	0	0.00%	0	0.00%	0	100.00%	3	3

Q73 - I Q2. Does your organization currently have any of the following? (Check all that apply) – 185 total responses



#	Answer	%	Count
1	Funds dedicated to capital improvements (land, buildings, major equipment)	20.67%	62
2	Funds dedicated to capital maintenance	17.33%	52
3	Restricted endowment	16.00%	48
4	Unrestricted endowment	17.00%	51
5	None	29.00%	87
	Total	100%	300

Q74 - I Q3. In the event that your organization has utilized resources or technical assistance from outside your organization in the area of FUNDRAISING/FUND DEVELOPMENT, what specific resources did you use?(If not applicable, enter n/a)

We have our lobbyists who support with state funding.

Special Events Firm

AFP

We use Salesforce as our CRM.

We have obtained two foundation grants for building maintenance and improvements

fund development consultant

Management consulting agency

Grant writer and nonprofit Management Fund for fund development

denomination resources, Linking Mission to Money book, Money Matters in Church book

Fundraising consultant

use TrueSense for direct mail solicitations

salesforce; hired grant writers now and again

We retain an external fund development consultant

outside consultant, LCMS Foundation

In years past we did work with a consultant for a capital campaign.

Grant writer

nonprofit management fund grant for consultant

Understanding & Supporting Milwaukee Nonprofits – Data

Online donor network, includes monthly fundraising support via a fundraising coach and online tools to assist with a variety of fundraising activities.

Books, talking with peers

Sponsor Placement Company

We recently held a Board retreat and contracted with a facilitator to lead the conversation around fundraising

Primarily networking.

webinars from a variety of sources.

AFP

annual reports, appeals

limited assistance with using consultants

Nonprofit Management Fund

We had directed funds that helped us with a feasibility study. Super useful

paid grant writing firm used, pay auctioneer for annual gala, paid donor software firm used

We utilize professional assistance in planning fundraising events.

contracting with capital campaign consultant

consulting services to assess infrastructure and board engagement with communications & fundraising

Keep surplus funds in money market at Fidelity

Marquette U Nonprofits in WI list, independent fund development professional

Grant writing training

Our team has attended fundraising courses from the Lilly School of Philanthropy, part of the Indiana University.

We have a Grant Station membership and participate in some of their webinars. Other than assistance from board & committee members in terms of making contacts for fundraising, all of our fund development work is done in-house.

We have received a technical assistance grant to hire a fundraising consultant; as previously referenced, we are participating the Network for Good Jumpstart program, which includes bi-weekly coaching sessions.

We've used contractors for special events

We have a consultant who assists with rental events

Event planning consultant, grant writer

Wisconsin 12 step association and the nonprofit center of Milwaukee training and workshops

consultant to help develop a comprehensive fundraising plan

hired Donor by Design to prepare for a capital campaign

Wealth screening and development consultant.

We worked several years ago with MAP (Mission Advancement Professionals) out of Texas

we work with Third Sector Creative on our Web based communications/fundraising/ also use Little Green Light as donor management tool

we use a part-time consultant to support our fund development plan

Outside consultant for grant writing and to develop funding base

Board members who are in Fund Development volunteer

outside consultants for donor acquisition

Mustard Seed Consulting

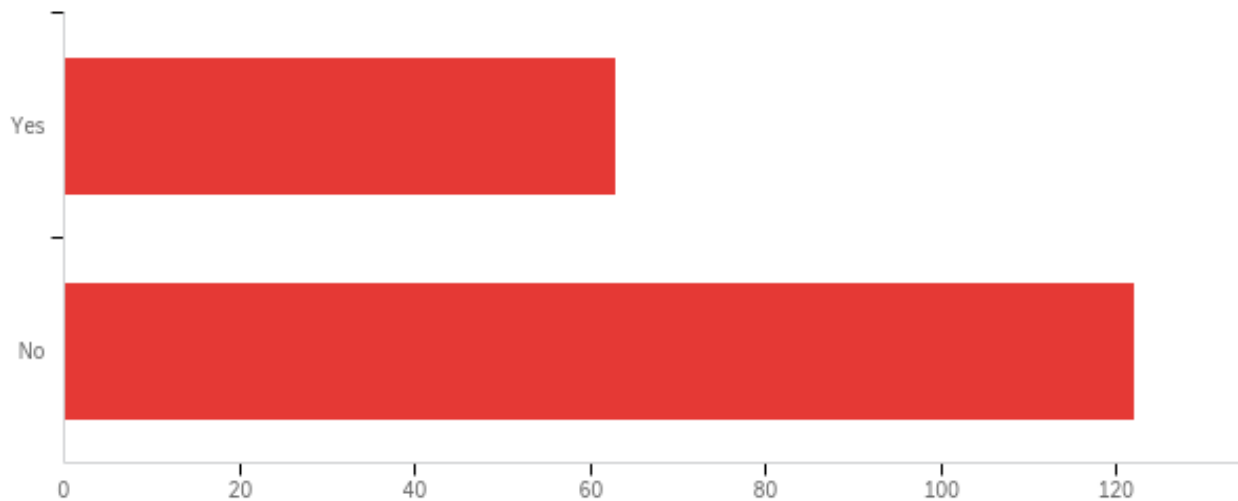
Board Star, Greater Milwaukee Foundation, Bader Philanthropies

Fund Development -Elizabeth Myers

Filemaker Pro

Advise

Q75 - I Q4. Are you satisfied with your organization's status in the area of FUNDRAISING/FUND DEVELOPMENT?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I Q4. Are you satisfied with your organization's status in the area of FUNDRAISING/FUND DEVELOPMENT?	1.00	2.00	1.66	0.47	0.22	185

#	Answer	%	Count
1	Yes	34.05%	63
2	No	65.95%	122
	Total	100%	185

Q76 - I Q4A. Please explain your response.

We can do better. (And yes, I am a broken record.)

We need to improve on donor requirement

I wish we had a mechanism for earned revenue and that we were able to establish an endowment.

This is the greatest need of our organization. The Board recognizes this need. We don't have multi-year grants; this problematic of sustainability planning.

Challenges of meeting goals

We are interested in learning new ways to raise funds.

CA would greatly benefit from increased development resources.

Need to obtain more major donors

As previously described, we are in the process of implementing substantial changes to our organizational strategy, which also impacts fundraising.

Courage MKE needs proper software to trace foundation, cooperate, federal and state grants. Also, a membership to a website which directs us to proper grants for our organization.

We need to expand our donor/fundraising pool.

We are in need of \$2M to close out our capital campaign. We are having great difficulty in raising the final amount.

We have a capital campaign that has stalled.

Underfunded to pursue adequately

Our staff costs are hard to fund for, more and more difficult to find grant money, always looking for dollars, stressful, draining and demoralizing

Fundraising is our major challenge.

Increased funding is lacking to accelerate strategies we have found that work. Have applied for grants for next year.

The greatest struggle is to integrate with the organization's strategy with enough lead time to work with donors

It's a major concern for sustainability for the organization, especially around major gifts and foundations supporting larger more global initiatives as well as sunseting.

We need to find ways to increase it, mostly through better marketing and outreach.

This is an area that needs significant growth; we are focused on making improvements this year; working to streamline grant applications; cultivate major donors; diversify funding; huge undertaking

We need budget to hire someone full time

Our pipeline of asks and funds need to be worked and developed.

We must diversify and grow our revenue base in order to grow our staffing structure to meet the demand for our organization's work.

we do not do a good job of cultivation and stewardship

Training

We aren't able to spend enough time on Fund Development

need to diversity funding sources and individual giving; need to establish an endowment

As the Executive Director, I am also responsible for all fundraising activities. We don't have a budget for a full or part time fundraiser and my board fund development committee is not as helpful with executing the details of planning an event, so it falls on me and my staff.

We need to see an expansion of our donors base.

fundraising is always going to be the monkey on our back- we have restricted government gaps which leave gaps in funding, that we are always trying to fill

Just looking to wisely grow our funding.

We would like to have more private and more unrestricted funds.

Attrition is a challenge.

We could always use more money to help deliver on our mission.

We could always do more fundraising to further advance our mission

We need to raise much more to keep up with our budget

we have been stuck in same funding patterns for many years; are working to break out of those so we can be more forward-looking and strategic, diversifying our funders

Don't have it

We do well with government grants and contracts, but could do more with foundations, corporations, individuals, and events

We need a larger member base in order to demonstrate necessary public support.

We need help in securing funding

Need to increase funding via fundraising efforts.

Since we support teachers, in a particular discipline, it is hard to show the impact to students we reach. Also, corporations and foundations are now so focused on racial and economic disparities, that global impact is of no interest to them. The challenges of providing them with data or specific targets could cause mission creep or management issues. Seems like everyone is running their donations based on social media or taking social positions. They ignore large swaths of the working poor to focus on one area of town or the City of Milwaukee ignoring suburbs and rural communities.

We should be able to expand our donor base, and we receive very few major gifts so we could work on that

need to cultivate individual, corporate donors, increased and more intentional donor communication

Need to grant write

Need to do a better job with expanding outside our comfort zone/base

We want to do more with planned giving and more grant writing.

not good at nurturing and securing individual donors

We need board, employee, volunteer who know how to go about raising funds.

More unrestricted funding needed

Would like to be able to expand our donor database more.

Our limited capacity to engage in development activity, raise enough money to build additional capacity, uncertainty of the ROI, etc

We need to focus this

Fundraising during construction is tough

Organization would very much benefit from a full-time development staff.

We need a professional to helm and implement the fundraising plan (e.g. a development director)

Revenues will need to increase substantially when we move into larger facility (twice as large as current facility). We are moving in the right direction but are not where we need to be.

Would like to increase our relationships with donors and increase major gifts, reduce reliance on special events

We have an annual festival that used to be a fundraiser, but now it breaks even.

We struggle to activate our board effectively to leverage significant dollars to support our work. We often fall short of development targets, have suffered from board attrition, and struggle to launch an individual donor portfolio. The demand for our services far exceeds our capacity to deliver and does not match community support for our work.

There is not a fundraising culture within the board

We have work to do to create more mature systems & relationships - we fund raise but do not do sophisticated development

The DOJ currently owes DC \$122,000.

We need to increase our individual contributions.

Need to reach more donors; express a more compelling need

we need help in this area

Finding the talent in this area and identifying prospects/nurturing the relationships with the future pipeline of funders is an area of growth.

I know we could be doing more - again, with added staff capacity in 2019 I do expect this to change. I will add though that in 2019 we received our first allocation of CDBG funds for capacity building work, particularly to help the City with some projects. For many years as a HUD TA provider, we know the challenge of this funding - until the City issues contracts (which often don't arrive until late spring or early summer from HUD), organizations have to be able to cash flow without that reimbursement grant funding for at least 6 months now. While not a huge challenge for us, it's not a great system for many community development organizations.

more time, effort should be devoted to this

We do a decent job getting government and foundation grants, but don't have a network of high-wealth donors and corporate contacts, so these categories are an uphill battle. Additionally, as far as government and foundation grants, we struggle, as do all nonprofits, with not securing enough funding to cover our "administrative" costs. Especially for a small nonprofit, these are essential to being able to offer programs.

We find it very difficult to promote the population that we serve to potential funding sources.

I believe we struggle to have board members who help us with large fund development. We had been a small organization for many years. That is suddenly changing with the immense increase in demand for our services. We need to move from our small fundraising efforts to larger fund-raising efforts to keep up with demand.

We need to be attracting younger donors. We don't have good branding.

Our organization has not engaged in an annual fundraising event but has focused on an every-five-years anniversary event. Consequently, we drop off of people's radar. However, we don't currently have staff capacity to have an annual event. We could also use some help with donor cultivation and retention.

We could use a full-time experienced development staff person.

This is a capacity issue. ED does not have sufficient time to address because of infrastructure load and lack of grant writer and other fund development staff capacity.

can always find new ways to increase philanthropic support

Would like to learn new and better ways to expand donor base, increase fundraising, apply for more grants

I need more help. There's much more that can be done, but I do not have much support from the Board.

It is extremely challenging to raise operating support for a CDFI because of the perception that our lending program covers its own costs. In reality, interest and fees from our lending activities cover only about a third of the cost of running the organization and we must make up the rest with grants, fee for service, and government sources.

We have been slow to invest in our internal infrastructure in the area of fund development due to capacity and support from our Board. We have also suffered from turnover in this area due to the demands of fund development in a smaller and growing organization. We are currently, strategically assessing capacity and growing our focus here.

we should raise more multi-year revenue for program delivery, cap ex and planned improvements.

Need to enhance individual giving

not having the capacity to hire a fund developer

Our fund development staff is inexperienced

We need deeper bench strength from Milwaukee's corporate foundations and sponsorships

raising funds is hard for a small arts organization that falls outside the realm of UPAF. Hopefully Imagine MKE will help with this.

A healthy non-profit should have at least a quarter of its annual budget in reserve. We're still working on this.

never enough time to do all that we should do

We have not prioritized community and audience relationship building, which makes it hard to reach and create meaningful fundraising campaigns

We have never formally done fundraising / grant writing, but we need to.

Lack of staff knowledge

We could use some support/expertise in this area.

It is time for us to build and develop relationship with larger donors and broaden the targeted service and population we have focused on for foundation support and public contracts. We also have very poor corporate support beyond some event sponsorships.

Donor base is too small.

Limited budget and staff time. Turnover in constituents served and donor base because we are a youth-serving organization.

Could be better at everything involved

Need more staff trained in doing this.

donor outreach and retention needs more focused attention

We need to grow in that area

We have since our beginnings relied on fees for membership for the bulk of our income. The funding sources for most of our members do not pay an adequate amount to support our services. The contracts set up with these funding sources are designed to our disadvantage. For example, we just had a company renege on a contracted fee raise; our leverage in such a situation is minimal, and anything punitive we might do ends up hurting the individuals we serve. We fund raise to be able to deliver the high-quality programs our members deserve. However, we are limited in our ability to direct resources to administration (i.e. to a development specialist), because the need for direct care resources is so great. We, like all nonprofits, suffer from the starvation cycle with donors, in which they want to only fund new programs or programs, and they do not invest in our general operations, i.e. staff. Staff is everything for what we do but try telling that to a donor or fund.

We need to build capacity to fundraise that truly diversifies funding

Too many nonprofits are chasing the same unrestricted dollars.

Need additional support staff for fund development

Fund raising always is a top priority. The challenge lies in running operations while also expanding funding base.

The type of work we do at Sweet Water largely depends on grants to support the organization. Unrestricted funds are extremely difficult for us to secure. We need the organizational capacity to actively pursue unrestricted funds but that type of work needs to be supported by unrestricted funds. What we and other similar organizations must do is jump from grant-funded project to grant-funded project to keep our doors open. This prevents a large-scale, cohesive structure for each of us to continue doing our work while all trying to achieve the same goals.

As you would know, raising funds is ongoing and vital. Not many non-profits can say they don't have to worry about funding.

