STATE OF THE NONPROFIT SECTOR on the Virginia Peninsula
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ACKNOWLEDGMENTS

We want to thank Diane Griffiths, MSS, PhD from Christopher Newport University in Newport News, Virginia. Diane worked with NetworkPeninsula to design the survey tool and, together with her students in the Department of Sociology, Social Work, & Anthropology, followed up with more than 125 nonprofits to ensure that accurate and complete data were collected. We are very grateful for Diane and her team for their dedication and time put into this project.

We also want to thank Ferguson Enterprises for sponsoring this Report. Their team of more than 23,000 associates comprises Ferguson Cares, a program dedicated to making a positive impact on the communities where they live and work across the country. We are grateful for their support of this important Report. To learn more, visit www.ferguson.com/content/ferguson-cares.

Most of all, we want to thank the hundreds of nonprofits serving the Virginia Peninsula. We have always known that they represent a valuable sector working tirelessly to improve the health and well-being of our communities. This Report confirms that fact, along with the fact that this sector is a vital part of the economy – one with challenges but also one with a passion to serve and to improve the communities in which we live, work, and play. We are incredibly proud to serve this sector and will continue to advocate for their value in our world and to provide programs to help local nonprofits not only survive, but also, and most importantly, to thrive.

ABOUT US

NetworkPeninsula believes healthy nonprofits are the key to vibrant, connected, and healthier communities. We support the Peninsula and more than 300 nonprofits across the region by:

• Building organizational capacity
• Raising awareness
• Creating a collaborative environment
• Connecting citizens and businesses to the nonprofits serving this community

Our initiatives include continuing education, board training, networking events, promoting volunteer and job opportunities with our nonprofits, hosting an all-inclusive calendar of our member events, and brokering an exchange of donations between businesses and nonprofits.

Visit NetworkPeninsula.org to learn more about Volunteer Needs, Item Needs, and Upcoming Events from our nonprofits. NetworkPeninsula is a 501(c)3 nonprofit organization.

Karen P. Dutro, Founder & Executive Director
757-886-6944 • karen@networkpeninsula.org • www.networkpeninsula.org

This inaugural Report was written by the talented team from Knowledge Advisory Group and we are thankful for their expertise and attention to detail in getting us to the final product seen here. More information about available services can be found at the end of this report, or by visiting www.knowledgeadvisorygroup.com
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Chief Executive Officers (CEO) and/or executive directors of 501(c)(3) public charity nonprofits that serve the Virginia Peninsula were asked to participate in the inaugural survey on the ‘State of the Nonprofit Sector on the Peninsula’. The goal of the survey was to capture feedback from local nonprofits’ organization leaders in order to better understand their challenges, capacity, and priorities. This report provides a look at the role of nonprofit organizations that serve the Peninsula.

The Virginia Peninsula region has a diverse and growing nonprofit community, with survey results indicating the following primary focus areas as the top five most prevalent types of organizations.

- **EDUCATION SERVICES**: 38%
- **HUMAN SERVICES**: 38%
- **YOUTH DEVELOPMENT**: 28%
- **HOUSING & SHELTER**: 21%
- **HEALTH CARE SERVICES**: 20%

...That employs a total of 2,348 Full-time Staff & 1,834 Part-time Staff

...And are supported by over 36,000 Volunteers!

**SERVICE DEMAND IS RISING**

- **85%** CAN MEET THE DEMAND
Forty-four percent of responding organizations report an annual budget of less than $250K.

The nonprofit sector generates revenue through a variety of sources, with more than half reporting revenues from individuals, special events, corporations, and private funders.

The proportion of total revenue that nonprofits receive from those sources vary, with income generated through individual donations accounting for over one-quarter of total revenue.
SERVICE REACH

Nonprofit organizations are broadly dispersed throughout the Peninsula, with at least half of respondents providing services to Newport News, James City County, Hampton, and the City of Williamsburg.

Other areas including Mathews County, South Hampton Roads, York County, Gloucester County, and the City of Poquoson are served by a fewer number of nonprofits. Thirty-two (32) survey respondents, for instance, provide services to Mathews County compared to 75 who reported providing services to Newport News.

