Meeting the Technical Assistance and Training Needs of Iowa Nonprofits

An Evaluation Report for the Larned A. Waterman Iowa Nonprofit Resource Center

by Helen A. Schartz, PhD, JD
Jill Smith, PhD
David Klein, PhD

December 2011

THE UNIVERSITY OF IOWA

Introduction

The Strengthening Communities Fund project began in the fall of 2009, when the Larned A. Waterman Iowa Nonprofit Resource Center (INRC) received a $250,000 ARRA grant through the Strengthening Communities Fund - State, Local, and Tribal Government Capacity Building Program. INRC Director Richard Koontz was Principal Investigator and thanks the federal government for the support the grant provided.

As part of this project, the INRC conducted a statewide survey of the capacity-building needs of Iowa's nonprofits in the fall of 2010. Randomly selected nonprofits received letters inviting them to participate.

The most recent statewide assessment of Iowa's nonprofits was done by the INRC in 2000. The project surveyed 138 organizations and identified three challenging areas: organizational finances, provision of services, and governance. In response to this assessment, the INRC and the Iowa Governor's Nonprofit Task Force developed the *Iowa Principles and Practices for Charitable Nonprofit Excellence* to improve management practices, promote ethical conduct, and maintain public accountability within Iowa's nonprofits.

Because circumstances have changed in the past decade, Iowa needed a new and more comprehensive assessment of the needs and barriers that its nonprofits are facing in order to plan and develop capacity-building, training, and technical assistance. Findings and recommendations from the 2010 survey were based on responses from 507 Iowa nonprofits. During FY11, the Strengthening Communities Fund project and the INRC developed resources and trainings to address the critical needs identified by the survey.

The findings of the survey are published in the following pages. For additional information, we invite you to see the appendices which are posted on the INRC's Web site at http://inrc.continuetolearn.uiowa.edu/updates/Survey%20results%2012-22-11.pdf

Summary and Key Findings

Iowa's nonprofit faith-based and community organizations (FBCOs) play a critical role in Iowa's economy. Recently, Iowans have faced both natural disasters (devastating tornadoes and floods) and an historic economic recession, resulting in critical economic recovery needs across the state. In these difficult times, Iowans have turned to their nonprofits for assistance with everything from housing and energy assistance to recovery assistance aid such as job training programs. Nationally, almost three of every four nonprofits report increased demand for their services over the past several years while experiencing decreased donations and resources. Iowa nonprofits provide vital services in the state and make up an integral part of the state's economy. Keeping Iowa's nonprofits strong is an important component of maintaining Iowa's economic health.

In October 2009, the Larned A. Waterman Iowa Nonprofit Resource Center (INRC) received a Strengthening Communities Fund (SCF) grant. The federally-funded SCF grants were implemented to build the capacity of nonprofit organizations to address broad economic recovery issues present in their communities. As part of INRC's grant, a statewide survey of nonprofit organizations was conducted in 2010 to obtain information about the capacity building and technical assistance needs and barriers of Iowa's nonprofit organizations. Information from the survey guided INRC's capacity building efforts, leading to Principles and Practices for Charitable Nonprofit Excellence trainings across the state, grant writing workshops, workshops on community collaboration by the Institute of Public Affairs, and enhancement of resources on the INRC website. A follow-up survey was implemented in 2011 to evaluate the current status of and the impact of the SCF grant activities on Iowa's secular and faith-based nonprofit organizations. Key findings from the 2010 and 2011 surveys include:

- Since 2008, as a consequence of several factors, many Iowa nonprofits have been challenged to meet increased demands for services with reduced paid staff and services available to constituents.

- Iowa nonprofits' greatest needs for technical assistance and training in 2010 were in the areas of fund development and grant writing, recruitment, evaluation and assessment, board development and training, and information technology. In 2011, the greatest needs continued to be in the areas of fund development and grant writing, recruitment, networking, and information technology.

- However, nonprofits that accessed SCF grant trainings, resources, or technical assistance reported fewer needs in 2011 compared to 2010. Nonprofits that did not access these trainings, resources or technical assistance reported increased needs from 2010 to 2011.

Thus, the results of the 2010 and 2011 surveys suggest that building the capacity of the INRC was successful in meeting some of the critical needs of Iowa's nonprofit organizations.

**I.   The Needs of Iowa Nonprofits in 2010**

  A. The 2010 Sample

In September 2010, the Strengthening Communities Project conducted a statewide, random sample survey of Iowa nonprofits to assess their organizations' challenges, training, technical assistance and capacity building needs. Preliminary results from the initial survey (referred to as T1 for Time 1) were reported in the Larned A. Waterman Iowa Nonprofit Resource Center eNewsletter, Volume 7, Issue 1/Winter 2011, "Survey: Fund Development, Grant Writing are NPO's Greatest Needs." These results provided the INRC and others with up-to-date information about the unmet capacity building needs faced by Iowa's nonprofit organizations in order to plan for targeted resources and trainings.