Hard to navigate the ever-changing priorities/expectations of foundations/corporations

With help, we could do so much more.

Would like a more strategic outreach and campaign program.

We are entirely too event dependent.

Understanding & Supporting Milwaukee Nonprofits – Data

We could do a much better job of fundraising than we currently do but we have less than one FTE in this department. We rely more heavily on fee for service revenue.

We need more time to do this. We are also too young and small

We are always looking to expand because the need for our services continues to grow.

We are in the process of updating our data system, and creating a fund development plan

Need more funds

Individual Thoughts

Q79 - J Q3. In your own words, please describe your greatest challenges and most important resource needs that your organization faces in the nonprofit sector.

We've been around for a long time, but are constantly confused with a similar larger, better funded organization. Smaller somewhat comparable agencies continue to crop up with a different but confusing (to clients, donors) focus. We are considering whether mergers with such smaller entities make sense. We are working to better define and market who we are. We need a development person and a better game plan to retain staff longer term.

We are growing rapidly, but do not have a large enough budget to hire more employees or outsource some of the work. Employee retention is our largest issue.

We have only one program in our organization and that program enables us to deploy AmeriCorps members to serve as tutors, mentors and role models. Currently, our biggest challenge is recruiting the number of members needed to serve the extreme need in our schools.

Our greatest need is strategic planning and sustainability plan. We are also in great need of fund development team/person.

Goal-setting and strategic planning for greater organizational sustainability over the next five years.

Challenges- Finding quality staff at a nonprofit rate Corporate fundraising Board recruitment Board engagement Special event fundraising Any HR or operations training is helpful

greatest challenges: fund raising, developing donor base resource needs: volunteer time

Employee compensation and benefits Diversifying revenue streams Branding and marketing Private fundraising

As a young (4-year-old) nonprofit, we struggle in developing foundation support and major donors and a steady cash flow inward. Our biggest expense is salary, yet many funders exclude salaries and overhead from funding.

Government Funding Volatility

Presently, our biggest challenges are hiring for key roles (and especially finding a diverse range of candidates); and re-starting our fundraising engine after a relatively idle period.

Courage MKE and Courage House will continually be in need to achieve our goals of a warm loving house for displaced LGBTQ+ teens. Funding for maintenance to our current property is desperately needed as we currently need 2 new roofs which cost over \$30,000. An easier way into the federal, state and county grant programs. As we believe our cause fits with public grants, we find it hard to access such grants without having minimally 2 years of financials, and 6 different numbers including CASE. As we continue to apply for status with the federal and state government, we find more and more status numbers needed.

Recruiting and maintaining qualified leadership and staff Duplication of services diluting impact of funding

Staying true to our mission, keeping long-time stakeholders invested, and communicating our impact in a meaningful way that attracts and engages new members and donors.

Stomach cancer is a worldwide public health crisis and a silent killer. It is one of the deadliest cancers and the second leading cause of cancer death worldwide. Yet, awareness of the disease is shockingly low. Thus far, stomach cancer has received little media attention or research funding. Our efforts to increase stomach cancer awareness through a successful 2010 Senate resolution introducing November as Stomach Cancer Awareness Month® in the US, and subsequent global awareness and fundraising initiatives such as the No Stomach For Cancer Walk, have certainly made a difference. We are proud of these successes, but we recognize the urgency of moving progress forward at an accelerated pace.

As a private school, enrollment is our greatest challenge. The tuition and fees generated by enrollment are critical to the financial stability of the organization, but, more importantly, having classrooms full of vibrant students is the reason the organization exists. Even if we had a big, healthy endowment to live on,

without students to train and inspire, Heritage's mission can't be accomplished. Enrollment has been holding steady, but we have the capacity to welcome many more children every year.

Agency is underfunded and needs continue in challenged neighborhoods served. Board needs to be expanded to include individuals who can be effective in board development and fund raising.

Finding the dollars to support our mission. Future problem staff to replace long time skilled staff.

Fundraising, member/volunteer recruitment and retention, and board recruitment.

Volunteer recruitment

We have a membership that has aged and is dying off and new younger participants often move to farther out suburbs when they can financially afford it. This causes us to need increased donations and volunteers. Solutions being pursued is focusing on core/basic efforts and discussion merger with other churches.

Single greatest challenge is moving our organizations organizational operating capacity to match our potential. Second and as important is dedicating the capital and human resources to moving our technology infrastructure and capability to a level consistent with the world around us in a way that supports those we aim to serve.

Generating sufficient revenue to be strategic and innovative

Collaborating with other nfp's to gain best practices, etc. and to use each other and their resources versus crating our own/acting in a silo

Sustainability and staffing for the highly specialized and unique positions needed to provide services.

Attracting and retain diverse talent

Just finding the funding dollars to continue to provide free everything (food, clothes, household items, personal care items and other resources) to our patrons. Demand for our services isn't going down, so we have to continually fight to stay above water. It's not like we're in a bad spot financially, but we aren't flush with cash either. We're surviving, but it's hard work. We could really use a volunteer, someone recently retired, to help us with website/marketing/branding enhancement.

Greatest challenges -- fundraising, board management/engagement/cultivation, financial planning, technology/IT, grant management, major donor cultivation, measuring impact, program refinement/development. Other challenges: "competition" with other similar nonprofits -- I don't like to call it that, but there are duplicative services, mission drift, and better ways to work together instead of parallel. Facilitating more strategic "issue" based conversations across sectors is a need. As an organization, we are at a place where we need to grow to continue to make impact, and to truly be a leader in our community. To grow, we need resources. To secure resources, we need to grow. We are continually trying to deal with the administration, overhead, funding, etc. which takes away from the program/services and mission. In some ways similar to for-profit -- fixing the assembly line to sell the widget, but my margins are too tight.

Sorry, we have an event on 11/14 and are working on multiple project at the same time. I can't write anything meaningful. That's the greatest challenge. Working as hard as we can without enough time and resources...

Measurement: moving from outputs to outcomes Corporate competition: as corporations continue to utilize marketing budgets to increase "stakeholder value," corp dollars to help fund nonprofits may decrease. DAFs: There is no legal requirement for DAFs to pay out The next Recession will increase the challenges for non-basic needs nonprofits such as ours.

We do not have an adequate staffing structure to respond to the opportunities present in our work. We need to grow and to diversify our revenue base in order to enhance the staffing structure and to do the best work possible to help the neighborhood rise to its opportunities.

we need to identify funding sources that will take us far in to the future; our base of larger donors are dying off and we don't have the proper resources in place to replace them.

For the past 5-8 years, we have had trouble finding quality candidates and hiring high quality teachers for our preschool. And the number of children we serve has grown substantially. Many of us have stayed with

the program for a long time so it isn't that we have had an exodus. We are unique that we require our teachers to have 4-year degrees in early childhood education, where many other early childhood programs do not. As a non-profit we are not able to compete with other public schools when it comes to salary. We would love to be able to pay our faculty members more which would hopefully attract better candidates.

Greatest challenge has been board training and governance duties. These are being implemented, then the greater challenge in developing training documents and training materials follows. Resources, besides financial, include marketing and IT (and affordable donor software capabilities).

Fund development is our greatest challenge. We need unrestricted funds to build capacity (i.e. hiring more people).

the challenge as a land trust in particular is the responsibility to take care of the lands and rivers forever... the resources required to acquire, restore and manage these lands is significant. generally, the challenge of being sustainable by having the financial resources and staff capacity to address the needs of the community.

1. One the greatest challenges is the competition for resources in our community and lack of willingness to partner in a meaningful way that benefits the community. 2. The lack of coordinated advocacy to real systems change. Many nonprofits are under the impression they can't be involved or publicly advocate for policy change, which limits the impact of those who try. There needs to be education and coordination to help move the needle.

As a new organization, attempting to meet a need of the community, it's important for us to have donors to understand our role and our purpose in the non-profit world. Milwaukee has a lot of "silo" barriers and collective impact work that needs to be worked on.

As I stated, we are a newer organization, but the need for our services is growing. We are trying to hire more staff, enhance our IT, strengthen our board, improve our programs, and raise more funds, all at the same time.

As an all-volunteer, grassroots organization a lot of nonprofit resources are geared towards much bigger places. A lot of people actively discouraged us from incorporating saying there were too many nonprofits in the Milwaukee area. We were uncomfortable with the logistics of fiscal sponsorship as people had negative experiences with it. But we could use assistance on how to grow and develop as an all-volunteer nonprofit. In Chicago they have CPAs for the Public Interest which helped a previous nonprofit I started developing our first accounting and policies. Milwaukee needs to support the small groups.

Political climate surrounding quality affordable housing.

Lack of sufficient capacity (staff, funding) to do the work we need to do. Internal bureaucracy and a bias towards the status quo.

Quality staff retention Getting the word out in the community Expanding resources to support our mission

Fundraising, board development.

The challenge is probably our ability to get volunteer troop leaders who actually have the time to give to girls that our current program model requires. So, our most important resource need is people.

We are at a point in time where we will be looking to develop a long-range strategic plan. We have functioned in the moment and need to focus more on where we intend to go in the future.

The greatest challenge is government funding. We hope every year that HUD doesn't change much in terms of its funding priorities, but it's happened where we've lost a \$220,000 grant and had to scale back the program by 80% in 2016. Government grants are time consuming -- even in terms of getting paid. We have grants through the City of Milwaukee that begin in January, contracts are issued in May or June, and it can be August until we receive our first payment. That puts nonprofits in a precarious spot with cash flow.

1. funding, helping secure new donors 2. being professional, a new handbook and policy guide, more certifications, and nicer presentations for donors.

activating our board members, finding exceptional board members from the community we serve, developing a comprehensive development & communications plan including new sources of earned revenue, adopting and embedding racial equity (anti-racist) framework throughout our whole organization.

Outside support for major capital projects or new major programs

Financial sustainability. Increasing membership. Evolving our program services to meet changing needs of our members. Increasing member participation and interest.

Building donor data base, generating donor funds, program enhancement, finding and retaining qualified staff

Data Management without a high-end database - we use Access and it does not serve our purposes. Each funder has different requirements, and many have their own database that is required to enter and track data. However, we also need something internal, so we have all of our data. The staff time we are spending on data means less staff time spent serving families and fulfilling our mission.

Our greatest challenge is finding the right LGBTQ POC to hire given our commitment to hire people that have the lived experience of the people we serve and come from the communities we serve. Related to that is the challenge of giving these folks the opportunity to move into management even when they need significant support to make that move. This boils down to LGBTQ POC leadership challenges.

I personally feel that our organization needs to understand the reasons for developing the Board and then grow the Board with the appropriate mix of talents and community representation. I believe this will help further our public support.

Funding and marketing and promotions, visibility in the community.

Raising funds Staff resources Board

The communities largest funders seem to have a one size fits all approach. Our largest funders used to support a variety of causes but are now focused on City of Milwaukee issues. In addition, corporations are obsessed with volunteering even if you don't need them. Tying their dollars to employee engagement. Is there something wrong with a mission that does not have need of a volunteer? Is the gift about their employee engagement or about the mission of the organization? Volunteer management, demographics, outcome measurement require investments of time and money we do not have. These are all burdens adding to the hard work of the nonprofit environment. It is strange that I manage a nonprofit that encourages students to explore the private sector, but business has no interest in their future staff members. Major corporations and foundation are focused on twitter feeds and hashtags, not the entire community. They offer no support to greater Milwaukee Co, nor statewide issues.

Increased demand and costs; need to continue to increase the fundraising goal.

One of our greatest challenges is just making our existence or presence known---because we are so small and have only part-time staff, we have little to no funds or time available for advertising our concerts, for instance. We could use more staff assistance, as we have a working board that is in charge of processing payroll, running the ticket booth, preparing grant applications, etc. As a result, because board meetings require discussion of operational needs, the board has little time or energy for long-term planning for the organization. Unfortunately, we cannot afford more staff, or even to pay our current staff what they are worth. We, and all very small nonprofits, could use more funding from large community funds, but unfortunately UPAF and United Way give to just a select few, very large organizations. They ignore small nonprofits that fill niches in the community but aren't splashy or well-known. They, and many major donors in the arts field, are focused on giving grants to the Milwaukee Symphony Orchestra or Milwaukee Rep, for instance, but not to small community orchestras or theaters. Yet the amount spent by the MSO on a new concert piano could fund our entire budget for two or more years! The impact of a large donation for a small nonprofit organization would be so much larger than the same donation made to a large nonprofit. Yet donors don't realize that or don't even know that the small, worthy nonprofits exist because they don't have the ability to create name recognition.

Succession planning is our current greatest challenge.

Administrative staff support, fundraising

Succession planning - like any small business it is really hard to take it to the next step where you have new people come in and take over the leadership to move it forward.

Finding and retaining good staff, government grants that fully support the programs they ask for, IT infrastructure, and facilities.

We need more members to do the work.

Our greatest challenge has to do with the long-term economic sustainability of the size of organization we have become coupled with our anticipated growth. General operating funds tend to be the most important need.

everything.

Our greatest challenge still remains raising funds and increasing revenues to allow us to remain financially stable. Another would be being able to gauge the changing needs of the community so that we stay relevant and to ensure we are meeting those needs. The newest and most critical challenge today is the retention and recruiting of employees. Low unemployment has created a much more competitive labor market and as a non-profit, matching the salaries and benefits of both public and private sector companies, has really created some serious problems for many other like agencies/companies.

As a small organization, staff does most of the work but with help from the community we seem to modestly thrive.

adapting our 74-year-old organization to dramatically different financial and demographic realities

Greatest challenges: Finding skillful board members, raising funds, obtaining dependable legal counsel and human resource advice.

Funding support needed without restrictions of donor's intent/desires to achieve greatest impact. Nonprofit sector's expertise needs to be respected more.

Obtaining grant funding and increasing donor database.

We need to/plan to undertake a strategic planning process in the coming year, which will help direct us in the areas we're struggling (communicating with the general public our nonprofit status, value, mission, vision, etc.). We have been told that we're not seen as a nonprofit by many and thus not a top charity of choice for enough individual donors; we also have the start of an endowment, but it is not nearly large enough to support us adequately. We also have a very passive estate giving/legacy society effort. These are "good problems" as they say, and opportunities for growth in the coming years once our strategic plan is in place.

Stagnant or decreasing government and United Way funding in the midst of increasing service demands. We serve older adults, a population that has less money as they age and needs more services. Managing the growth of the services with declining revenue, increased expenses for sophisticated technology, increasingly sophisticated requirements for outcome measurements

Time and communication... Patience to grow the right way

Garnering funds

Funders almost always place limits and restrictions on funding, e.g. they will provide 60% of the request and ask us to find the balance/match, funds are for one year, funds will only pay salary and fringe-won't pay even other direct or admin costs. Funds don't support the real cost of what it takes to hire and pay an employee, all of the areas you have surveyed, IT, Human Resources, Financial Management. As a result, we can't pay employees what they deserve, recruitment and retention suffer, programs aren't properly staffed, and service delivery suffers. We need professional staff to run a professional organization, provide helpful services to our customers, and deliver on all the promises we make to our funders.