Administrative offices for 46% of respondents are located in the cities of Newport News and Hampton.

Over half of respondents (62%) serve mostly urban locations, including the Cities of Newport News, Hampton, Williamsburg, and Poquoson, in addition to James City County, York County, and South Hampton Roads.

Less than one-third (29%) of respondents provide services to more rural areas of the Peninsula, including Gloucester County and Mathews County, as well as serving the more urban areas.

The remaining 9% of respondents primarily provide services on a larger scale, either on statewide, national and/or international levels.
NONPROFIT BY MISSION

Respondents were asked to identify the primary mission area(s) of their organization based on the National Taxonomy of Exempt Entities (NTEE) classification systems used to categorize nonprofit services. The top five categories organizations identified as a primary mission area was education services (38%), human services (38%), youth development (28%), housing and shelter (21%), and health care (20%).

Nonprofit organizations provide a wide variety of programs and services to individuals and communities throughout the Peninsula, ranging from education and human services to medical research and international and/or foreign affairs.
MEETING THE DEMAND

Organizations’ resources are not growing fast enough to meet the growing number of people in need. The majority of respondent’s reported an increase in demand over the past year and for the current year.

84% OF NONPROFITS REPORTED AN INCREASE IN DEMAND OVER THE PAST YEAR

68% ABLE TO HANDLE INCREASED DEMAND OVER PAST YEAR

85% OF NONPROFITS ANTICIPATE AN INCREASE IN DEMAND FOR THE CURRENT YEAR

67% ANTICIPATE HANDLING INCREASED DEMAND FOR THE CURRENT YEAR

Despite the increase in demand over the past year, as well as the anticipated increase for the current year, over one-third of respondents report the number of FTE staff has stayed the same. Slightly over one-fourth of nonprofits saw an increase in FTE staff over the past year and 11% reported a decrease. Similar results are shown for the 84% who reported a past demand for services and the 85% who anticipate an increase in demand for services.

CHANGE IN FTE STAFF

<table>
<thead>
<tr>
<th></th>
<th>Decreased</th>
<th>Stayed the same</th>
<th>Increased</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>11%</td>
<td>36%</td>
<td>27%</td>
</tr>
<tr>
<td>Past Demand for Services</td>
<td>10%</td>
<td>36%</td>
<td>31%</td>
</tr>
<tr>
<td>Anticipated Demand for Services</td>
<td>11%</td>
<td>33%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Organizations that anticipate not being able to meet the demand for programs and services in the current year were asked their opinion regarding what their clients were likely to do. Of the 44 nonprofits that fell within this category, the majority (66%) reported that their needs would remain unmet. Five percent felt the clients’ needs would be met through government assistance not outsourced to nonprofits, another 5% felt they would seek assistance from family/friends, 7% thought they would seek the same services elsewhere, and 18% didn’t know or reported ‘other’.

66% OF NONPROFITS REPORTED NEEDS WOULD REMAIN UNMET

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Don’t know/Some ‘other’ process/service</td>
<td>18%</td>
</tr>
<tr>
<td>Seek similar services from another organization</td>
<td>7%</td>
</tr>
<tr>
<td>Seek assistance from personal network (family/friends)</td>
<td>5%</td>
</tr>
<tr>
<td>Access government assistance through programs not outsourced to nonprofits</td>
<td>5%</td>
</tr>
</tbody>
</table>

n = 44

90% AGREE THAT THEIR PROGRAMS ARE WELL DEFINED AND ALIGNED WITH THE MISSION OF THE ORGANIZATION.

83% AGREE THAT THEIR ORGANIZATION HAS A STRONG OVERALL STRATEGY THAT CONSISTENTLY HELPS DRIVE DAY-TO-DAY WORK.
NONPROFIT BY OPERATING SIZE

There are no industry standards for defining ‘small’, ‘medium’, or ‘large’ nonprofits; however, for the purposes of this analysis, each organization was assigned a size based on their current year’s annual budget. To better understand some of the challenges among nonprofits of various sizes, the survey sample was divided roughly into three groups. The first group—small organizations—includes respondents that reported an annual budget less than $250,000. The medium-sized organizations include nonprofits with an annual budget between $250,000 and $999,999 and the large organizations include those with an annual budget of $1 million or more.