In June of 2010, the SCF Project combined data from three sources: 1) the current database of nonprofits collected by the INRC, 2) a purchased list of Iowa nonprofits based on federal I-990 forms, and 3) lists of Iowa churches and Iowa religious nonprofit organizations purchased from InfoUSA. These organizations were combined into a single database, where duplicates were eliminated, leaving a database of Iowa nonprofits with 16,293 records of unique organizations in Iowa. A random sample of 4,811 currently active nonprofit organizations were mailed invitations to participate in the survey. More than 500 Iowa nonprofits responded to at least some of the questions. The majority of respondents were community-based public charities (40%) or both community and faith-based public charities (8%). Solely faith-based public charities (20%) and private foundations (10%) were also represented.
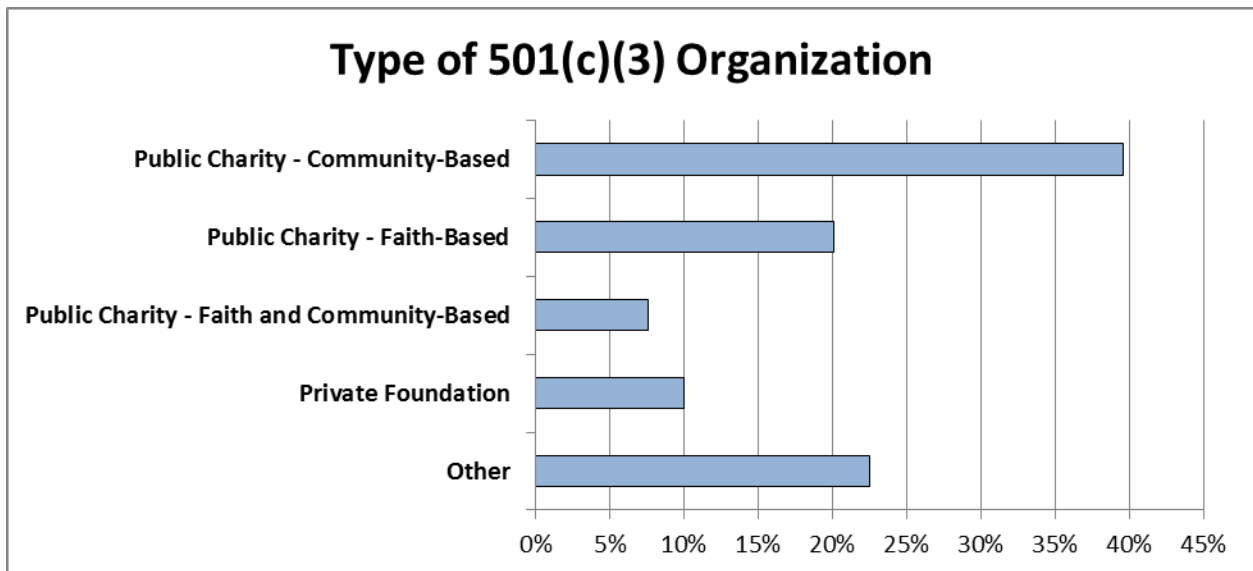
Survey respondents represented all 99 counties in Iowa. Most reported that they served both rural and urban areas (58%). One of every five served only rural (20%) or only urban (22%) areas. The nonprofit organization respondents reported serving more than 3.5 million individuals and organizations in the previous fiscal year. The majority of beneficiaries served were

individuals (94%). More than half of the nonprofit organizations were small, serving fewer than 500 individuals (59%) during the previous fiscal year. Approximately one-quarter of organizations (26%) served between 500 and 5000 beneficiaries. Organizations serving 5000 or more beneficiaries accounted for the remaining 17%.
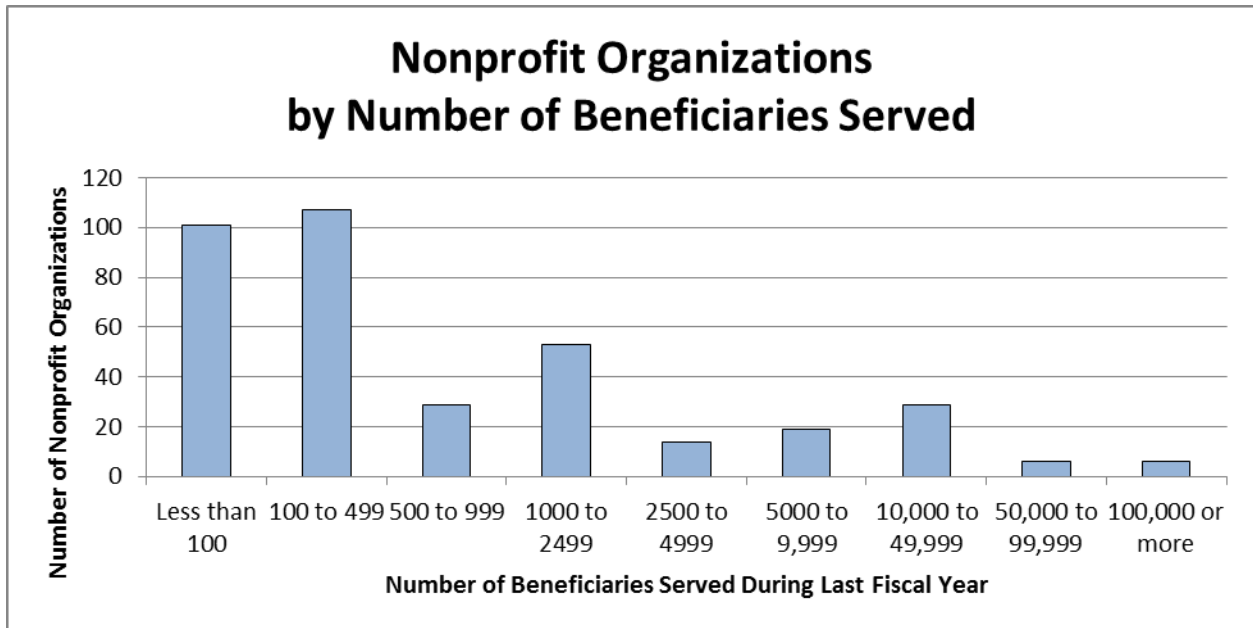
Approximately 1 of every 10 respondents reported that their nonprofit was listed on the Iowa Register of Accountability. The Iowa Register of Accountability is a voluntary listing of charitable nonprofits who, in an effort to show systematic, intentional effort to operate efficiently, effectively, and ethically, are included as a result of 1) completing a Principles and Practices training, 2) adoption of the Iowa Principles and Practices for Charitable Nonprofit Excellence by a board resolution, or 3) being licensed by a state agency or accredited by a national organization. Of respondents, 28% reported that they were not on the Register, while 60% of respondents did not know whether their nonprofit was or was not on the Register. More than one third of respondent organizations (37%) reported that they were accredited by a national organization or licensed by a state agency.