Focusing on our strategic goals. We need to figure out who we want to be when we grow up.

The decrease in funding opportunities due to aggressive collective impact fundraising and decreased United Way funding.

Awareness, having the bandwidth to serve the community and funding for our programs

We need to stay on track and create events that will attract neighbors to our park for community building.

As a small organization we struggle with capacity. Our staff wear multiple hats and we would greatly benefit from more staff but don't have the resources to hire more.

Challenge and resource needs are similar: funds to adequately pay skilled staff at appropriate levels--- particularly in a legal non-profit.

Greatest challenge is raising our name recognition with limited resources. Highest (lacking) resource is around marketing.

We are too small to have staff to cover all our needs, especially in the technical area. One thing that is a struggle is knowing what questions to ask and how to form an RFP when we do not exactly understand the technology. About 12 years ago we got help from someone at UWM named Preveen Krishnamurthi (spelling may not be right). It was so helpful to sit down with him and talk about what we were trying to accomplish, and then he helped us create our technical requirements from that. He helped us select our first donor database. Now technology is changing so rapidly that it is very hard for us to keep up, and even know what we should be doing. That sort of resource would be very helpful.

We need more staff. One department has been down a person for a year. We need a development person/grant writer and an HR person. There are 3 empty offices that are used for storage and not people. But of course, that means finding funding for payroll, but we are facing funding challenges due to federal immigration and refugee policies.

We are fairly financially stable, which allows us to focus on other issues. Employee retention has been a big priority for us after some major transitions, so we continue to need resources for training and staff retention. Our IT needs are also difficult to address with a limited budget line for outside help or improvements to computers and software moving forward. We also need resources for educating board members on the importance of fundraising and involvement on their side of the equation.

Our greatest need is to rally community support for our work. We have such strong demand from the communities and partners that we serve but we struggle to achieve financial sustainability that will serve to grow our impact. We feel that brand awareness and visibility in the community will help to educate funders and donors about our work but need financial support to make that happen. Translating our mission into a message that clearly states the need and urgency of our work is our single focus for this year as we embark on a new long-term plan to scale our programs throughout the state.

Peer to peer fundraising landscape and best practices. Board development and engagement.

The most challenging is staying relevant in a very crowded market and securing the funds that many other organizations are also seeking to secure.

Hiring and retaining high quality staff with lower nonprofit salaries.

First, the question is narrow. The challenges and resource needs are not merely about "this" organization, especially as via our collaborations and place in the nonprofit sector we have specific knowledge about the challenges/needs of others. Second, staff development - especially of the "next gen" generation is key - they, not millennials - are poised to be our "leaders" for the next decade, while at the same time we must expand our understanding of "leadership" so that it is not presumed to be vertical. Key missing skill is financial management and revenue generation (development and otherwise) - in human services in particular, there is a shallow pool of folks who have P/L expertise and we must commit to developing that skill. Third, collaboration, not to save money but to more effectively promote change and serve must be financially supported and valued. "Impact" is not measured based on 1 or 2 fiscal years. Only sustained outcomes will lead to genuine impact.

Identifying diverse board members presents some challenge as we don't recruit according to the way an individual is born or the size of their check books, but rather their values as they relate to our mission. We search for board members who are skilled, professional, business oriented, and who can fully embrace their role...networking/fundraising/opening doors and possessing practical business sense. We run our org. like a business - and we work very hard to keep the ink black.

Biggest challenge: Revenue sustainability.

I wish there were someone who could come alongside Executive Directors to strengthen areas of weakness (i.e., cash flow forecasting, HR compliance, etc.). I would even welcome a guideline from the

state for nonprofits on all the reports and registrations needed annually/bi-annually to be in compliance.

Our current make or break is getting our product offering right for the future. For us, that means buildings and services. When we get this right, we will also reduce our need for labor, critical given the shortage of healthcare workers, but it will also produce the revenues to pay for higher quality staff and benefits for them. To continue serving senior who cannot pay for their care, we need more donor money and access to grants to support our work and our staff.

It is difficult to attract good board members to our non-profit. It is difficult to attract moneyed, generous people to fund development. We need a star fund development person who can attract the power elite of Milwaukee to this fabulous organization.

Continued funding for specific matter projects.

Living in the space of being bigger but not quite big enough to acquire the next level of talent and resources (systems & funding) needed to scale the venture.

We are a small organization, so rely on staff that are able to perform at a high level and be multi-functional. It also means that it is difficult to focus on one thing, so areas with potential resource growth like membership or contracted services sometimes fall to a lower priority. We rely on grant/foundation funds and other event-based fundraising. If we'd like to do more policy work, we need to identify different resources for that. See my comment in Fundraising re: government reimbursement funds as well.

I'd like someone to help create a sustainable business plan, mapping out growth and considering succession planning.

Unrestricted funding to cover staff. Funding for a program evaluation. Collaboration with similar organizations to increase collective impact through sharing of best practices, training, resources, and visibility.

Our greatest challenge is finding ways to promote the focus of our foundation - low-income elderly housing. We have two major areas of concern for which we attempt to raise funds - programs for our residents, our meal program in particular, and capital projects for the two apartment buildings which house our residents.

PLC's greatest challenges are to raise enough funds to continue with the increase in demand. We are clearly providing high quality programming because demand has increased without any advertising at all. Our program growth has come from word of mouth of teachers realizing and sharing how our program helps them in their classrooms and in their schools. We have growth. We have quality programming. Our greatest challenge is to fund that. I believe we need quality board members who can help with fundraising on a new level.

nonprofits are competing for limited resources and are not reimbursed adequately for services provided by government contracts and Medicare and Medicaid; I think we will continue to see nonprofit agencies divest programs to maintain their sustainability or they will no longer exist. There is a need to fund collaboration and affiliations in Milwaukee to strengthen resources.

Finding and retaining quality staff.

Ongoing need for funds for operations is one of our most important issues.

Recruiting and retaining talent, statewide Funding -- in particular multi-year and private (non-government) sources Rising benefit costs (health insurance, etc.)

Our agency has been providing services for 41 years and have been able to grow and improve through the years. However, as food pantries are largely seen as grassroots, we have some challenges imparting the real need for funds for technology, marketing, etc. There seems to be a sense that as long as we have enough free food to provide to the people we serve, that is good enough. We have also been very cautious about using funds beyond direct service-oriented expenses and have consequently cut ourselves short in the areas of equipment and vehicle purchases, marketing expenses and more training for staff. Another challenge is reaching out to unserved or underserved populations. Our agency is open 6 days per week a variety of times, but we know that, based on the poor transportation system, that there must be people who can't get to us. We would gladly begin a mobile pantry system if it was needed and/or increase the number of times we are open but don't know how to glean that information.

We are a construction/rehabilitation/repair company that has been the 'bank' that holds/services mortgages, operate 3 retail stores which raise money for the mission. Incredibly complex and can be difficult to keep all the balls in the air. The cost of building materials rises each year but the amount we sell our homes for (appraisals) has remained flat. Milwaukee Habitat raises money for that "subsidy" on each home we sell. Retaining mission minded, competent staff is a challenge when our salaries can't compete with the marketplace.

Partnership and collaboration is beneficial to our participants. It can be challenging to get potential funders to understand the complexity of partnership and the financial needs and aspects as well.

Continuing to find the resources to keep pace with the growing demand for our programs and services.

Our greatest challenge is having to raise funds each year to support our programs. Retaining our experienced, qualified staff is becoming harder; having the time to review and create new programs is tough; and improving the organizations efficiency through technology is difficult without adequate resources to make these things happen.

Infrastructure and capacity are our biggest challenge. We need more general operations support and technical assistance/capacity grants to move forward.

Greatest challenge has been ensuring that our administrative office kept pace with the growth of our organization. In 2018 our admin team grew from 4 staff to 8, allowing for a deeper dive into various areas of the agency and it's growth.

1. The sector needs significant professional development. 2. The sector needs a central entity coordinating advocacy/issue alignment. 3. Nonprofits need funders to be more connected to the work they are funding (much education for both sides)....

Greatest challenge is reaching those we can help, along with volunteers and donors

With one part-time employee, I can't get done what I'd like to. We really need to obtain more active Board members/volunteers who can assist with corporate, foundation, etc. giving. Also need more help to manage programs, events and fundraising.

Figuring out programming that youth enjoy while improving our quality of work and staff,

Our greatest challenge is raising enough money to maintain the staffing levels needed to service our loan pipeline and portfolio. There is a huge misperception that CDFIs earn enough revenue through their lending programs to cover their operating costs. We need operating support and strategic partnerships with other CDFIs to bring our costs down. We need foundations to step up and provide operating support, particularly those that rely on CDFIs to support their grantees.

With changing mindset of communities toward nonprofit donations, keeping abreast of how to engage the donors is a critical aspect. Keeping a motivated and talented workforce that can engage in those we serve is equally critical

Fund development continues to be a challenge as nonprofits are competing over the same donors. Many funders are saying they will only fund "new and expanded" programs, but don't give enough to actually sustain those kinds of changes. We also struggle with donors who don't want to fund general operations.

We are leading the way in our work as a dual dental clinic and non-profit. This model doesn't really exist elsewhere, so it's been a challenge to have a roadmap for how to grow and manage our infrastructure and administration accordingly. Our program growth has moved faster than our infrastructure and we are now faced with the strategic and internal challenges that result. We are also looking for support in succession planning for a founding ED that has been dynamic to our success. Our Board has not had training or experience in either of these strategic areas and is not always quick to identify areas for their own professional development in this arena. Our Board also has limited understanding of the fund development process, which we struggle with in terms of their leadership and staffing.

Providing needed, quality services given participants limited ability to pay vs. the expanding need for services. Providing services with adequate income to effectively staff programs/services. Developing and engaging our board to reflect the constituents and community we serve. Ensuring financial stability in cash-flows by securing multi-year philanthropic funding. Developing and sustaining a 90-day reserve of revenue for operational predictability. Maximizing staff and operational efficiencies across multiple programs/departments. Meet the known and anticipated cap ex needs of the organization.

hiring and retaining employees

recruiting and retaining, and training board members/members that will plan and execute program services to carry on the organizations mission and vision financial resources to operate organization is a huge challenge

Although we serve 4,200+ clients in five locations and have over 300 volunteers, we struggle with organizational infrastructure. The majority of our funding comes from government grants. These grants limit how much can be spent on administrative costs and therefore, we are unable to dedicate sufficient resources to marketing, fund development and technology. Without that infrastructure, it is difficult to improve and expand our programs and services even though the services are very much needed in our community. We need assistance in raising unrestricted operating funds. Additionally, we have had difficulty finding board members who reflect the diversity of clients we serve.

Unrestricted funding to pay for staff compensation and benefit needs Reasonably priced IT support (web master, e-commerce support, etc.)

One challenge is that foundations support projects and don't provide general operating support. Read everything Vu Le writes about equity and funding. Another challenge is that many people don't understand what it takes to actually do this work; it looks easy, but behind the scenes, it requires so much effort. Whenever we have technology problems, the troubleshooting is a nightmare. It'd be nice to have an ad-hoc resource or list of folks to call.

Our greatest challenge continues to be raising enough money to cover our expenses and ensure we are meeting the expansive need in eastern Wisconsin.

Our challenges include measuring and assessing impact.

Being able to raise unrestricted funds for a fund reserve.

TIME! We are a one-person shop. Just had our first PT Program Manager position vacated after 7 months because we pay too little and the work is too great. We are not fundraising at full capacity because there are not enough hours in the day. The board does not make much of an effort to help with fundraising or programming. Not enough time to ask...and ask and ask. It's a cycle that we need to emerge from. We have 19 board members now - there were 10 at the end of last season. We have a nice Bader Philanthropies capacity building grant to help with board governance, rebranding and hopefully, with more funding, the creation of a fundraising plan. I am hopeful that this will get us out of that cycle.

Our greatest challenges as an organization are Member involvement and retention and maintaining a cash flow substantial enough to support the productions we help to create. Our most important resource needs are access to affordable space for rehearsals and performances, and money

We need board development and buy-in to the idea of board development.

Finances Collaboration beyond current collaborations/partnerships

Capacity development (we could use support and facilitation to do some strategic planning) and accounting, maintaining funding.

We struggle to keep compensation in line with the marketplace, as there are limited to increasing impact with the same number of staff. We also struggle to keep our evaluation infrastructure (logic model, instruments) up to date as the organization evolves. It remains very challenging to raise funds to keep infrastructure, such as IT systems and facilities up to date and right-sized for our growing organization.

Securing ongoing funding that goes beyond direct program services - to enable us to grow and support good staff and basic operations. Demands from public contractors are becoming unrealistic and may even become dangerous if not challenged and challenging funders risks program stability.

Raising unrestricted resources to meet programming and administrative needs. Meeting the overwhelming needs of clients. Comprehensive and consistent program evaluation. Donor cultivation. Improving collective impact.

Our biggest challenge is expanding our donor base to support our operating expenses. We are doing alright when it comes to obtaining grants for renovations, but most foundations do not support operations.

The never-ending changes in technology is challenging keep up with and have funds to do so. There is never enough staff to accomplish everything and volunteers are harder than ever to find.

A majority of our students (40% overall are free and reduced lunch eligible) who attend our school on a voucher need \$3,000 plus each to make up between the cost of actual education and the voucher. This is a huge burden for the high school.

Program evaluation, donor cultivation and stewardship, recruiting and retaining high quality staff

Using limited resources to educate the under privileged students attending my school. This includes a large number of English Language Learners.

The greatest challenge is consistency in donor gifts. We often receive what we need when we need it, but often in one or two gifts from individuals. From a cash-flow/budgeting perspective consistent income on a monthly basis is easier to account for. As we plan for the year, we have traditionally received large gifts from individuals at specific times, but what happens if that gift is not made, or if only half of that gift is made?

Organizational sustainable fund raising, most of our contracts and grants are on an annual renewal, requiring us to piece-meal together funding for administrative positions that bring the infrastructure support needed to sustain quality programming and staff development.

We have waiting list for children as well as over 33 sites on our waiting list. We find it hard to sometimes get an audience with funders that are not familiar with Above The Clouds.

The greatest challenges we face are: 1) sufficient resources to fund our excellent program delivery (getting the state/federal funding sources to pay an adequate rate to support our services.) 2) developing reliable funding partners who want to keep our programs at the level of excellence that they are currently at, by investing in general operations (staff and current programming). Our most important resource needs are 1) local funding partners, whether corporate, individual, or other, who want to invest long-term in our established, successful organization, allowing us to meet the increasing needs of our community; 2) the ability to negotiate fairly with our members' funding sources, such that the resources truly go to our member's services and well-being.