Nearly half of the respondents were classified as small, with 20% reporting an annual budget less than $50,000 and 24% reporting between $50,000 - $249,999. Just over one-fourth of respondents were classified as medium-sized. Almost 30% of respondents were considered large for the purpose of this analysis; however, only 3% of the full sample reported a budget over $10 million.

STAFFING & WORKFORCE

There are several reasons to examine the survey results by annual budget size, as so many challenges faced by nonprofit organizations involve funding and staffing. Small nonprofits report having an average of 1.4 part-time paid staff, compared to medium nonprofits that report an average of 5.8 and large nonprofits that report an average of 44.7. Further, small nonprofits report an average of 0.5 full-time paid staff, compared to an average of 5.2 at medium nonprofits and 61.3 at large nonprofit organizations.

NONPROFITS BY ANNUAL BUDGET

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>Small Organizations</th>
<th>Medium Organizations</th>
<th>Large Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below $50K</td>
<td>20%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>$50K - $249K</td>
<td>24%</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>$250K - $999,999</td>
<td>27%</td>
<td>29%</td>
<td>5%</td>
</tr>
<tr>
<td>$1M - $2M</td>
<td></td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>$2M - $4M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4M - $10M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $10M</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NONPROFITS REPORT AN AVERAGE OF 15.7 PAID PART-TIME EMPLOYEES

SURVEY RESPONDENTS’ WORKFORCE INCLUDED:

- 1,834 PAID PART-TIME STAFF
- 2,348 PAID FULL-TIME STAFF

NONPROFITS REPORT AN AVERAGE OF 20.2 PAID FULL-TIME EMPLOYEES
**PAID FULL-TIME STAFF**

Overall, 65% of nonprofits have fewer than eleven paid full-time employees. One-quarter (25%) have between 11 and 100 staff and 2% have more than 100 full-time employees.

Nearly 25% have no full-time staff and another 22% have only 1 – 2 paid full-time employees.

<table>
<thead>
<tr>
<th>NUMBER OF FULL-TIME STAFF</th>
<th>100 or more</th>
<th>Eleven - 99</th>
<th>Six-Ten</th>
<th>Three-Five</th>
<th>One to two</th>
<th>Zero</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2%</td>
<td>25%</td>
<td>11%</td>
<td>8%</td>
<td>22%</td>
<td>24%</td>
</tr>
</tbody>
</table>

**PAID PART-TIME STAFF**

Over three-quarters of nonprofits (77%) have fewer than eleven paid part-time employees. About 13% have between 11 and 100 staff and 7% have more than 100 part-time employees.

Over 25% have only 1 – 2 part-time staff and another 17% have no paid part-time employees.

<table>
<thead>
<tr>
<th>NUMBER OF PART-TIME STAFF</th>
<th>100 or more</th>
<th>Eleven - 99</th>
<th>Six-Ten</th>
<th>Three-Five</th>
<th>One to two</th>
<th>Zero</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3%</td>
<td>13%</td>
<td>16%</td>
<td>17%</td>
<td>26%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Nearly half of nonprofits created new positions in the last year (49%) and 37% anticipate creating new positions for the next year. When broken down by organization size, only 28% of small nonprofits created new positions in the last year, compared to 61% of medium-sized nonprofits and 72% of large nonprofits.