On average, these Iowa nonprofits employed about 15 full-time (ranging from 0 to 500) and 9 part-time (ranging from 0 to 400) employees. These nonprofits were served by many volunteers. On average, more than 130 volunteers served each of the Iowa nonprofits (ranging from 0 to 5000).

Most Iowa nonprofits reported increased demands for their services over the previous two years. Nonprofits were asked to rate the degree to which demand for their services or programs changed from June 30, 2008, through June 30, 2010. Of respondents, more than half (56%) reported an increase in demand, either a moderate increase (41%) or a significant increase (15%). Approximately 14% of the nonprofits reported a decrease in demand, either a moderate decrease

(11%) or a significant decrease (3%).

Change in Demand for Nonprofit Organization's Services or Programs (2008-2010)
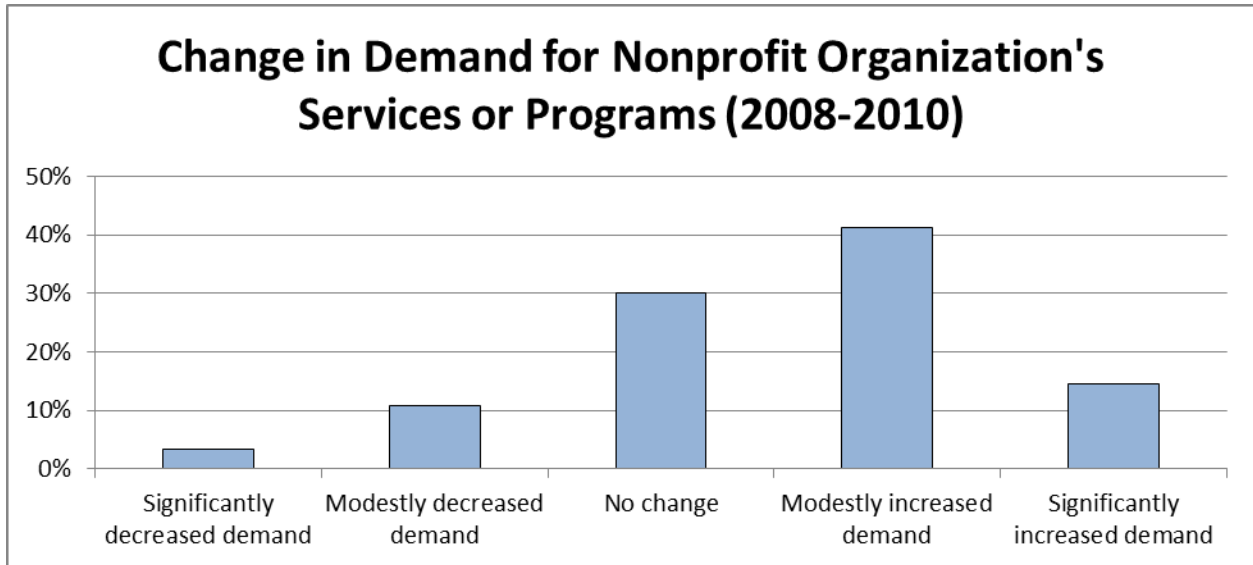
Over the same time period, one of every four nonprofits (28%) reported that it had to downsize. Of the nonprofits who had to downsize, the most common means of downsizing was reducing the number of paid staff (54%), reducing the provision of programs or services (24%), decreasing the salary of paid staff (16%), eliminating programs or services (16%), or participating in or sponsoring fewer staff training opportunities (12%). Thus, many Iowa nonprofits have been challenged to meet increased demands for services with fewer paid staff and facing reducing available services.