Currently we are faced with hiring a diverse and qualified staff to work in the after-school hours with our youth. Human resources are the most critical piece of youth development work and the impact that a program can have on youth. Transportation has become a major obstacle to our work. Limited bus drivers and change in MPS school times has almost made it impossible for our after-school programs to operate. We are now having to decide whether or not to invest in some form of fleet to ensure program can operate.

greatest challenge is to attract and retain staff in this labor market.

Clearly help in strategic planning that focuses the organizations efforts to remain viable. this planning is responsive and supportive.

I personally think we are on the cusp of a nonprofit sector revolution. The old ways of conducting nonprofits that rely on individual donor support or large national foundations (United Way, etc..) is over. Organizations must be flexible and nimble enough to take advantages of opportunities when they are available and not stuck beholden to one or two funding streams. Our organizations, (not just the parent company which I represent for this survey) have grown exponentially since 2012 and we are forced to deal more with logistical issues than really anything that was addressed in this survey. We are most likely the outlier given our growth trajectory but besides cash flow, we really have no major issues that were addressed in this survey.

More individual and foundation donors.

Funding problem.

Too many groups seeking funds from a decreasing funding pool

Expansion of funding base, recruitment of committed Board members and volunteers

The issue we are trying to solve is a wicked problem. To realize the goal of the Clean Water Act (fishable, swimmable, drinkable waterways), we need to a complex web of issues coming from thousands of

sources. Many practitioners realize this and start and stop individual efforts to address a set of these issues. To provide guidance to all of these efforts, encourage collaboration, and get everyone to be "on the same page", requires resources to fund meetings to convene and collaborate. This is vital process, but it is one of the least understood and definitely one of the hardest things to fund issues we deal with.

Our greatest challenge is collaboration with other nonprofits. We know that Milwaukee has so many great nonprofits in our field, but we don't collaborate enough. The drama gets in the way of serving the community and while we have had some leadership changes and are now intentionally focusing on collaboration with other nonprofits it is difficult to get past the preconceived notions and egos of other leaders in the community.

1) I think one of the biggest challenges is to find money for operations and money for essential staff that are not able to be funded by project grants. 2) collecting important data without electronic records. 3) Finding more resources for undocumented individual. Only in life and death situations can the person often qualify for community resources. Thank you

Increasing secularization, building in need of significant structural improvement, budget not large enough to provide benefits to valued staff.

Unrestricted and flexible revenue to cover indirect/operational costs and build reserve capacity for both emergencies and program/service expansion not funded by traditional revenue sources

We need help related to securing grants, securing donors, expanding on the two .

As a young nonprofit, it is hard to break into the system. There seems to be a prejudice against doing so. Resources to get started are few and far between. The quality of these resources also leaves something to be desired. We have grown because we have brought board members and staff on who have previously started nonprofits, without this prior experience it would have been very difficult.

The greatest challenge is having other nonprofits understand the role that similar groups play in community development and how we can work together in addressing the needs of the community.

Establishing a steady cash flow

Developing a strong revenue and fund development strategy that will support program innovation and expand impact. We are on the path; however, I list it as a challenge as making these types of transformational changes and bringing staff and board along can be energy intense.

Quality training for professional development, especially in the areas of leadership development and board development. We are looking to develop an earned revenue stream and need guidance.

Investment in nonprofit start up. Don't wait to invest in something that is proven. Invest in a good idea and let it have the time to grow correctly and smartly instead of by chance and happenstance. "Let's wait and see how things go" is not a good investment strategy in entrepreneurship whether nonprofit or for profit.

Our greatest challenge is to secure enough funding to be able to serve all who have a need for our services. We hope to secure some sustainable funding stream opportunities.

Finances to support the programs fully. Government funding stays flat, expenses increase each year. Cost to keep good staff increases. Private fund raising is now 50% of our budget.

Aging donor base in MKE. Securing significant gifts. Leveraging social media to its fullest. Utilizing evolving technology. Responding to shifts in the economy. We are in the season of disruption and transformation....everyone must be agile.

As the new director - I am in a learning curve being here only 3 months - we need to do a strategic plan, we need to raise awareness of who we are and what we do - we are a hidden gem that serves 90,000 meals with 9 staff and 1500 volunteers....

Obtain more funds

Q80 - J Q5. Please provide any additional thoughts you would like to include in this survey.

Thanks for making me think hard on a late, dark Friday afternoon. Seriously.

I wish to than Bader for identifying the need to support non-profits. I had attended classes at the Milwaukee Non-profit Center before it closed. Another great need is specific leadership for organizations lead and created for and by African American Descendants of Slavery.

Thank you for creating this survey.

Help educate the for-profit world about the need for operations and sustainability through quality staff not just new programs.

We are a very small organization. We could use support from outside our organization to keep out work moving forward.

It is hard seeing very large donations and grants going to very large nonprofits (hospitals for instance) when those sane funds could have an incredible, massive impact for the health and programming of small nonprofits. How do we get major donors to spread their wealth—to note that small nonprofits even exist and are in great need?

Courage House is the first and only house of its kind in the State of Wisconsin. With more organization, grants, and donations we would like to purchase a second property that would serve a population within a different neighborhood of need. Therefore, in the near future we will need to attempt to open a capital campaign.

Thanks for the opportunity to respond! The work of nonprofit organizations has long been a hallmark of Milwaukee. We need to keep them strong!

I appreciate the effort to assess needs and challenges in central city.

I found this survey time consuming, much longer than the 20-30-minute claim, frustrating to be misled. Maybe why you are having trouble meeting your goal. Also, not friendly to someone using a screen reader. Questions not designed well, example recruit and retain both volunteers and staff, very different to recruit verses retain, we have great trouble recruiting both but incredible results in retention, why any survey would put both words together do not say much for the survey. Other discrepancies too, but these two examples were the clearest example. Also, the yes and no, answers, sometimes parts of a question would be yes, and others no! This has been a very frustrating experience, hope our organizations wins the \$1,000.

Thanks for the efforts of all involved in this project to enable us to better serve one another in our community!

Thankful for the efforts to understand and find better ways to support important work in all communities. Hoping this helps frame a picture of the better paths to success and best ways that resources deploy for success.

great to develop a list of vendors that local nfp's use - IT, HR, accounting, etc.

There are too many nonprofits in our community and we are all competing for the same things. Folks talk about partnerships yet fear and maintaining identifies inhibit this from actually happening.

thank you

Thanks for the oppt.

Thanks for doing this survey work. I am curious to find out the trends and results.

just glad there is an effort to coordinate a needs assessment, identify gaps and then take action to provide resources where there is the most need

Happy you're stepping up and assessing the needs for future plans!

Send money!

We create Hope and Opportunity.

Thank you for doing this work!

Thank you for looking at the nonprofit landscape in the area. The community needs are great, but the resources to address the needs are limited. Together we can all make an impact.

Thanks for Caring.

Thank you

I truly miss the non-profit compensation analysis that is specific to our local non-profit community. I relied on that for annual budgeting and staff compensation. I would encourage the Foundation to look into taking on this task that was dropped when the non-profit center went away.

I appreciate the depth of the survey and I look forward to learning about the results.

One of our main challenges is how to brand our organization, which complicates many of our marketing and fundraising endeavors.

Thank you for this survey. It helped me see what our organization needs to be successful.

This agency attempts to maintain an equal balance of community support and public funding. As foundations narrow scope of their funding, this agency needs to appeal to individuals.

Concord Chamber Orchestra usually performs 11 or 12 concerts per year on a budget of about \$50,000. We give a lot of bang for the buck, yet we (and other similar small arts groups) are often overlooked in the Milwaukee arts community (by media, by funders, by the greater public).

The Westlawn community continues its housing transition, but the Silver Spring Neighborhood Center remains a pillar for many local residents as well as those from the surrounding communities. SSNC is also in the midst of positive change with leadership transitions which have helped support a much-needed culture shift. We are assessing and evaluating programs, program outcomes, how we collect data, market visibility, board development and engagement, and the overall presence of the agency. We have brought in outside support for strategy planning. Additionally, through the UNCOM partnership, we will have an improved database which will allow us to collect more useful data to help support our youth and food pantry programs.

We are an all-volunteer, grass roots org that just needs a little help making sure it stays viable for as long as it is needed.

The survey was encouraging as in almost every case I put "somewhat of a challenge" vs a major challenge which told me we are doing things pretty well. I also do not usually look at our total expenses, revenue, assets and liabilities and this view too is encouraging.

Bader Foundation is awesome!!!! :-) There's a place in heaven waiting for all of you!

Hopefully the survey will produce changes that will positively impact the nonprofit sector.

Thanks for doing this!

We appreciate that the survey is being conducted and hope it will provide you with the information you need to better understand the needs of nonprofits. Thank you

We are a young non-profit, so not all of this fit where we are

Are you seeking input from the major local funders? What do they think "success looks like" for local nonprofits?

The folks at HBI are AWESOME!

Thank you for undertaking this project. I look forward to the results.

Milwaukee area hospitals provide exceptional care and are gaining national and worldwide notoriety for their advanced treatments. This is bringing thousands of families to the area to access these life-saving

treatments. However, most of these treatments are done on an out-patient basis (most cancer care is performed on an outpatient basis) and families require long-term affordable housing options. There is a severe lack of such options, especially if the patient is not a child or is not served by the VA hospital (which is the bulk of the out-of-town patient population). This leads to further health inequities among already under-served populations such as minority groups and rural communities.

This was a LONG survey. I hope I "randomly" win the Starbucks gift card.

This survey is a great idea, and we are eager to see the results!

Resources and funding are always going to come to the top of any list for nonprofit need. That said, what is the goal of the survey and how are the results going to inform action for the community?

Very curious about results. Regardless of specifics, hopeful that this survey helps us get rid of the artificial framework of "overhead" and "administration" as inconsequential and distinct from "program" expense. We are so behind in Milwaukee in such thinking.

Keep us Waukesha County nonprofits at the table, too, please. Thanks!

PLEASE encourage the grant making community to help support operations more widely. Most seem to want innovative, unproven, exciting new ideas to fund. Sometimes innovation comes in simply improving efficiencies or implementing technology to help do our jobs. For those of us funded mainly through the government or insurance payers, only 70%-80% of our costs are covered. If not for foundation and donors, we WOULD NOT be able to provide our vital services.

We need help. I hope you can help us.

As an agency that provides nonprofit capacity building services, we are interested in how these survey results. UEDA has been doing this work under the structure of HUD-based technical assistance for many, many years. At this point we are re-thinking that model a bit and would like to incorporate how to better serve agencies in our network (particularly with the WNA and NPCM closing).

Look forward to seeing the results!

I look forward to the findings and to seeing what HBI does to respond to the trends identified in the findings. HBI could play a much larger role in the nonprofit sector in Milwaukee, given the work it does training nonprofit leaders of tomorrow.

While we are a very small organization, our heart is big, and we do everything that we can with the resources that we have to help our residents.

I am hopeful that this survey helps us connect with organizations or people who are interested in our mission. I believe with good connections we can find supporters of our mission. I am hopeful we can find quality board members interested in growing our organization that is on the cusp of huge growth.

Thank you!

Thank you for this opportunity to participate in the survey. I would welcome the opportunity to participate further.

Very much look forward to seeing the results and appreciate your efforts in this area.

Glad to answer any follow-up questions.

It would be helpful to understand the different efforts currently taking place around the topic of nonprofit strengthening.

We are a wonderful organization - just need more active and dedicated assistance to achieve our goals.

Milwaukee needs a strong nonprofit backbone organization to provide resources, technical assistance, training, and facilitate collaboration. I worked for NeighborWorks America in DC for many years and saw firsthand the power of a strong network of nonprofit organizations working together to advance their interests and the interests of the communities they serve. We are sorely lacking in that type of organization in Milwaukee, and our nonprofit organizations suffer for it.

Thank you for helping to illuminate the needs of our sector in the community. It is appreciated. Let us know where we can help further.

Thank you for conducting this survey. Support for nonprofit organizations is very much needed and will have numerous far-reaching positive effects on the community. Funders (including government and private funders) need to understand that operational, administrative support can have a far greater impact on the community than direct program support. The most efficient, up-to-date, well-run nonprofit organizations will be far more effective and will reach many more clients than those struggling under poor infrastructure. Investments in technology, marketing, board development, staff development, and fund development plans will help nonprofit organizations fulfill their missions and improve the lives of those in our community.

thanks!

As a funder, many of the questions were not as applicable to us. Still, we are looking forward to learning how funders can best help provide support to nonprofits beyond grant dollars.

We would appreciate any help you could give us.

Thank you!

Our model is a cooperative, with the 9-member board all being vested members and running the organization. The board does a significant amount of work, all without pay, as we are a volunteer staff and a board. But, the idea of a cooperative, a member -driven and run organization, is an idea we want to be able to make work. Your questions asked about volunteer hours, outside of the board, which we are working on building, but in this case, the volunteer hours of the board is pertinent, I believe.

Oh for the days of BoardStar.

Thank you for asking these questions.

Thank you for making the effort to collect this data.

It was very thorough

Thank you for your proactive work in these matters.

I look forward to these results, our organization has been struggling with succession planning and sustainability for the past 5 years...fund support for realistic salaries is a challenge, perhaps this research will shed some light on the inequity in this area.

Thank you for providing an opportunity to complete. It will be interesting to see what other non-profits are dealing with as well.

Nonprofit support networks are critical. The nonprofit world is so varied -- each nonprofit agency is unique in its needs and configuration. We need specialists focusing on strengthening the nonprofit sector. The best help I get is from people steeped in the nonprofit world, such as other directors, Facebook groups that are forums for finding solutions to our unique problems, and innovators who want to solve real world, human problems with compassion and positive energy. I was saddened by the collapse of the Nonprofit Center of MKE and I hope that we can rebuild the kinds of support that it once offered.

AS an organization almost 100 years old, we endure but struggle with the next evolution of growth that helps us diversify funding sources while having clarity of purpose. This includes having a highly engaged board. We appreciate how this survey will help point just what the needs are and perhaps provoke conversation of next steps to support the nonprofit sector in Milwaukee.

As mentioned earlier, the traditional nonprofit model needs to be thrown out. I've been working in the nonprofit sector for over 20 years, and my father was one of the more influential nonprofit leaders as I grew up. Nonprofits that struggle are providing the same services for decades and many have not evolved. Nonprofits that are thriving now are flexible, use technology, analyze their data and focus on evidence or research-based programs. They don't assume they know the answer, they are willing to challenge their preconceived notions and adapt their service array to meet their clients' and funding sources' needs.

I don't feel like this survey as the real questions that needed to be asked.

Thanks for the interest in nonprofits.

It was a little long and I wish I could have spent more time on my answers, but I understand the dilemma. The survey is created to gather specific information and I wish I had more time to provide more detailed answers!

Thank you for doing this. I look forward to whatever next steps you may have planned.

Eager to see someone thoroughly map all the Milwaukee area nonprofits in a database that could group them according to their mission(s) and congruence with other nonprofits doing similar work.