**NEW NONPROFIT POSITIONS**

- 49% of nonprofits created new positions in the last year
- 37% of nonprofits anticipate creating new positions for next year

**NEW POSITIONS CREATED IN PAST YEAR BY NONPROFIT SIZE**

<table>
<thead>
<tr>
<th>Nonprofit Size</th>
<th>No</th>
<th>Yes</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL</td>
<td>68%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>39%</td>
<td>61%</td>
<td></td>
</tr>
<tr>
<td>LARGE</td>
<td>25%</td>
<td>72%</td>
<td></td>
</tr>
</tbody>
</table>

**ANTICIPATED NEW POSITIONS BY NONPROFIT SIZE**

<table>
<thead>
<tr>
<th>Nonprofit Size</th>
<th>No</th>
<th>Yes</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL</td>
<td>40%</td>
<td>32%</td>
<td>25%</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>33%</td>
<td>36%</td>
<td>30%</td>
</tr>
<tr>
<td>LARGE</td>
<td>33%</td>
<td>47%</td>
<td>17%</td>
</tr>
</tbody>
</table>

85% AGREE Staff within our organization are satisfied & motivated in their work

<table>
<thead>
<tr>
<th>Satisfactory Level</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>3%</td>
<td>13%</td>
<td>41%</td>
<td>31%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
VOLUNTEERS

Survey respondents reported the number of volunteers their nonprofit currently had, and with the exception of ‘no responses’ and the 4 nonprofits that do not use volunteers, over 36,000 volunteers were reported by 109 (or 87%) nonprofits.

Half of responding nonprofits reporting having less than 50 volunteers, with about one-fourth who have 10 or fewer. Seventeen percent (17%) of nonprofits have between 50 – 100 volunteers, 14% have more than 100 and less than 500, and 9% of respondents have over 500 volunteers.

Nonprofits were asked to respond to additional questions regarding the organization’s use of volunteers (excluding Board Members). Respondents, regardless of size, report that it is more difficult to maintain volunteers than it is to find them. Most nonprofits report some difficulty with both, while less than half report that finding and keeping volunteers is easy, to some extent.

OVER 36,000 VOLUNTEERS!

NUMBER OF VOLUNTEERS

- Over 500: 9%
- More than 100 - less than 500: 14%
- 50 to 100: 17%
- More than 10 - less than 50: 27%
- 10 and under: 23%

DIFFICULTY FINDING & MAINTAINING VOLUNTEERS

- ALL RESPONDENTS
  - Trouble finding?: 6% Very easy, 31% Somewhat easy, 43% Somewhat difficult, 13% Very difficult
  - Trouble keeping?: 3% Very easy, 27% Somewhat easy, 52% Somewhat difficult, 9% Very difficult

- SMALL NONPROFITS
  - Trouble finding?: 2% Very easy, 32% Somewhat easy, 40% Somewhat difficult, 18% Very difficult
  - Trouble keeping?: 0% Very easy, 26% Somewhat easy, 51% Somewhat difficult, 14% Very difficult

- MEDIUM NONPROFITS
  - Trouble finding?: 12% Very easy, 27% Somewhat easy, 48% Somewhat difficult, 3% Very difficult
  - Trouble keeping?: 9% Very easy, 21% Somewhat easy, 58% Somewhat difficult, 3% Very difficult

- LARGE NONPROFITS
  - Trouble finding?: 6% Very easy, 33% Somewhat easy, 42% Somewhat difficult, 14% Very difficult
  - Trouble keeping?: 3% Very easy, 33% Somewhat easy, 50% Somewhat difficult, 6% Very difficult
75% of nonprofits have volunteers that are retirees, with over one-fifth reporting that more than half of their volunteers are retirees. 18% report retirees only make up between 1-10% of their volunteers.

72% of nonprofits have volunteers that are millennials, one-third of which report they account for between 1-10% of their volunteer base and 18% that report they account for between 11-20% of their volunteer base.

55% of nonprofits have volunteers that are retired military, one-third of which report they account for between 1-10% of their volunteers. Over 10% report they account for between 11-20% of their volunteers.

53% of nonprofits have volunteers that are active military personnel, with 36% that account for 1-10% of their volunteers and 8% that report they account for between 11-20% of their volunteer base.

76% of nonprofits have a core team of volunteers that helps with their programs.
BOARD LEADERSHIP

Survey respondents were asked several questions regarding the composition of their Board of Directors. The average number of Board members for responding organizations was between 12 – 13 members. About 13% of nonprofits have five or fewer Board members and 5% have more than 25 Board members.