Downsizing Activities by Nonprofits (2008-2010)
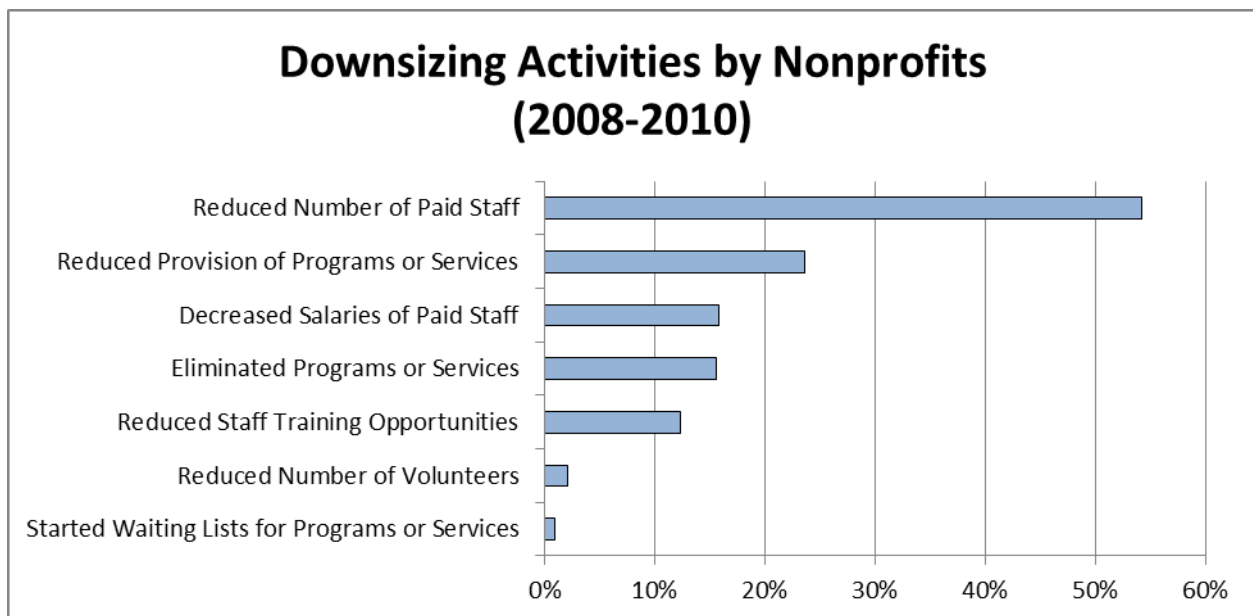
B. Reported Needs in 2010

Nonprofits reported that their greatest needs for technical assistance and training were in the areas of fund development and grant writing, recruitment, evaluation and assessment, board development and training, and information technology. Nonprofit respondents were asked to rate their needs from (1 "not at all" to 5 "very much") in eight key areas (Organizational Administration, Human Resources, Programs and Planning, Marketing, Networking, Advocacy, Fund Development and Grant Writing, and Information Technology). Respondents reported the highest mean need in the area of Fund Development and Grant Writing. Within the Fund Development and Grant Writing area, the surveyed nonprofits' technical assistance and training needs were greatest for securing foundation or corporate grant support, writing grant proposals and expanding their donor bases.
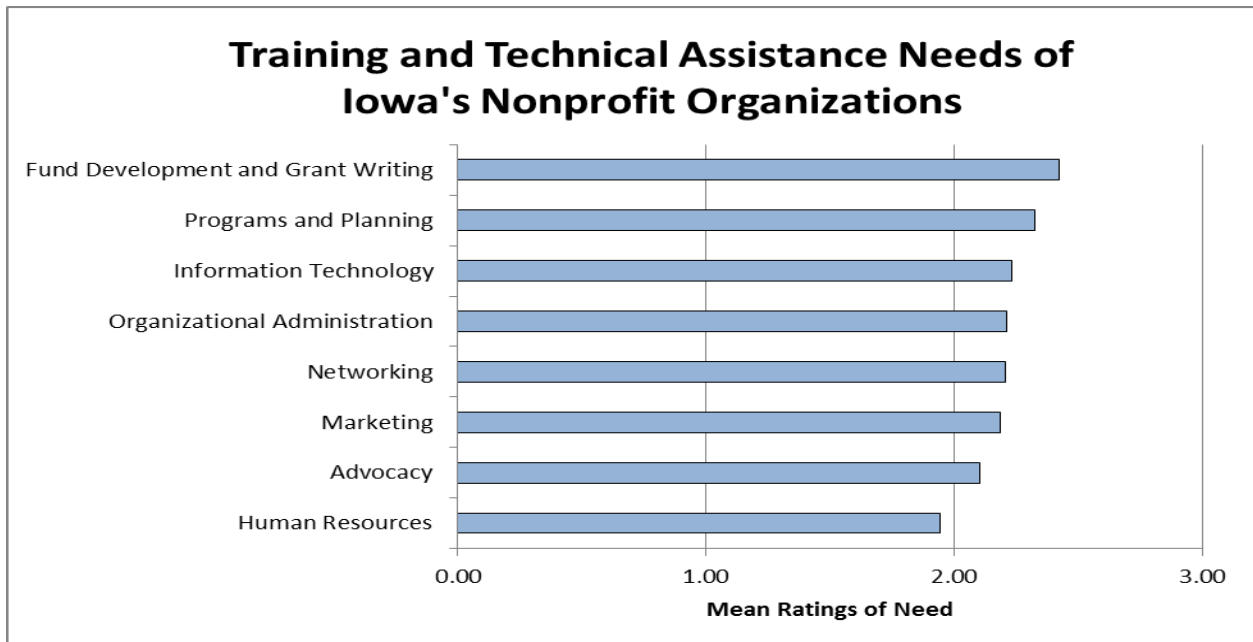
Significant needs were also reported in the category of Programs and Planning, where nonprofits reported wanting technical assistance and training in attracting new members or clients, evaluating or assessing program outcomes or impacts, and assessing community needs. Other areas of need included training or developing boards, using social media for networking, and creating a comprehensive and interactive Internet presence (e.g., website, Twitter, Facebook).