We are unusual. While we are a young nonprofit our growth is not normal.

Our agency has played a unique role in Wisconsin's foster care and adoption ecosystem. Those who know us and use our resources tend to stay engaged for the long term. Some others use us (other NPO's in our space) but only truly understand a small amount of what we do and sometimes are challenged to see the assistance we can provide in helping them grow their impact. This is the on-going work and challenge we take on as we look to sustain the agency and grow our impact.

I'm eager to see the results!

There was no question about where the nonprofits learn what they should be working on in terms of their capacity or what lens or tools they use to help that process.

Thanks for asking the questions. I miss the nonprofit center and all of the resources that they provided.

Thank you for your work.

I will be very interested in the results of this survey.

Q117 - J Q4. In your own words, please take moment to tell us what your organizations does best.

We make a difference in our clients' lives and our clients make a difference in our lives. We have a passionate dedicated workforce. We are a century-plus trusted agency in the community. But we need to up our game and look forward in a more focused, intentional way.

We are great at running support programs and engaging with our survivors. We have a great group of loyal supporters.

We are the best at creating a culture that prioritizes both executing to results and managing relationships.

What our organization does best is program delivery. We identify needs, create appropriate and effective services and programing. AABN has measure tools and research/evaluation partnership.

Through highly engaging, unique, project-based learning, we inspire and spark a joy for learning and for work among youth and young adults.

Client program - education conference and camp Signature events

supporting the grandmothers, we serve

Client services Identify and responding to community needs Working with partner agencies

We bring to light justice system issues that other organizations overlook or don't have the bandwidth for.

Provides individualized services to persons with disabilities

Our organization provides excellent training and development for school leaders and is known as a convener of school and community leaders from across the political spectrum and all of Milwaukee's

school sectors.

Courage MKE/Courage House is a safe haven for displaced LGBTQ+ teens. All of our residents are recommended by the State of Wisconsin to attend our house. These youth have a hard time fitting in to a standard foster home or group home. Eventually they may end back out on the street where after 72 hours they will most likely turn to illegal activities. Courage strives to provide a warm bed, three meals a day, clothing, medical care, therapy, transportation and a warm, loving, safe space to become their authentic selves. We believe every youth deserves the best chance at a healthy, productive, successful life now and in the future.

Genuine focus on partnering with families for their children's development.

We present a wide range of art disciplines with many different access points to engage the community at all ages and levels of arts familiarity.

I'm sorry - but the survey has taken way too long to complete.

I believe our organization is good at creating awareness and educating the general public about stomach cancer.

What Heritage Christian Schools does best is training and inspiring servant leaders through Christ-centered education and programs (our mission statement). Features that set us apart include our diverse student-body (racially, geographically, economically), being a truly non-denominational school, and the breadth and depth of our curriculum and extracurricular programs.

Agency provides for both food pantry and social service needs in a safe and welcoming setting.

We do a great job of serving our mission and meeting the needs of individuals. We are a passionate, very competent, dedicated team of staff, volunteers and a great board of directors, not overstating this, it's truly the case.

We are preserving a historic site and educating the public about historical landscapes and history in general.

Inspire and prepare young people to become successful in the global economy

We provide an engaging and welcoming experience that encourages and equips people to live a life of Christian love in their family and community.

We are the high-quality space resource that our partners use to break down barriers to the formation of young people by creating deeper ensemble learning experiences through the arts.

Serve people, especially those who are most vulnerable, to meet their needs in body, mind and spirit

We have a great reputation and are very fiscally strong, serving families with a very high level of care and compassion

Fulfills our mission and trains our staff.

Raise money and fund social programs

Provide a warm, caring place where low-income (or homeless) individuals and families can receive help with food, clothing and resources. To help them become more self-sufficient so they no longer need our food pantry services. To provide our patrons with resources and referrals that they need.

Collecting/Presenting scientific data. Collaborating with partners. Connecting with the public.

Advocating for better policies and decision. Managing volunteers. Knowing/understanding the issues.

We give hope to people by providing a path to self-employment. Through meaningful self-employment we inspire families and change lives for the better.

Making sure that our city's incredible arts and culture organizations, and the work of our city's artists and creatives, are centrally relevant to our city's citizens, businesses, and government leaders.

We are great at developing trust relationships with neighbors, partners, and investors.

we represent our mission

We provide a very high quality, nationally accredited early childhood program for families with young children. It is a play-based program where children learn from having rich hands on learning experiences. We are also fortunate to be located along a nature area where children are able to spend lots of time outside exploring in nature while being located in an urban environment.

What we do best is community outreach through our LGBTQ+ Veteran Color Guard appearances. This has increased our organization's visibility. By demonstrating our pride, we are reaching not just our service demographic, but community partners who provide the majority of our financial support.

We are connectors. We connect communities to projects, people to opportunities.

as Milwaukee's urban rivers land trust, we have been able to protect over 800 acres of greenspace along the rivers, in the city... has required enormous amounts of funding, which we have been able to secure and leverage over the 25 years we've been around

My organization is an excellent convener. We understand the importance of collaboration and have been successful in executing this skill in multiple counties and within multiple organizations. When we invite others around the table, we are sincere in our efforts to build partnerships and collaboration toward a collective impact/outcome. We don't have hidden agendas.

I believe we are a great connector to provide mentoring information to families and potential mentors. As we look into increasing the numbers of mentors throughout the city, I think what we do great also is sharing of information and knowledge to the people regarding mentoring and its value.

We have a really great, focused mission, and we do our best when we stick to the mission and don't get in the weeds with all of the details about funding our work.

We are known for reaching teens who are currently involved in trading sex for money, teens who are currently considered missing by the courts, teens who don't trust system-based providers and involving them in leadership activities including creating projects like info booklets and group curriculum as well as giving advice to adults on how to be supportive in formal focus groups and informal feedback. Youth are leaders in our project right from the start.

Changes the political climate surrounding affordable housing.

Our state chapter is innovative, scrappy and willing to take risks.

WWBIC is the leading nonprofit - and really the only one in Wisconsin - that combines direct lending and access to fair and responsible capital with quality business and financial education, and one-on-one financial education. Our clients realize their dreams while creating and retaining jobs for themselves and others. We offer Individual Development Accounts with matched savings, through which low-income individuals can purchase a first-time home, start a business, or return to school to increase their earning power.

East Town Association produces Bastille Days Festival and Jazz in the Park, two signature Milwaukee events that bring together a diverse crossroads of Milwaukee residents and visitors.

We help girls discover who they are, connect with others and take action to change the world. Caring adults let girls choose their experience, give them hands-on and cooperative learning opportunities and help them learn positive values, form healthy relationships, identify and solve community issues, and seek challenges so they can develop a stinger sense of self.

We are a strong science education organization.

The Salvation Army knows how to care for each person from the moment they walk in until they are discharged. We have been providing homeless services in Milwaukee for over 40 years and are well connected with other resources.

"Friendship" "Employment Training for adults with special needs"

great organizational culture that has continued despite nearly 100% staff transition from its beginnings; having policies and systems in place that ensure we are governed and fiscally managed properly; having an impact in the community with people (staff+ those we serve) who are motivated and dedicated to making the world a better place

Manages the resources we have to provide maximum impact towards our mission

Listen to our members and respond to their needs.

Quality of care for our participants

Collaboration and program service delivery. We have also been able to build a reserve fund which is critical for long-term sustainability.

We are committed to becoming an anti-racist, anti-oppression organization and we are simply creating new ways of doing business to get that done. Our staff, board and people we serve reflect these efforts and we are making significant progress, although we still have a long way to go. Related to this is the fact that young LGBTQ African Americans have discovered D&R as a safe and welcoming space that is run by people they know and trust.

The Port Washington Saukville Arts Council shares the value of arts through its three locations, Gallery 224, the Arts Council and Studio 224, and through involvement in community events. We offer educational activities for all, provide workspace to artists, and share a platform for artists to convey different ways of understanding the world through art.

Our mission is to help women heal from trauma. We do that best. We plan group support sessions well. We give of our time and money to make this organization and our mission a success.

Provide quality services to our consumers.

Responsive, respectful services to those in need; focusing on mission.

We make classical music accessible to the general public, through welcoming, non-stuffy performances in casual and intimate locations (such as summer outdoor concerts or in churches) in various parts of the greater Milwaukee area and in nursing homes and assisted-living centers. We also provide a means for amateur musicians (who work in nonmusical careers and play and perform for the love of it) to share their talents with the community.

Building genuine connections with youth to influence change in their lives.

program delivery, build outside partnerships, build relationships and trust with program participants

We hold an amazing event every year and are able to get all our costs for holding the event covered. So, we can give ALL the proceeds of the event back to our recipient orgs who are fighting the fight against food insecurity every day.

Positively impact lives of the underserved.

Educating on the history of racism in Milwaukee.

We connect people who live in cities to nature and each other. This is our mission and we do it well.

La Causa Inc. has been serving the needs of this community for 47 years. We pride ourselves in making sure we keep our finger on the pulse of what people need to become more independent, educated, informed, and supported. Whether it's the 1,000+ students we serve (95% Hispanic) in our schools, or the children and adults suffering through mental health issues (Social Services), or providing shelter for a small child that may be at risk for child abuse (Crisis Nursery & Respite Center, La Causa stands ready to help put those lives back together by providing the help, support, and resources they will need to succeed.

We inspire and teach people to grow, prepare and eat healthy food and in so doing, we transform food systems and build community.

providing top quality educational services in a friendly, family-like atmosphere

Repairers of the Breach is wonderful at providing welcoming a day-time shelter & free medical clinic to adults lacking basic lifesaving, life sustaining resources & skills. We provide breakfasts & lunches for over 100 people a day and programs that help them with showering, clean clothes, making phone calls, computer lab, literacy, employment, and spiritual needs.

Supporting kids.

Provides quality, long-term, customized services for the improvement of parenting, social, personal, and educational skills (with housing).

Discovery World is Milwaukee's premier nonprofit science and technology center for families that offers fun and educational activities through unique, interactive exhibits and exciting educational labs and programs. Our exhibits showcase the technology or science behind local companies, with national and international presences, that are pioneers in these fields. As a science and technology center, we also have a true commitment to expanding learning to our community's youth in Science, Technology, Engineering, Arts, and Mathematics (STEAM), as well as in marine and freshwater education. Our goal is not only to enhance traditional classroom learning, but also to create an excitement for STEAM, marine, and freshwater fields in the minds of children, even before heading to high school and beyond.

Provide a one to one connection for older adults that gives them sufficient time to make their needs known and find resources to age in place.

Helping Christian schools share Christ

Mission work and educating youth

We manage programs and systems extraordinarily well, internally and with partners in the community. Our core values are customer focus, collaboration and value added. Examples of this include the Coordinated Entry for Homeless program and Access Point behavioral health navigation with Milwaukee County Behavioral Health Division. Annually, we help 200,000 in SE Wisconsin resolve a crisis and find the help they need in the family, health, and social service arena to lead them on a path to long term stability.

Working with our high school interns.

One-to-one professionally supported mentoring with consistently positive, measurable youth outcomes.

Connecting with the community once they are engaged.

We have developed a reputation for putting on fun events.

Our organization has tremendous programs that serve high-quality food in a high-quality environment. The community knows us, trusts us, and is deeply involved in both day-to-day operations and long-term decision-making. Our staff and volunteers are incredibly passionate about what they do, and this shows.

Volunteer recruitment, training, and management making client service top notch!

Provides a healing and caring environment for families that need to travel to Milwaukee to access life-saving medical care. We help patients to access care and keep families together during a medical crisis. It is a true home away from home where strangers support one another and where staff and an army of volunteers provide a true culture of care for people going through cancer and other serious illness and trauma.

We build community and create opportunities for people with autism, so they have meaningful lives. We do this by helping people understand the diagnosis, understand the supports and services that can help make their lives better, and advocate for their rights when these services and supports are withheld. We value the wisdom in lived experience and provide ways for people to share their hard-found knowledge with others, while learning from and supporting each other.

We get people what they need - housing, jobs, Food share, bus passes, medical care, school enrollment, family reunification, green cards, citizenship. We bring them in, form the foundation of their lives here, and connect them with resources.

We provide quality legal services and advice to over 2000 people each year with a small staff and a limited budget. We prize teamwork and compassion, and our staff is truly incredible.

We are experts in play and leveraging that positive power to transform school climate. We empower kids to be leaders for good in their school communities. We engage adults in building healthy relationships with students. We transform school climates to ensure that every kid is an engaged learner. We do all this through powerfully positive recess programs that reduce bullying, increase feelings of safety, increase physical activity, and reduce the time that students and teachers spend resolving conflict and dealing with

negative behaviors. Kids are in class, ready to learn, and teachers have more time to teach the things that kids need to know.

Engage the community we serve and inspire them to raise funds on our behalf.

We provide services to populations that aren't often served, the very poor. We are providing services to people that very often can't pay for them.

Educate public and businesses.

Promotes, supports and makes manifest racial justice, especially for women of color.

We are dedicated, believe in our mission, are focused and we work hard and smart. We are not clock punchers.

Building Relationships.

Good Friend is best at explaining the value of people on the spectrum in a way that creates friendships, meaningfully inclusive environments, and a healthy social emotional platform for all learners.

The number one thing we do exceptionally well is Care for People - residents, their families and our staff.

We assist adults who have experienced mental illness with a place of dignity and opportunity and assist them in finding and keeping jobs with quality employers, thereby helping them to be more self-sufficient and have productive and satisfying lives.

Our organization is GREAT at collaborating with partner organizations to push and education citizens of Milwaukee on specific matters.

Preparing teachers and leaders that are better prepared, better retained, and better positioned to have an increased impact on student achievement.

We are operationally efficient as a small organization, using procedures/systems that leverage outsourcing and internal or volunteer capacity. Clear procedures and understanding of roles are imperative for this to be successful, and UEDA has benefited from previous Directors who have put some of these in place (we just hone them to be more effective). As a TA provider, we've seen the effects when organizations do not take the time to manage this part of the organization. Also, despite our small size, staff are highly engaged with our members and other organizations in the sector. We have an established record of recruiting a very diverse board, who provides strategic support to the organization. We have built a strong reputation for collaborative facilitation and supporting others in key issue areas. Our ability to connect members and partners to each other is also quite effective.

We help other nonprofits gather, understand and use the data they need to plan and improve services, and document ROI.

We are a grassroots organization who offers a safe and nurturing environment for the teens we engage to express themselves through art and get paid job training.

Our organization does not focus on objectives that will benefit a segment of our population. Rather, we focus on objectives which benefit the residents of all 100 apartments in the two buildings where they reside. Our goal is to improve the quality of life for our residents as this is their home and their neighborhood.