The average board size is 12 – 13 board members.

In terms of Board diversity, 74% of the Board Members are retirees, followed by 34% who are retired military, 29% that are millennials, 23% that reported ‘other’, and 2% of the Board is comprised of current military personnel. The more common responses for ‘other’ included members from the business sector, corporate leaders, and local business executives. This was followed by working, but older adults, typically mid-management level workers, and working mothers and/or parents.

Nearly half of respondents reported that their Board is made up of individuals who fell into the ‘other’ category (45%). Over one-fourth (28%) consists of retirees, followed by 12% of millennials, 8% of retired military, and 2% of currently military members.
EXECUTIVE/LEAD ADMINISTRATOR

In terms of gender, 73% of responding nonprofit organizations report having a female in charge of the administrative functions for the organization, whether that person is an Executive Director or the lead volunteer in charge. However, when broken down by annual budget size, the majority of small and medium sized nonprofits are led by females, compared to only 33% of large nonprofits.

RACE & GENDER OF LEAD ADMINISTRATOR

77% AGREE

Our leadership team has sufficient depth and breadth of experience

Over three-quarters of respondents had prior experience with nonprofit organizations before holding their current position. Seventy-six percent had prior experience with for-profit settings, 39% had prior experience in the government sector, and 19% had prior military experience.

RESPONDENT’S PRIOR EXPERIENCE BY FIELD

Over 25% of respondents report having over 12 years of experience in nonprofit (26%) and for-profit settings (28%).
The majority of nonprofit leaders who responded to the survey have been in their current position for over 4 years (57%). One-third of respondents have been in their current position between 1 – 4 years and 8% have been in their position for less than one year.

Over one-third of respondents plan to retire or semi-retire once they leave their current position and another one-third don’t know what they will do. Eleven percent of respondents hope to find another executive-level position at a nonprofit organization and 4% would like to move into a non-executive position at a nonprofit. Two percent of respondents reported that they would like a position in a for-profit or government setting.
FINANCIAL INFORMATION

50% AGREE
Our organization has highly developed internal fundraising skills and expertise

44% AGREE
Our organization is highly diversified across multiple sources and types of funding

CHANGE IN TOTAL & NEW REVENUE

No Significant Change

Total Revenue

Total NEW Revenue

INCREASED

47%

49%

DECREASED

21%

3%

Nearly half (49%) of survey respondents reported an increase in total revenue and 44% reported an increase in new sources of revenue. About one-fifth (21%) had decreased total revenue and 3% reported a decrease in new sources of revenue. One quarter reported no significant change to their total revenue, and nearly half (47%) saw no significant change in new revenue.

Peninsula nonprofits also reported an overall increase in expenditures, with 46% reporting an increase, 44% reporting no significant change, and 10% reporting a decrease.

INCOME/EXPENSE RATIO

INCREASED

44%

DECREASED

19%

NO SIGNIFICANT CHANGE

39%

CHANGE IN TOTAL EXPENSES

INCREASED

42%

DECREASED

10%

NO SIGNIFICANT CHANGE

19%

35%
**REVENUE SOURCES**

The most important revenue source for nonprofits that responded to the survey was contributions from individuals. More than 85% reported individual contributions play at least some role in the current budget. 2% of respondents reported that 100% of their budget comes from individuals, 58% that report 10% - 99% of the budget, and 26% that report it accounts for between 1-9%. Only 13% of respondents reported that individuals are not included in their budget.

Over half of survey respondents reported receiving at least some funds from special events (68%), corporations (59%), and private funders (53%).

Of the 68% that receive funding from special events, about one-third (29%) reported that special events account for less than 10% of their budget.

Of the 59% that receive funding from corporations, 37% reported that corporations account for less than 10% of their budget.

Of the 53% that receive funding from private funders, 36% reported that private funders account for less than 10% of their budget.