Characteristics of Organizations with Higher Needs. Organizations that reported that they had to downsize over the past two years, organizations with higher gross receipts or more full-time employees and organizations that served urban areas reported significantly higher total needs for technical assistance and training. Organizations which were listed on the Register of Accountability and ones who reported that they were accredited by a national organization or

licensed by a state agency reported significantly fewer needs for technical assistance and training.

Technical Assistance and Training Preferences. In addition to reporting their needs, survey respondents were also asked how they would prefer to have those needs met. Of the respondents who reported a preference, the two most preferred methods were online trainings that could be accessed over the Internet and one day trainings at regional locations.

Technical Assistance and Training Preferences

Preference	Percentage
Answers or information posted as part of frequently asked questions on a website	~4%
List of available resources on a topic (e.g., publications, websites)	~12%
Technical assistance (e.g., telephone or email)	~6%
Online training that could be accessed over the Internet	~35%
One day training at a regional location	~34%
Workshop at a statewide conference	~9%

I.   The Strengthening Communities Fund (SCF) Project

The main goal of the SCF project was to build the capacity of the Larned A. Waterman Iowa Nonprofit Resource Center (INRC) to provide services to and resources for Iowa nonprofit organizations. Efforts were directed towards building the capacity of nonprofit faith-based and community organizations to better serve those in need and to increase nonprofit organizations' involvement in the economic recovery. The INRC increased its own capacity by expanding and updating its Website and listserves. Capacity building services were delivered to nonprofit organizations by co-sponsoring a statewide nonprofit summit in 2010, providing trainings and workshops in five pilot communities in 2010 and 2011, as well as providing individualized technical assistance. As part of developing public-private collaborations, Pilot Community Trainings were held, Principles & Practices trainings were sponsored, and Grant Writing workshops were conducted in the five pilot communities, although open to any nonprofits who wished to attend.

II. The Needs of Iowa Nonprofits in 2011

A. The 2011 Sample

In September 2011, respondents to the 2010 survey were invited to participate in a follow-up survey to assess changes in needs from 2010 to 2011. Of the original 4,811 respondents, 507chose to participate in the follow-up survey.

Respondents to the 2011 survey (referred to as T2 for time 2) were very similar to the T1 respondents. The majority were community-based public charities (40%). Solely faith-based public charities (20%), public charities serving both community and faith-based (8%), and private foundations (11%) were also represented.
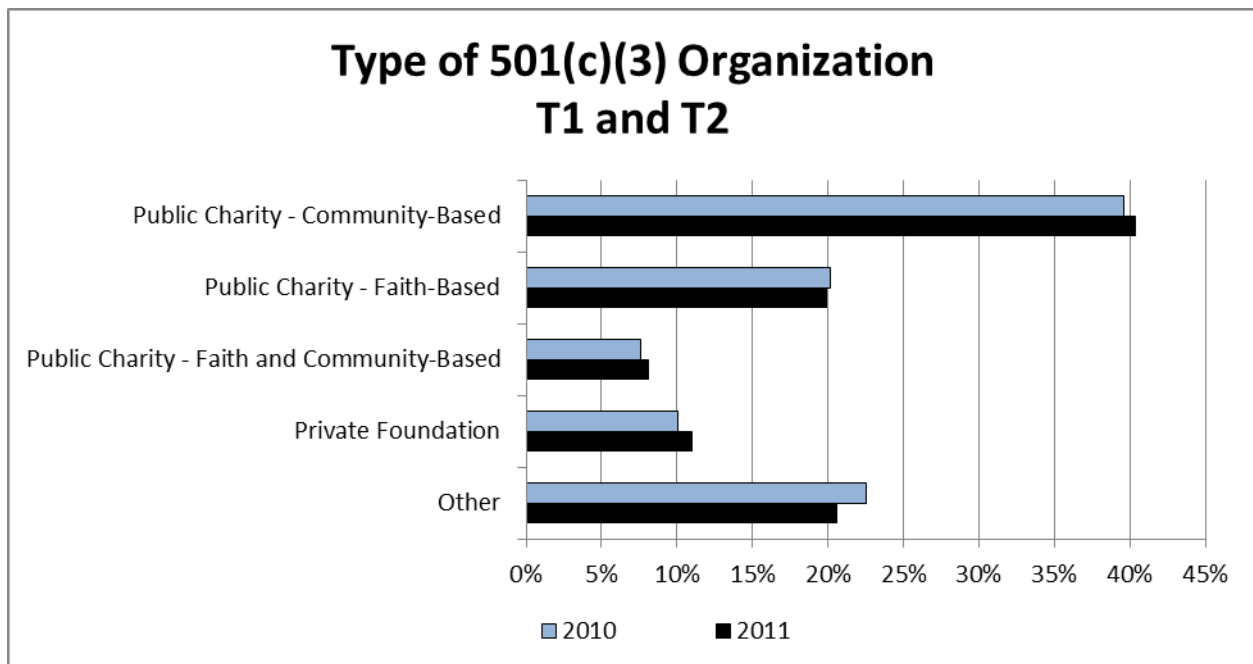
Survey respondents served individuals or organizations in all 99 counties in Iowa. Most reported that they served both rural and urban areas (63%), others served only rural (17%) or only urban (21%) areas. The 161 nonprofit organization respondents reported serving more than 1.3 million individuals and organizations in the previous fiscal year. The majority of beneficiaries served were individuals (80%).