Our organization is really amazing at being a change maker. We have a very special, highly needed niche of peace making. We teach children and adults how to live a better, more peaceful lives with very specific tools to accomplish this. We do not just talk the talk. We teach exact ways to be nonviolent. We are very, very, very good at this. We have multiple curricula that we have fine-tuned all the way from grades 1 through 8. Kids respond well. Teachers love it. Whole schools want what we provide for their entire school! PLC recognizes that conflict is natural. We are all cut from different cloths and have different life experiences. We believe the way to a better life is learning HOW to handle conflict. We understand that many people have established patterns of behavior and with appropriate lessons and tools we CAN make lives and communities better. I believe this in my heart and soul. We are making a difference and being the change, we want to see in the world. Peace making is what we do best.

Serve individuals with special needs, babies to seniors with both social work and nursing care.

We take a holistic approach to service.

House and provide services for low-income residents

Provide quality, consistent, innovative client programs Keep our focus on exceeding client expectations Collaborate and embrace partnerships to better serve clients Work diligently to ensure we are a great place to work

We do a great job of serving people that come to us with dignity and respect. We are improving our ability to provide healthier options, in greater quantities, to all sizes of households served at our agency. We are also good, maybe to a fault, at maximizing limited resources.

We are one of the only affordable housing builders in the city. We build homes WITH those we serve alongside volunteers from all over the area. Our program serves people who otherwise would not qualify for homeownership or critical home repair opportunities.

Providing quality mobile adult education programming. We consistently meet our students where they are at both academically and physically. We are a crucial piece of workforce and community development.

Quality of programming.

Our organization is able to attract, educate and prepare residents for home ownership.

The integrity of the organization continues to hold the trust of our Near Southside residents in all of our work and especially with our community organizing.

We focus on outcomes through a constant process of data collection and analysis and compare those outcomes to what research tells us our EBP-backed programming would expect of our population(s). We then tweak the programming to continuously improve outcomes and efficiencies all while constantly seeking out new EBPs to deploy and/or implement.

We do a lot of things well and I'm running out of time on this survey!

We have become the safety net for some of those most vulnerable in our area

We provide wonderful, meaningful and memorable experiences for our visitors, members, volunteers and renters.

Making our community center a safe place for youth. Programming is academic and recreational.

We provide financing for the most difficult projects for nonprofit organizations; we're able to take risks that banks and other financial institutions can't or won't take to make sure that important projects get done.

We meet people where they are at and through joint efforts with them, provide them a sense of Hope and direction to help them gain relative independence

We are great at providing effective services to our clients.

We are incredibly successful and effective in meeting our mission and creating life-changing and long-term impact in the area of dental care for low-income populations. This is a byproduct of our purposeful and strategic investment in this business model.

We serve people from all walks of life with disabilities, who are aging/elderly, in need of affordable housing, and survivors of IPV. We also serve Holocaust survivors, arguable among the humblest service we provide.

Provide services for those with I/DD

provide space, information, support groups, and social activities to persons and their families that suffer from alcohol and other drug abuse

We provide opportunities and services to adults fifty and better. We connect them to the resources they need, and the opportunities that interest them, throughout their aging process. These services help prevent social isolation and improve their health and wellness through education, fitness activities, and friendship. In addition, we give them meaningful opportunities to give back to their communities. They are valued.

Our mission is to connect Milwaukee through real stories. By producing live storytelling events, we celebrate the power of true and personal stories to connect us. Paradoxically, stories reveal our shared humanity while also acknowledging that each person's journey is unique. We can learn a lot from listening to the life experiences of those who are different from us. Each tale of struggle, triumph, and discovery reveals who we are now, and who we hope to become.

Tell stories! Collaborate with other orgs. Engage community members in program planning and design. Create brave spaces. Think about equity and access. Build and develop relationships. Create a welcoming, balanced work environment.

We source quality food for a large number of counties in eastern Wisconsin and are becoming more efficient and cost-effective each year.

Our organization develops strong relationships with our partners and helps strengthen their programs.

We help young men and women not finding success in the large traditional high schools find their ways to lives worth living and work worth doing.

Programming

Our organization says "Yes" to up and coming artists and to artists with bold ideas that don't fit in the traditional theater model. We offer a creative space for out of the box ideas to find life.

We show people the positive impact of good design and planning.

Deliver quality programming and aesthetically creative art

We serve our community with a passion for our mission. We believe early detection and education are the key to achieving better health outcomes for our community.

We offer excellent programs for youth.

We focus on collaborations and partnerships to build services and our services are focused on relationships with individual program participants - which creates far more successful outcomes

Providing effective services in a respectful, professional, and dignified manner. Providing leadership in the community to address social issues.

Educating special needs students.

In a time when young people face more complex challenges than ever, we serve as a safe place to learn and grow through theater, and help young people develop empathy in order to understand the world around them and make it a better place.

Character development

Delivering high quality programs

Educate under privileged students with limited resources. My school is one of the highest achieving schools in the city of Milwaukee.

Community. By creating intentional spaces for a diverse group of people to safely acknowledge our own brokenness and still be loved and still speak truth has allowed community to grow and flourish within our organization. This community is not limited to the members served but includes our volunteers (many of whom have said that being here has been life changing) and staff.

Creative serving of youth, meeting mental health needs, trauma informed interventions/care. Celebrating the joy of being creative in community.

We provide the best instructors to teach our children along with our collaborations with other organizations.

We are outstanding in community-based, skills-building, meaningful program delivery for adults with all kinds of disabilities in the Waukesha region. Our talented, creative, and trained staff offer an invigorating and varied catalog of activities, in partnership with many local businesses and organizations, that emphasizes keeping things fresh and relevant. Our philosophy of community inclusion has kept us on the cutting edge of programming for our 37-years of existence. Through word-of-mouth, we have reached capacity, and we are looking to expand to accommodate our growing waiting list. Despite living the

traditional shoestring nonprofit existence, we continue to offer a truly people-first, caring environment, allowing our current members to flourish and grow.

Delivering high-quality, impactful and engaging programming to some of Milwaukee's most marginalized youth. Specifically, the ability of our front-line workers to develop meaningful relationships with youth that result in improved self-esteem, confidence and skills needed for youth to be successful in any endeavor of their life.

We do a great job of meeting the needs of our clients.

Our organization endures as it: responds to community need as resources allow for it; we have created a couple of niche areas of programming that are well recognized: housing, older adults, and youth; and we clearly give staff room to develop worthy interventions as needed as long as the resources are there to do the work.

We operate nonprofit social service organizations like no other company I've been involved in. We limit board involvement to fiscal impact and viability and thus put the organization into the hands of seasoned nonprofit executives with a track record of success. This allows us to turn around struggling nonprofits and let those that are marginally successful thrive.

We are the only nonprofit in Milwaukee that promotes the city's architecture, history and built environment through walking tours and other educational programs, including Doors Open.

Communication and coordination.

Educate young and older adults in fashion technology

We focus on the long-term relationship of each of our scholars and form deep connections and a sense of community with each other.

Despite just saying the hardest thing we struggle with is bringing everyone together, it is something we do the best. It is a constant challenge, but we are tenacious and are continuously putting forth our best effort to align various initiatives. We have our joint Science and Policy Committee meetings where we have individuals gather information, present it to the committee, and have the group form recommendations to address various water quality issues. We also have 37 municipal partners all contributing financial to our organization to manage a program that serves all of their needs. Instead of each municipality have an education campaign, we collect the resources and funnel it into one large program.

What we do best is to run our youth education program that delivers our mission.

- Provide high quality medical care for people with chronic illnesses, who are working but are without access to health insurance or who cannot afford to use the insurance policy they have. - Provide an environment of education for patients and for volunteers to learn more about the treatment of chronic illnesses in patients who most often experience disparities in care. - Provide opportunities to experience, request and offer healing for all of us (patient, Provider, volunteer). - Provide health care for patients in between health insurance coverage.

Includes people diverse across all sociometric in a community of faith that is dedicated to service.

serving youth and families that other organizations either can't or won't serve

Serving homeless youth in crisis.

Our organization has food a successful national model and brought it to Wisconsin. It was able to gather key partners. It was able to share the stories and impact in a way to get financial support.

Our organization creates platforms for others to engage.

Programming

Creating awareness statewide for the new for foster and adoptive parents. Develop quality information and resources for the families we are charged with serving. Connecting families with others like them. Helping build strength and resilience in the families we touch.

Deliver quality services and evaluate programs.

We help nonprofits learn what they need to do to be better managed and governed and show them the tools they need to implement their plan for improvement.

We are a natural healing center that offers natural therapies, wholistic movement classes, nutritional opportunities and herbal remedies. We see ourselves as offering another healthcare option to those who have a lower income.

Controlling expenses, supporting staff, recruiting board

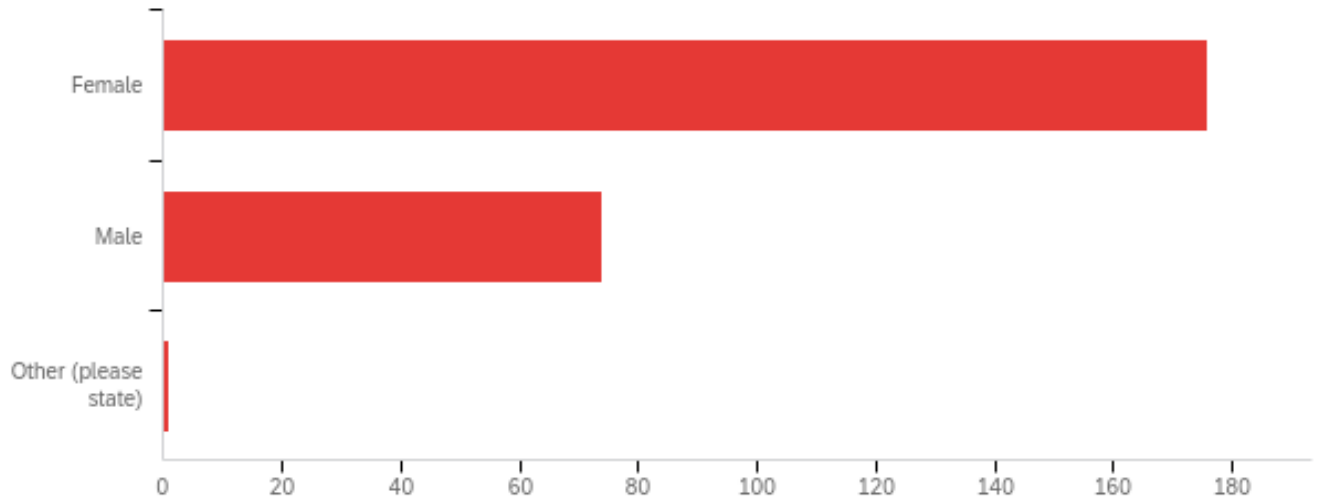
Programming

Utilizing the power of volunteers to feed/serve those in need....we are good stewards of the donations that we receive with only 9 staff - 3 full time and 6 part time -- serving 90,000 meals annually - we recognize our volunteers annually at our volunteer recognition dinner - volunteers do 98% of the work at our organization...

Provide support for Chicano/na art

Respondent Data

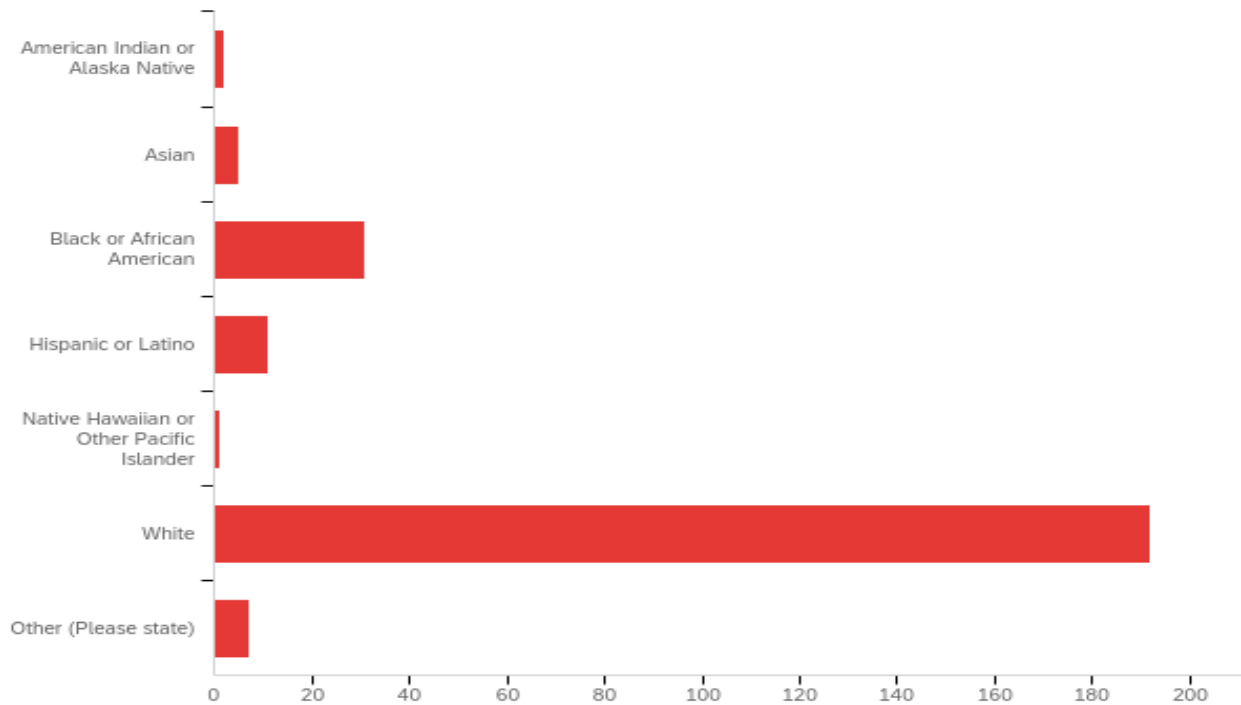
Q99 - J Q6A. Please provide the following information for the person who had primary responsibility for filling out this survey. Gender



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	J Q6A. Please provide the following information for the person who had primary responsibility for filling out this survey. Gender - Selected Choice	1.00	3.00	1.30	0.47	0.22	251

#	Answer	%	Count
1	Female	70.12%	176
2	Male	29.48%	74
3	Other (please state)	0.40%	1
	Total	100%	251

Q100 - J Q6B. Please provide the following information for the person who had primary responsibility for filling out this survey. Race/Ethnicity



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	J Q6B. Please provide the following information for the person who had primary responsibility for filling out this survey. Race/Ethnicity - Selected Choice	1.00	7.00	5.44	1.24	1.54	249

#	Answer	%	Count
1	American Indian or Alaska Native	0.80%	2
2	Asian	2.01%	5
3	Black or African American	12.45%	31
4	Hispanic or Latino	4.42%	11
5	Native Hawaiian or Other Pacific Islander	0.40%	1
6	White	77.11%	192
7	Other (Please state)	2.81%	7
	Total	100%	249

Q100_7_TEXT - Other (Please state)

please provide option to click more than one for multi-race individuals
Multi-racial
White/Hispanic
Ashkenazi Jewish
Mixed
Asian/White

Frequencies for Nonprofits with Budgets under \$1,000,000

Section A - General Questions

J Q6A. Please provide the following information for the person who had primary responsibility for filling out this survey.