More than half of survey respondents reported that most of these revenue sources are not accounted for in their budget; that is, they do not receive funding from most of the listed sources. The majority of respondents reported that they do not receive any funding from restricted funds/grants (55%), community foundations (60%), earned income/fee for service (60%), faith-based organizations (62%), government (63%), civic groups (64%), workplace giving (71%), United Way funding (75%), planned giving/endowment (86%), or any other sources (87%).
Over half of respondents reported increased contributions from individuals (59%) and increased contributions from special events (61%). Over one-fourth reported increased contributions from planned giving/endowment (47%), earned income/fee for service (42%), private foundations (40%), community foundations (36%), restricted funds/grants (33%), corporations (29%), and faith-based organizations (27%).

Of the survey respondents who reported receiving at least some funding from the identified revenue sources, they did report a funding decrease from the previous year.

While the majority of revenue/funding sources decreased only less than 10% from the prior year, including, but not limited to, a 9% decrease from restricted funds/grants, an 8% decrease from earned income/fee for service, and a 3% decrease from community foundations, four revenue sources decreased between 10% - 20%.

Respondents reported a 10% decrease from private foundations, a 12% decrease from workplace giving, a 15% decrease from United Way funding, and an 18% decrease from corporations.
Operating Reserves refers to an unrestricted cash fund balance set aside to stabilize finances in the event of unexpected cash flow shortage, expenses, or losses, with one month of reserves representing cash you would need to keep the organization open and minimally operating for one month. Over one-fourth of organizations surveyed (31%) report having at least six months of operating reserves, with 14% having between 4 - 6 months, 27% having between 1 - 3 months, and 22% reporting one month or less.
Organizational Financial Health

Respondents were asked to respond to several questions regarding the overall financial health of the organization. Overall, the majority of respondents felt the overall financial health of their nonprofit was strong.

Respondents were asked to evaluate their nonprofit’s outlook for the current year, and over half reported it to be a relatively good year, with 10% reporting this to be the best year ever. One-fourth of respondents are facing challenges in the current year, with only 5% rating it as the most difficult year.

Responses were also broken down by how respondents felt about the financial health of their nonprofit. Those who felt this was a relatively good year or the best year ever were more likely to rate the financial health of their nonprofit as strong.
CHALLENGES

Survey respondents were asked to select the top three challenges facing their organization. Over half of nonprofits reported that marketing and outreach was the top challenge (51%), followed by diversifying funding sources (47%), and having regular, reliable cash flow (36%).

23% of respondents reported ‘measuring outcomes and impact’ as one of the top three challenges facing their organization. This is further reported in the survey response below, where 60% agree that their organization has the process for collecting data, yet 49% felt their organization does not have a process for measuring unmet community needs and 52% felt they do not have a process for measuring impact and progress against the unmet needs.

Our organization has a well-developed process for collecting data in order to evaluate our performance and guide program interventions

60% AGREE

June 2018

Our organization has a well-developed process for measuring unmet needs in our community

42% AGREE

Our organization has a well-developed process for measuring impact and progress against the unmet need in the community

40% AGREE
Regarding organization success for the coming year, respondents were asked to rank, in order of priority, the top factors they felt would be essential to achieve success. The first chart below illustrates the results of the highest ranked factor, or in other words, the percentage of respondents who selected the factors below as their number one priority. Clearly, increased funding is an important factor, ranked #1 by 44% of respondents, far more than any other factor was selected. However, the second chart illustrates the percentage of respondents based on factors ranked 1st, 2nd, and 3rd. In this depiction, increased funding was still the highest ranked factor for success (69%), yet it was more closely followed by ‘new/more involved board members’ (54%), and having skilled volunteers (38%).