Slightly more medium-sized nonprofits and fewer smaller nonprofits were represented in the 2011 survey compared to the 2010 survey. Almost half of the 2011 nonprofit organizations were small, serving fewer than 500 individuals (46% compared to 59% of the 2010 respondents) during the previous fiscal year. Approximately one-third of the 2011 organizations (32%) served between 500 and 5000 beneficiaries (compared to 26% in 2010). Organizations serving 5000 or more beneficiaries in 2011 accounted for the remaining 22% (compared to 17% of the 2010

respondents).

Percent of NonProfit Organizations by Number of Beneficiaries Served (T1 and T2)
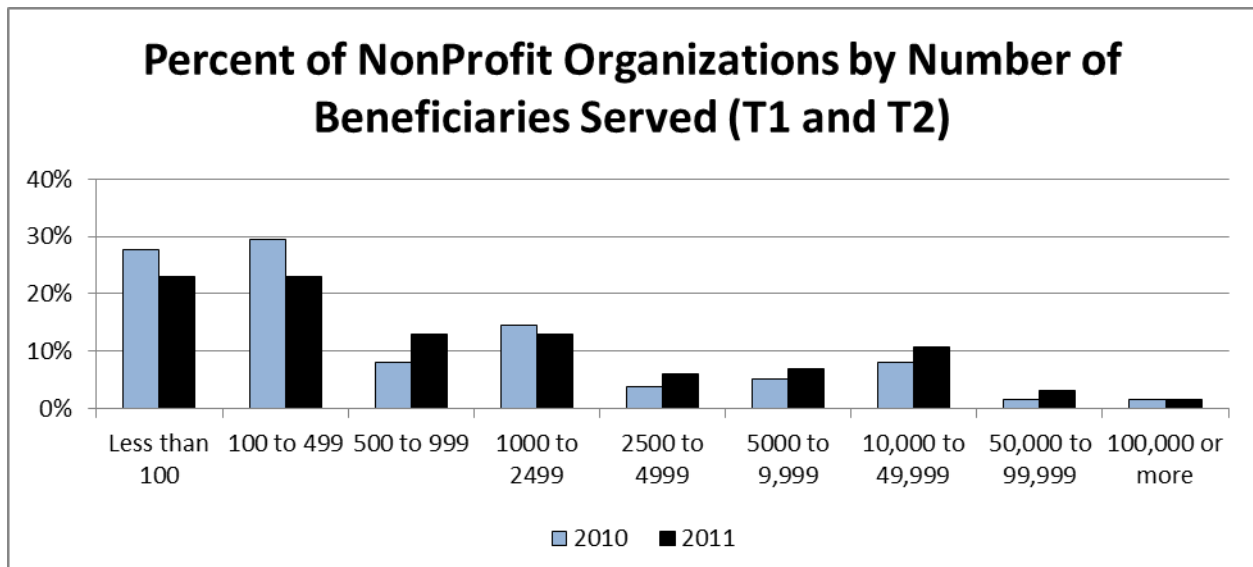
Approximately 1 of every 5 respondents (20%) reported that their nonprofit was listed on the Iowa Register of Accountability. Of respondents, 25% reported that they were not on the Register, while 55% of respondents did not know whether their nonprofit was or was not on the Register. Almost one of every two respondent organizations (45%) reported that they were accredited by a national organization or licensed by a state agency.

On average, these Iowa nonprofits employed about 18 full-time (ranging from 0 to 300) and 10 part-time (ranging from 0 to 400) employees. These nonprofits were served by many volunteers. On average, more than 142 volunteers served each of the Iowa nonprofits (ranging from 0 to 3000).

Most Iowa nonprofits reported increased demands for their services over the previous year. Nonprofits were asked to rate the degree to which demand for their services or programs changed from July 1, 2010, through June 30, 2011 (T2). Of respondents, half (50%) reported an increase in demand, either a moderate increase (41%) or a significant increase (9%). Approximately 14% of the nonprofits reported a decrease in demand, either a moderate decrease (13%) or a significant decrease (1%).