Gender

	Frequency	Percentage
Female	42	66.7
Male	21	33.3
Total	251	100.0

A Q1. When was your organization founded as a nonprofit?

Approximately 57.8 percent of nonprofits responding were founded after the year 2000

A Q2. Currently, is your organization formally affiliated with any other organization?

		Frequency	Percent
Valid	No, we are not formally affiliated with any other organization	51	70.8
	Yes, we are a headquarters organization with local affiliates	1	1.4
	Yes, we are affiliated with another organization in other ways. Please describe:	9	12.5
	Yes, we are a local affiliate of another organization	11	15.3
	Total	72	100.0

Q4. Is your organization eligible to receive donations that are exempt for of any of the following?

Frequencies

	Yes	N0	Total
Federal Income Tax	66	6	72
State Income Tax	61	11	72
None	3	69	72

Q5. Does your organization make grants or provide financial support to other nonprofits?

Frequencies

		Frequency	Percent
Valid	Yes, grant-making is our primary activity	4	5.6
	Yes, but grant-making is only one of our activities	4	5.6
	Yes, we contribute financial support to other nonprofits, but do not make grants	10	13.9
	No, we do not make grants or financial contributions to other nonprofits	52	72.2
	Don't know	2	2.8
	Total	72	100.0

Q7. Which classification(s) best describe(s) your organization's PRIMARY purpose or mission?
Frequencies

	Yes	No	Total
Arts, culture, and humanities	57	15	72
Education	20	52	72
Environment and animals	3	69	72
Health	13	59	72
Human Services	20	52	72
International, foreign affairs	0	72	72
Public, societal benefit	22	50	72
Religion, spiritual development	6	66	72
Membership, mutual benefit	69	2	72
Other			

Q9. Which of the following communities does your organization serve or engage, either exclusively or predominately? *Frequencies*

	Yes	No	Total
Children	20	52	72
Teens	22	50	72
Adults	27	45	72
Older Adults	9	63	72
Homeless Individuals	7	65	72
Individuals with disabilities	7	65	72
Individuals with mental health issues	7	65	72
Veterans	2	70	72
LGBTQ	0	72	72
Low income individuals/families	22	50	72
Female only	7	65	72
Male only	0	72	72
American Indian or Alaska Native	2	70	72
Asian	1	71	72
Black or African American	9	63	72
Hispanic or Latino	3	69	72
Native Hawaiian or Other Pacific Islander	1	71	72
White	3	69	72
Other			

Q10. What is your organization's geographical service delivery area? *Frequencies*

		Frequency	Percent
Valid	1 or more Milwaukee area neighborhoods	12	16.7
	The City of Milwaukee	9	12.5
	All of Milwaukee County	16	22.2
	The State of Wisconsin	13	18.1
	USA - nationwide	3	4.2
	International	1	1.4
	Other	17	23.6
	Total	71	98.6
Missing	System	1	1.4
Total		72	100.0

Q11. How has DEMAND or NEED for your organization's programs, services, or activities changed over the last 24 months? *Frequencies*

	Frequency	Percent
Decreased	1	1.4
Stayed the Same	42	58.3
Increased	20	27.8
Missing	9	12.5
Total	72	100.0

Section B - Organizational Components

Q12. Does your organization have any of the following ORGANIZATIONAL COMPONENTS?
Frequency

	Frequency	Percent	Total
Organizational website	6	66	72
Written governance policies or by-laws	7	90.3	72
Written conflict of interest policy	52	72.2	72
Written document retention policy	29	40.3	72
Written non-discrimination policy	50	69.4	72
Written sexual harassment policy	42	58.3	72
Other written policies and procedures - please list (e.g., gift acceptance, confidentiality, code of ethics, etc.)	30	41.7	72
Written website usage policy	14	19.4	72
Written whistle-blower policy	23	31.9	72
Written dissolution plan	17	23.6	72
Annual report with financial information produced within the last year	41	56.9	72
Audited financial statement produced within the past two years	34	47.2	72
Written minutes of board meetings	62	86.1	72
Other			

Section B - Programs and Services

Q13. How much of a challenge do the following MANAGEMENT ACTIVITIES currently pose for your organization? *Frequencies*

Creating a strategic plan for your organization		Frequency	Percent
Valid	Not a challenge	21	29.2
	Somewhat of a challenge	33	45.8
	3	12	16.7
	Total	66	91.7
Missing	Don't do this activity	5	6.9
	System	1	1.4
	Total	6	8.3
Total		72	100.0

Implementing a strategic plan for your organization		Frequency	Percent
Valid	Not a challenge	12	16.7
	Somewhat of a challenge	40	55.6
	3	13	18.1
	Total	65	90.3
Missing	Don't do this activity	4	5.6
	System	3	4.2
	Total	7	9.7
Total		72	100.0

Managing the facilities or space your organization uses		Frequency	Percent
Valid	Not a challenge	29	40.3
	Somewhat of a challenge	25	34.7
	3	7	9.7
	Total	61	84.7
Missing	Don't do this activity	8	11.1
	System	3	4.2
	Total	11	15.3
Total		72	100.0

Performing routine administrative tasks indirectly related to mission (e.g., payroll)		Frequency	Percent
Valid	Not a challenge	29	40.3
	Somewhat of a challenge	28	38.9
	3	10	13.9
	Total	67	93.1
Missing	Don't do this activity	1	1.4
	System	4	5.6
	Total	5	6.9
Total		72	100.0

Planning for staff succession		Frequency	Percent
Valid	Not a challenge	9	12.5
	Somewhat of a challenge	28	38.9
	3	20	27.8
	Total	57	79.2
Missing	Don't do this activity	12	16.7
	System	3	4.2
	Total	15	20.8
Total		72	100.0

Q14. How much of a challenge do the following PROGRAM PLANNING ACTIVITIES currently pose for your organization? *Frequencies*

Developing high quality programs/services		Frequency	Percent
Valid	Not a challenge	28	38.9
	2	35	48.6
	Major Challenge	4	5.6
	Total	67	93.1
Missing	Don't do this activity	2	2.8
	System	3	4.2
	Total	5	6.9
Total		72	100.0

Delivering high quality programs/services		Frequency	Percent
Valid	Not a challenge	30	41.7
	2	28	38.9
	Major Challenge	7	9.7
	Total	65	90.3
Missing	Don't do this activity	2	2.8
	System	5	6.9
	Total	7	9.7
Total		72	100.0

Evaluating or assessing program outcomes or impact		Frequency	Percent
Valid	Not a challenge	11	15.3
	2	37	51.4
	Major Challenge	15	20.8
	Total	63	87.5
Missing	Don't do this activity	5	6.9
	System	4	5.6
	Total	9	12.5
Total		72	100.0

Q15. Has your organization EVALUATED any of your programs during the last 24 months? (For the purposes of this survey, program evaluation is defined as systematically assessing the processes and/or outcomes of a program in order to further develop or improve it.) *Frequencies*

		Frequency	Percent
Valid	Yes	49	68.1
	No	21	29.2
	Total	70	97.2
Missing	System	2	2.8
Total		72	100.0

Q17. Do any of your organization's grantors or funders require program evaluation? *Frequencies*

Do any of your organization's grantors or funders require program evaluation?			
		Frequency	Percent
Valid	Yes	29	40.3
	No	20	27.8
	Total	49	68.1
Missing	System	23	31.9
Total		72	100.0

Section C - Human Resources

(Boards, Volunteers and Employees)

Q24. How much of a challenge do the following BOARD ACTIVITIES AND RESPONSIBILITIES currently pose for your organization? *Frequencies*

Assess board member performance		Frequency	Percent
Valid	Not a challenge	11	15.3
	2	32	44.4
	Somewhat of a challenge	13	18.1
	Total	56	77.8
Missing	Don't do this activity	10	13.9
	System	6	8.3
	Total	16	22.2
Total		72	100.0

Fund Development Support		Frequency	Percent
Valid	Not a challenge	5	6.9
	2	28	38.9
	Somewhat of a challenge	27	37.5
	Total	60	83.3
Missing	Don't do this activity	4	5.6
	System	8	11.1
	Total	12	16.7
Total		72	100.0

Financial Oversight		Frequency	Percent
Valid	Not a challenge	27	37.5
	2	31	43.1
	Somewhat of a challenge	6	8.3
	Total	64	88.9
Missing	Don't do this activity	1	1.4
	System	7	9.7
	Total	8	11.1
Total		72	100.0

Recruit qualified board members		Frequency	Percent
Valid	Not a challenge	11	15.3
	2	33	45.8
	Somewhat of a challenge	21	29.2
	Total	65	90.3
Missing	System	7	9.7
Total		72	100.0

Recruit diverse board members		Frequency	Percent
Valid	Not a challenge	14	19.4
	2	27	37.5
	Somewhat of a challenge	24	33.3
	Total	65	90.3
Missing	System	7	9.7
Total		72	100.0

Manage/improve board/staff relations		Frequency	Percent
Valid	Not a challenge	28	38.9
	2	23	31.9
	Somewhat of a challenge	9	12.5
	Total	60	83.3
Missing	Don't do this activity	5	6.9
	System	7	9.7
	Total	12	16.7
Total		72	100.0

Retain diverse board members		Frequency	Percent
Valid	Not a challenge	21	29.2
	2	28	38.9
	Somewhat of a challenge	11	15.3
	Total	60	83.3
Missing	Don't do this activity	5	6.9
	System	7	9.7
	Total	12	16.7
Total		72	100.0

Q25. Does your organization provide any of the following for your board members? *Frequencies*

	Frequency	Percent	Total
Orientation process	33	45.8	72
Written instruction manuals	29	40.3	72
Board role/job description	47	65.3	72
Training/development opportunities beyond orientation (e.g., workshops, conferences)	22	30.6	72
Written personnel policies (e.g., attendance, disciplinary procedures)	24	33.3	72
Other, please specify			

Q32. Does your organization provide any of the following for your volunteers? *Frequencies*

	Frequency	Percent	Total
Orientation process	31	43.1	72
Written instruction manuals	20	27.8	72
Volunteer position/work description	28	38.9	72
Training/development opportunities beyond orientation (e.g., workshops, conferences)	14	19.4	72
Written personnel policies (e.g., attendance, disciplinary procedures)	16	22.2	72
Designated volunteer coordinator (the role of volunteer coordinator may be all or only part of their responsibilities)	23	31.9	72
Other, please specify			

Q8. How much of a challenge do the following VOLUNTEER MANAGEMENT activities currently pose for your organization? *Frequencies*

Recruit and retain qualified volunteers		Frequency	Percent
Valid	Not a challenge	10	13.9
	2	30	41.7
	Somewhat of a challenge	15	20.8
	Total	55	76.4
Missing	Don't do this activity	11	15.3
	System	6	8.3
	Total	17	23.6
Total		72	100.0

Assess and manage volunteer performance		Frequency	Percent
Valid	Not a challenge	9	12.5
	2	28	38.9
	Somewhat of a challenge	12	16.7
	Total	49	68.1
Missing	Don't do this activity	16	22.2
	System	7	9.7
	Total	23	31.9
Total		72	100.0

Recognize/Appreciate Volunteers		Frequency	Percent
Valid	Not a challenge	25	34.7
	2	27	37.5
	Somewhat of a challenge	5	6.9
	Total	57	79.2
Missing	Don't do this activity	8	11.1
	System	7	9.7
	Total	15	20.8
Total		72	100.0

Q33. Are you satisfied with your organization's status in the area of VOLUNTEER MANAGEMENT? *Frequencies*

Are you satisfied with your organization's status in the area of VOLUNTEER MANAGEMENT?		Frequency	Percent
Valid	Yes	37	51.4
	No	30	41.7
	Total	67	93.1
Missing	System	5	6.9
Total		72	100.0

Q40. Does your organization provide any of the following for your employees? *Frequencies*

	Frequency	Percent	Total
Orientation process	39	54.2	72
Written instruction manuals	32	44.4	72
Position/job description	49	68.1	72
Training/development opportunities beyond orientation (e.g., workshops, conferences)	42	58.3	72
Written personnel policies (e.g., attendance, disciplinary procedures)	36	50	72
Other, please specify:			

Q39. How much of a challenge do the following EMPLOYEE MANAGEMENT activities currently pose for your organization? *Frequencies*

Recruit and retain qualified employees		Frequency	Percent
Valid	Not a challenge	11	15.3
	2	29	40.3
	Somewhat of a challenge	10	13.9
	Total	50	69.4
Missing	Don't do this activity	3	4.2
	System	19	26.4
	Total	22	30.6
Total		72	100.0

Assess and manage employee performance		Frequency	Percent
Valid	Not a challenge	16	22.2
	2	23	31.9
	Somewhat of a challenge	9	12.5
	Total	48	66.7
Missing	Don't do this activity	4	5.6
	System	20	27.8
	Total	24	33.3
Total		72	100.0

Provide adequate compensation/benefits		Frequency	Percent
Valid	Not a challenge	6	8.3
	2	18	25.0
	Somewhat of a challenge	25	34.7
	Total	49	68.1
Missing	Don't do this activity	3	4.2
	System	20	27.8
	Total	23	31.9
Total		72	100.0

Section D - Marketing and Technology

Q44. How much of a challenge do the following MARKETING ACTIVITIES currently pose for your organization? (For the purposes of this survey, marketing is defined as promoting and selling services, activities, or products, including market research and advertising). *Frequencies*

Creating effective marketing materials		Frequency	Percent
Valid	Not a challenge	15	20.8
	2	30	41.7
	Major challenge	19	26.4
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Attracting new members/clients		Frequency	Percent
Valid	Not a challenge	15	20.8
	2	24	33.3
	Major challenge	23	31.9
	Total	62	86.1
Missing	Don't do this activity	1	1.4
	System	9	12.5
	Total	10	13.9
Total		72	100.0

Enhancing the visibility/reputation of your organization		Frequency	Percent
Valid	Not a challenge	5	6.9
	2	31	43.1
	Major challenge	26	36.1
	Total	62	86.1
Missing	Don't do this activity	1	1.4
	System	9	12.5
	Total	10	13.9
Total		72	100.0

Q45. During the past 24 months, how often did your organization use the following technology resources? Frequencies

Facebook account		Frequency	Percent
Valid	Never/Rarely	5	6.9
	Occasionally	8	11.1
	Frequently	24	33.3
	Almost all the time	27	37.5
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Instagram account		Frequency	Percent
Valid	Never/Rarely	28	38.9
	Occasionally	17	23.6
	Frequently	9	12.5
	Almost all the time	10	13.9
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Dedicated and reputable sites for nonprofits (e.g., GuideStar, Foundation Center)		Frequency	Percent
Valid	Never/Rarely	26	36.1
	Occasionally	27	37.5
	Frequently	9	12.5
	Almost all the time	2	2.8
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Internet search using standard search engines (e.g. Google, Bing, Yahoo)		Frequency	Percent
Valid	Never/Rarely	3	4.2
	Occasionally	16	22.2
	Frequently	16	22.2
	Almost all the time	29	40.3
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Electronic financial records		Frequency	Percent
Valid	Never/Rarely	11	15.3
	Occasionally	5	6.9
	Frequently	21	29.2
	Almost all the time	27	37.5
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