### HIGHEST RANKED FACTOR FOR SUCCESS

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Funding</td>
<td>44%</td>
</tr>
<tr>
<td>Skilled Volunteers</td>
<td>13%</td>
</tr>
<tr>
<td>New or more involved Board Members</td>
<td>12%</td>
</tr>
<tr>
<td>New Programs</td>
<td>8%</td>
</tr>
<tr>
<td>New Staff Positions</td>
<td>6%</td>
</tr>
<tr>
<td>Increased Focus</td>
<td>6%</td>
</tr>
<tr>
<td>Improved Systems or Equipment</td>
<td>5%</td>
</tr>
</tbody>
</table>

### TOP THREE HIGHEST RANKED FACTORS

<table>
<thead>
<tr>
<th>Factor</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Funding</td>
<td>13%</td>
<td>11%</td>
<td>12%</td>
<td>38%</td>
</tr>
<tr>
<td>New or more involved Board Members</td>
<td>12%</td>
<td>25%</td>
<td>17%</td>
<td>54%</td>
</tr>
<tr>
<td>Skilled Volunteers</td>
<td>8%</td>
<td>17%</td>
<td>9%</td>
<td>34%</td>
</tr>
<tr>
<td>New Programs</td>
<td>6%</td>
<td>12%</td>
<td>11%</td>
<td>29%</td>
</tr>
<tr>
<td>New Staff Positions</td>
<td>7%</td>
<td>6%</td>
<td>15%</td>
<td>28%</td>
</tr>
<tr>
<td>Increased Focus</td>
<td>5%</td>
<td>8%</td>
<td>12%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Survey respondents were asked about their relationships with other employment sectors. Over half of all respondents agreed, on some level, that their organization has built, leveraged, and maintained strong, high-impact relationships throughout the community. Eighty-five percent agreed they have strong relationships with other nonprofits, followed by 65% who report strong relationships with the local business community, 63% who have strong relationships with the local government, 64% who have strong relationships with schools, 61% who have strong relationships with the faith-based community, and 58% who report a strong relationship with foundations.

### RELATIONSHIPS WITH EMPLOYMENT SECTORS

<table>
<thead>
<tr>
<th>Sector</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Nonprofits</td>
<td>2%</td>
<td>6%</td>
<td>28%</td>
<td>36%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Business Community</td>
<td>3%</td>
<td>3%</td>
<td>20%</td>
<td>33%</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Local Government</td>
<td>5%</td>
<td>10%</td>
<td>12%</td>
<td>22%</td>
<td>22%</td>
<td>19%</td>
</tr>
<tr>
<td>Schools</td>
<td>7%</td>
<td>7%</td>
<td>13%</td>
<td>29%</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td>Faith-Based Community</td>
<td>7%</td>
<td>11%</td>
<td>13%</td>
<td>26%</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>Foundations</td>
<td>6%</td>
<td>15%</td>
<td>11%</td>
<td>29%</td>
<td>19%</td>
<td>10%</td>
</tr>
</tbody>
</table>
METHODOLOGY

Chief Executive Officers (CEO) and/or executive directors of 501(c)(3) public charity nonprofits that serve the Virginia Peninsula were asked to participate in the inaugural survey on the ‘State of the Nonprofit Sector on the Peninsula’. The goal of the survey was to capture feedback from local nonprofits’ organization leaders in order to better understand their challenges, capacity, and priorities.

The survey was modeled after other surveys that have been previously conducted in other areas throughout the country, including Northern Virginia, Maryland, and Texas. Responses were accepted through February 2018. The overall total of nonprofits throughout the Peninsula that responded to the survey was 126.

*Data totals may not always add up to 100% as ‘don’t know’ blank responses were excluded unless otherwise noted.

PROFILE OF RESPONDENTS

Nearly one-third (31%) of nonprofits are fairly young, reporting an organizational age of 10 years or less. The average organizational age of all respondents is 29.3 years and the median is 21.5 years. Almost 40% of respondents have been operational for over 30 years.

50% of nonprofits follow a July-June fiscal year
43% of nonprofits follow a January-December fiscal year

Seven percent of respondents reported some other 12-month period.

It is important to note that data collected for the State of the Nonprofit Sector on the Virginia Peninsula survey includes the most current data available at the time of survey administration in the beginning of 2018.

Data that indicates the `past year` figures refers to the 2017 fiscal year (June 2016 – July 2017) or the 2017 calendar year (January 2017 – December 2017), depending on the organization.

Data that indicates the `current year` figures refers to the 2018 fiscal year (June 2017 – July 2018) or the 2018 calendar year (January 2018 – December 2018), depending on the organization.