Over the same time period, one of every four nonprofits (21%) reported that it had to downsize. The most common means of downsizing was reducing the number of paid staff (33%) or reducing the provision of programs or services (20%), eliminating programs or services (15%), participating in or sponsoring fewer staff trainings opportunities (8%), or decreasing the salary of paid staff (8%). Thus, many Iowa nonprofits continue to be challenged to meet increased demands for services with fewer paid staff and reducing available services.

B. Reported Needs in 2011

Nonprofits reported that their greatest needs for technical assistance and training were in the areas of fund development and grant writing, recruitment, networking and information technology. Nonprofit respondents were asked to rate their needs from (1 "not at all" to 5 "very much") in eight key areas (Organizational Administration, Human Resources, Programs and Planning, Marketing, Networking, Advocacy, Fund Development and Grant Writing, and Information Technology). Respondents reported the highest mean need in the area of Fund Development and Grant Writing. Within that area, the surveyed nonprofits' technical assistance and training needs were greatest for expanding their donor base, securing foundation or corporate grant support, building an endowment, writing grant proposals, and understanding tax rules relevant to fundraising.

Significant needs were also reported in the categories of Information Technology, Networking, Programs and Planning, and Marketing. In addition to the Fund Development and Grant Writing areas mentioned already, other specific areas of need included attracting new members or clients (Programs and Planning), using social media for networking (Networking), creating a comprehensive and interactive Internet presence (Information Technology), developing targeted communications to community (Marketing), and training or developing their board (Organizational Administration).

Impact of SCF Project Activities. A main focus of the SCF project was to enhance the capacity of the INRC to serve Iowa's nonprofits and to build the capacity of Iowa's nonprofit organizations. In 2011, the survey respondents were asked to indicate what, if any, nonprofit resources their organization had used. Resources from the project were listed, as well as other state and local resources.

SCF Project Resources
- The Larned A. Waterman Iowa Nonprofit Resource Center Website
- Technical Assistance from the Larned A. Waterman Iowa Nonprofit Resource Center
- SCF Five Pilot Communities Training by Jeff Schott
- SCF Five Pilot Communities Principles and Practices for Charitable Nonprofit Excellence Workshops
- SCF Five Pilot Communities Grant Writing Trainings by Jill Smith
- 2010 Iowa Nonprofit Summit held on November 15 and 16, 2010, in Ames, Iowa

State Resources
- Iowa Secretary of State web site
- State of Iowa Grant Enterprise Management (GEMS)

- Iowa State Extension Nonprofit Management Academy certificate series

- Iowa Commission on Volunteer Services conference
- Iowa Community College nonprofit courses
- University of Iowa nonprofit courses
- Iowa State University nonprofit courses
- University of Northern Iowa nonprofit courses
- Iowa Council of Foundations
- United Ways training sessions

Local Resources
- Linn County Nonprofit Center
- McCarthy Center for Nonprofits

Compared to their 2010 responses, the 122 Iowa nonprofits that completed both surveys reported a significant increase in their total needs (cumulative ratings) for technical assistance and training in 2011 (M=96 for 2010 and M=102 for 2011). However, nonprofits that reported accessing at least one of the SCF Project resources reported reduced needs from 2010 (M=103) to 2011 (M=100). Nonprofits that did not report accessing SCF Project resources reported increased needs from 2010 (M=95) to 2011 (M=104).

Of the nonprofits that responded to both the 2010 and 2011 survey, 33 (28%) reported that they had accessed at least one of the SCF Resources. Most of those (92%) reported using the INRC website (http://inrc.continuetolearn.uiowa.edu/). One in four (25%) reported attending the 2010 Iowa Nonprofit Summit in Ames, Iowa. One of ten (10%) attended an Iowa Principles and Practices for Charitable Nonprofit Excellence Workshops in one of the five pilot communities. A few respondents reported attending one of the SCF Five Pilot Communities Training conducted by IPA (5%), grant writing trainings in one of the pilot communities led by Jill Smith (5%), or receiving technical assistance from the Larned A. Waterman Iowa Nonprofit Resource Center (5%).

The organizations that used SCF resources compared to those that did not were more likely to serve urban areas, including serving both urban and rural areas, rather than rural areas only.

SCF Resource Usage	Service Area	
	Rural Only	Rural and Urban
Used SCF Resources	6%	94%
Did not use SCF Resources	22%	78%

Organizations that used SCF resources were also more likely to report that they had to downsize compared to organizations that did not report using SCF resources. Organizations that used SCF resources were also more likely to report that they faced increased demand for their services in 2008 to 2010 (74%) compared to organizations that did not report accessing SCF resources (44%).

SCF Resource	Downsized 2008-2010		Downsized 2010-2011	
Usage	Yes	No	Yes	No
Used SCF Resources	44%	56%	39%	61%
Did not use SCF Resources	19%	81%	15%	85%

Organizations that used SCF resources were also more likely to report that they were listed on the Iowa Register of Accountability compared to those that did not use SCF resources. Of those that used SCF resources, 54% reported that they were listed on the Register compared to 8% of those that did not use SCF resources.