IT security (e.g., secure servers, anti-virus and related programs, etc.)		Frequency	Percent
Valid	Never/Rarely	12	16.7
	Occasionally	17	23.6
	Frequently	17	23.6
	Almost all the time	18	25.0
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Receipt of online donations or online sales		Frequency	Percent
Valid	Never/Rarely	12	16.7
	Occasionally	12	16.7
	Frequently	23	31.9
	Almost all the time	17	23.6
	Total	64	88.9
Missing	System	8	11.1
Total		72	100.0

Q46. How much of a challenge do the following TECHNOLOGY RESOURCES AND ACTIVITIES currently pose for your organization? *Frequencies*

Identifying technology tools and resources for improving service delivery		Frequency	Percent
Valid	Not a challenge	12	16.7
	2	29	40.3
	Major challenge	18	25.0
	Total	59	81.9
Missing	Don't do this activity	2	2.8
	System	11	15.3
	Total	13	18.1
Total		72	100.0

Getting decision-makers or funders to understand the importance of getting good technology		Frequency	Percent
Valid	Not a challenge	14	19.4
	2	26	36.1
	Major challenge	11	15.3
	Total	51	70.8
Missing	Don't do this activity	10	13.9
	System	11	15.3
	Total	21	29.2
Total		72	100.0

Training staff/volunteers in software/applications		Frequency	Percent
Valid	Not a challenge	14	19.4
	2	22	30.6
	Major challenge	18	25.0
	Total	54	75.0
Missing	Don't do this activity	7	9.7
	System	11	15.3
	Total	18	25.0
Total		72	100.0

Creating and maintaining an engaging, up-to-date website		Frequency	Percent
Valid	Not a challenge	10	13.9
	2	28	38.9
	Major challenge	23	31.9
	Total	61	84.7
Missing	System	11	15.3
Total		72	100.0

Creating, updating, and using donor database software to track donors and conduct fundraising analyses		Frequency	Percent
Valid	Not a challenge	9	12.5
	2	14	19.4
	Major challenge	22	30.6
	Total	45	62.5
Missing	Don't do this activity	16	22.2
	System	11	15.3
	Total	27	37.5
Total		72	100.0

Getting help to address information technology problems		Frequency	Percent
Valid	Not a challenge	16	22.2
	2	20	27.8
	Major challenge	24	33.3
	Total	60	83.3
Missing	Don't do this activity	1	1.4
	System	11	15.3
	Total	12	16.7
Total		72	100.0

48. Are you satisfied with your organization's status in the area of MARKETING AND TECHNOLOGY? *Frequencies*

		Frequency	Percent
Valid	Yes	21	29.2
	No	41	56.9
	Total	62	86.1
Missing	System	10	13.9
Total		72	100.0

Section E - Advocacy and Public Policy Activities

Q50. Does your organization engage in ADVOCACY and/or PUBLIC EDUCATION activities? This might include promoting the interests of specific groups (e.g., children, seniors, people of different racial/ethnic groups, veterans, businesses, etc.) or specific issues (e.g., healthcare, environmental issues, religion, etc.) in order to influence policymakers or the general public. *Frequencies*

		Frequency	Percent
Valid	Yes	40	55.6
	No	21	29.2
	Total	61	84.7
Missing	System	11	15.3
Total		72	100.0

Q53. Has your organization filed for 501(h) election status (on IRS Form 5768 to make limited expenditures to influence legislation)?

		Frequency	Percent
Valid	No	37	51.4
Missing	System	35	48.6
Total		72	100.0

Q54. How much of a challenge do the following ADVOCACY AND PUBLIC POLICY ACTIVITIES currently pose for your organization? Frequencies

Obtaining funding for direct advocacy or public education activities		Frequency	Percent
Valid	Not a challenge	2	2.8
	2	8	11.1
	Major challenge	9	12.5
	Total	19	26.4
Missing	Don't do this activity	20	27.8
	System	33	45.8
	Total	53	73.6
Total		72	100.0

Gaining access to key policy makers		Frequency	Percent
Valid	Not a challenge	8	11.1
	2	13	18.1
	Major challenge	1	1.4
	Total	22	30.6
Missing	Don't do this activity	17	23.6
	System	33	45.8
	Total	50	69.4
Total		72	100.0

Finding volunteers and/or staff with the right skills or capacities to take on advocacy leadership roles		Frequency	Percent
Valid	Not a challenge	8	11.1
	2	12	16.7
	Major challenge	8	11.1
	Total	28	38.9
Missing	Don't do this activity	11	15.3
	System	33	45.8
	Total	44	61.1
Total		72	100.0

Overcoming legal limitations on nonprofit advocacy activities		Frequency	Percent
Valid	Not a challenge	15	20.8
	2	7	9.7
	Major challenge	1	1.4
	Total	23	31.9
Missing	Don't do this activity	16	22.2
	System	33	45.8
	Total	49	68.1
Total		72	100.0

Developing agreement within your organization on whether and how to engage in advocacy activities		Frequency	Percent
Valid	Not a challenge	14	19.4
	2	10	13.9
	Major challenge	2	2.8
	Total	26	36.1
Missing	Don't do this activity	13	18.1
	System	33	45.8
	Total	46	63.9
Total		72	100.0

Q55. Does your organization currently use a registered lobbyist to lobby government officials at any level? *Frequencies*

Does your organization currently use a registered lobbyist to lobby government officials at any level?		Frequency	Percent
Valid	Yes	3	4.2
	No	36	50.0
	Total	39	54.2
Missing	System	33	45.8
Total		72	100.0

Q57. Are you satisfied with your organization's status in the area of ADVOCACY AND PUBLIC POLICY ACTIVITIES? *Frequencies*

Are you satisfied with your organization's status in the area of ADVOCACY AND PUBLIC POLICY ACTIVITIES?		Frequency	Percent
Valid	Yes	42	58.3
	No	18	25.0
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0

Section F - Relationships with Other Organizations**Q59. Does your organization's MOST IMPORTANT collaboration or network make it HARDER or EASIER to do the following? Controlling for Budget Size (Bivariate Correlation) (Coding: 1=Harder, 2=No Impact, 3=Easier, 4=N/A (missing)).** *Frequencies*

Deliver programs and/or services		Frequency	Percent
Valid	Harder	3	4.2
	Easier	11	15.3
	No impact	41	56.9
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Reach more clients/members		Frequency	Percent
Valid	Easier	19	26.4
	No impact	35	48.6
	N/A	1	1.4
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Obtain financial resources		Frequency	Percent
Valid	Harder	2	2.8
	Easier	24	33.3
	No impact	26	36.1
	N/A	3	4.2
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Recruit/Retain Staff		Frequency	Percent
Valid	Easier	35	48.6
	No impact	12	16.7
	N/A	8	11.1
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Recruit/retain board members		Frequency	Percent
Valid	Easier	34	47.2
	No impact	15	20.8
	N/A	6	8.3
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Recruit/retain volunteers		Frequency	Percent
Valid	Easier	32	44.4
	No impact	16	22.2
	N/A	7	9.7
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Enhance your organization's visibility/reputation		Frequency	Percent
Valid	Harder	1	1.4
	Easier	7	9.7
	No impact	45	62.5
	N/A	2	2.8
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Achieve Client Outcomes/ Intended Impact		Frequency	Percent
Valid	Easier	14	19.4
	No impact	38	52.8
	N/A	3	4.2
	Total	55	76.4
Missing	System	17	23.6
Total		72	100.0

Q63. Please estimate how the following have changed for your organization over the last 24 months. Frequencies

Total revenues		Frequency	Percent
Valid	Decreased a lot (over 25%)	3	4.2
	Decreased somewhat (up to 25%)	8	11.1
	Stayed the same	15	20.8
	Increased somewhat (up to 25%)	25	34.7
	Increased a lot (over 25%)	6	8.3
	N/A	3	4.2
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0

Total expenses		Frequency	Percent
Valid	Decreased somewhat (up to 25%)	10	13.9
	Stayed the same	15	20.8
	Increased somewhat (up to 25%)	23	31.9
	Increased a lot (over 25%)	9	12.5
	N/A	3	4.2
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0

Total assets		Frequency	Percent
Valid	Decreased a lot (over 25%)	2	2.8
	Decreased somewhat (up to 25%)	8	11.1
	Stayed the same	26	36.1
	Increased somewhat (up to 25%)	14	19.4
	Increased a lot (over 25%)	2	2.8
	N/A	8	11.1
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0

Total liabilities		Frequency	Percent
Valid	Decreased a lot (over 25%)	1	1.4
	Decreased somewhat (up to 25%)	6	8.3
	Stayed the same	36	50.0
	Increased somewhat (up to 25%)	8	11.1
	N/A	9	12.5
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0

Q64. During the organization's most recent complete fiscal year, did your organization obtain revenue from any of the following sources? *Frequencies*

	Frequency	Percent	Total
Government grants	21	29.2	72
Medicare or Medicaid payments	3	4.2	72
Government contracts or fee-for-service payments (other than Medicare/Medicaid)	12	16.7	72
Donations from individuals	52	72.2	72
Trusts or bequests from individuals	14	19.4	72
Donor designated funds (e.g., housed at commercial mutual funds or community foundations)	25	34.7	72
Grants from foundations (including community foundations)	44	61.1	72
Donations or grants from corporations	44	61.1	72
Corporate sponsorships or marketing fees ⁴³⁴	33	45.8	72
Fees/charges/sales (from individuals or non-governmental entities)	25	34.7	72
Fees/charges from private third parties (e.g., insurance programs)	2	2.8	72
Joint Ventures	2	2.8	72
For-profit subsidiaries	1	1.4	72
Other, please specify			

Q65. Please rank the sources of your organization's revenue during the most recent complete fiscal year. *Mean Rank (Range 1-8).*

	Mean Rank	N
Government (e.g., grants, fees, contracts, sales, appr	4.98	72
Individual donations, gifts, or grants	2.56	72
Foundation donations, gifts, or grants	2.96	72
Corporate donations, gifts, or grants	3.81	72
Special events (net of expenses)	3.96	72
Dues/membership fees	5.40	72
Private sale of goods/services (i.e., not to government)	5.95	72
Other sources (including endowment, interest, etc.)	6.37	72

Section G - Finance/Revenue

Q68. How much of a challenge do the following FINANCIAL MANAGEMENT ACTIVITIES currently pose to your organization? *Frequencies*

Creating budgets and financial statements (e.g., balance sheet)		Frequency	Percent
Valid	1	33	45.8
	Not a challenge	16	22.2
	Somewhat of a challenge	9	12.5
	Total	58	80.6
Missing	Don't do this activity	2	2.8
	System	12	16.7
	Total	14	19.4
Total		72	100.0

Collecting payments from clients, customers, and/or government contractors in a timely manner		Frequency	Percent
Valid	1	23	31.9
	Not a challenge	22	30.6
	Somewhat of a challenge	3	4.2
	Total	48	66.7
Missing	Don't do this activity	11	15.3
	System	13	18.1
	Total	24	33.3
Total		72	100.0

Managing cash flows in order to meet current operating costs (e.g., employee payroll, employee benefits, debt repayment, rent, etc.)		Frequency	Percent
Valid	1	26	36.1
	Not a challenge	21	29.2
	Somewhat of a challenge	11	15.3
	Total	58	80.6
Missing	Don't do this activity	2	2.8
	System	12	16.7
	Total	14	19.4
Total		72	100.0

Q70. Are you satisfied with your organization's status in the area of FINANCE/REVENUE?
Frequencies

Are you satisfied with your organization's status in the area of FINANCE/REVENUE?		Frequency	Percent
Valid	Yes	34	47.2
	No	26	36.1
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0

Section H - Fundraising/Fund Development

Q72. How much of a challenge do the following FUND DEVELOPMENT ACTIVITIES currently pose to your organization? *Frequencies*

Securing government grants/contracts		Frequency	Percent
Valid	Not a challenge	6	8.3
	2	20	27.8
	Somewhat of a challenge	16	22.2
	Total	42	58.3
Missing	Don't do this activity	18	25.0
	System	12	16.7
	Total	30	41.7
Total		72	100.0

Securing private foundation grants/corporate support		Frequency	Percent
Valid	Not a challenge	2	2.8
	2	32	44.4
	Somewhat of a challenge	23	31.9
	Total	57	79.2
Missing	Don't do this activity	3	4.2
	System	12	16.7
	Total	15	20.8
Total		72	100.0

Securing individual donations/contributions		Frequency	Percent
Valid	Not a challenge	4	5.6
	2	29	40.3
	Somewhat of a challenge	24	33.3
	Total	57	79.2
Missing	Don't do this activity	2	2.8
	System	13	18.1
	Total	15	20.8
Total		72	100.0

Retaining your donor base		Frequency	Percent
Valid	Not a challenge	12	16.7
	2	29	40.3
	Somewhat of a challenge	15	20.8
	Total	56	77.8
Missing	Don't do this activity	3	4.2
	System	13	18.1
	Total	16	22.2
Total		72	100.0

Expanding your donor base		Frequency	Percent
Valid	Not a challenge	2	2.8
	2	19	26.4
	Somewhat of a challenge	36	50.0
	Total	57	79.2
Missing	Don't do this activity	3	4.2
	System	12	16.7
	Total	15	20.8
Total		72	100.0

Developing a capital campaign		Frequency	Percent
Valid	Not a challenge	3	4.2
	2	8	11.1
	Somewhat of a challenge	19	26.4
	Total	30	41.7
Missing	Don't do this activity	29	40.3
	System	13	18.1
	Total	42	58.3
Total		72	100.0

Hosting successful fundraising events		Frequency	Percent
Valid	Not a challenge	8	11.1
	2	24	33.3
	Somewhat of a challenge	17	23.6
	Total	49	68.1
Missing	Don't do this activity	11	15.3
	System	12	16.7
	Total	23	31.9
Total		72	100.0

Q73. Does your organization currently have any of the following?

	Frequency	Percent	Total
Funds dedicated to capital improvements (land, buildings, major equipment)	9	12.5	72
Funds dedicated to capital maintenance	6	8.3	72
Restricted endowment	9	12.5	72
Unrestricted endowment	9	12.5	72

Q75. Are you satisfied with your organization's status in the area of FUNDRAISING/FUND DEVELOPMENT? *Frequencies*

		Frequency	Percent
Valid	Yes	16	22.2
	No	44	61.1
	Total	60	83.3
Missing	System	12	16.7
Total		72	100.0