Conclusions and Recommendations

The results of the two surveys indicate that Iowa nonprofits serve many people in Iowa. Most are small organizations, serving fewer than 500 individuals. These organizations rely heavily on volunteers to help supplement paid staff. During the past three years (2008-2011), Iowa nonprofits experienced increased demands for their services while coping with reduced funding and resources to meet demands. To help Iowa nonprofits to meet those needs, the INRC provided trainings, workshops and technical assistance, funded by the SCF grant. Iowa nonprofits who most needed these additional resources (e.g., those facing increased demand for services, coping with downsizing, and serving larger urban areas) were more likely to access the SCF project resources.

With the end of the SCF project, the nonprofit community and Iowa's leaders will want to consider how to continue to support Iowa's nonprofits. The survey results suggest that the SCF resources were successful in meeting some of the critical needs of these Iowa nonprofits. In particular, the 2010 Nonprofit Summit and the INRC website were the most likely to be accessed by Iowa nonprofits. In plans for additional resources, developers will want to consider that Iowa nonprofits preferred web-based resources and regional trainings to meet their technical assistance and training needs.

Appendix A

Iowa Nonprofit Organizations' Capacity

2010 T1 Survey

Section A. The following questions relate to Organizational Administration

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

1a. Undertaking strategic planning for your organization

Option	Frequency
Not at all	99
A little	175
A fair amount	129
Much	45
Very much	23

1b. What is your organization's preferred means for addressing undertaking strategic planning for your organization?

Option	Frequency
Workshop at a statewide conference	18
One day training at a regional location	106
Online training that could be accessed over the Internet	94
Technical assistance (e.g., telephone or email)	22
List of available resources on a topic (e.g., publications, websites)	65
Answers or information posted as part of frequently asked questions on a website	10
No preference	132

1c. If that means is not available, what is your organization's next preferred means for addressing undertaking strategic planning for your organization?

Option	Frequency
Workshop at a statewide conference	48
One day training at a regional location	76
Online training that could be accessed over the Internet	72
Technical assistance (e.g., telephone or email)	36
List of available resources on a topic (e.g., publications, websites)	66
Answers or information posted as part of frequently asked questions on a website	30
No preference	133

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

2a. Improving management skills

Option	Frequency
Not at all	86
A little	220
A fair amount	106
Much	41
Very much	9

2b. What is your organization's preferred means for addressing improving management skills?

Option	Frequency
Workshop at a statewide conference	20
One day training at a regional location	133
Online training that could be accessed over the Internet	113
Technical assistance (e.g., telephone or email)	18
List of available resources on a topic (e.g., publications, websites)	51
Answers or information posted as part of frequently asked questions on a website	13
No preference	110

2c. If that means is not available, what is your organization's next preferred means for addressing improving management skills?

Option	Frequency
Workshop at a statewide conference	45
One day training at a regional location	67
Online training that could be accessed over the Internet	80
Technical assistance (e.g., telephone or email)	39
List of available resources on a topic (e.g., publications, websites)	75
Answers or information posted as part of frequently asked questions on a website	28
No preference	119

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

3a. Managing or improving board and staff relations

Option	Frequency
Not at all	137
A little	183
A fair amount	90
Much	30
Very much	15

3b. What is your organization's preferred means for addressing managing or improving board and staff relations?

Option	Frequency
Workshop at a statewide conference	18
One day training at a regional location	106
Online training that could be accessed over the Internet	94
Technical assistance (e.g., telephone or email)	22
List of available resources on a topic (e.g., publications, websites)	65
Answers or information posted as part of frequently asked questions on a website	10
No preference	132

3c. If that means is not available, what is your organization's next preferred means for addressing managing or improving board and staff relations?

Option	Frequency
Workshop at a statewide conference	47
One day training at a regional location	55
Online training that could be accessed over the Internet	54
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	62
Answers or information posted as part of frequently asked questions on a website	44
No preference	156

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

4a. Establishing organizational culture

Option	Frequency
Not at all	158
A little	178
A fair amount	81
Much	27
Very much	9

4b. What is your organization's preferred means for addressing establishing organizational culture?

Option	Frequency
Workshop at a statewide conference	24
One day training at a regional location	104
Online training that could be accessed over the Internet	96
Technical assistance (e.g., telephone or email)	12
List of available resources on a topic (e.g., publications, websites)	46
Answers or information posted as part of frequently asked questions on a website	9
No preference	154

4c. If that means is not available, what is your organization's next preferred means for addressing establishing organizational culture?

Option	Frequency
Workshop at a statewide conference	38
One day training at a regional location	51
Online training that could be accessed over the Internet	58
Technical assistance (e.g., telephone or email)	20
List of available resources on a topic (e.g., publications, websites)	61
Answers or information posted as part of frequently asked questions on a website	42
No preference	171

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

5a. Training or developing your board

Option	Frequency
Not at all	95
A little	158
A fair amount	128
Much	42
Very much	30

5b. What is your organization's preferred means for addressing training or developing your board?

Option	Frequency
Workshop at a statewide conference	24
One day training at a regional location	121
Online training that could be accessed over the Internet	115
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	56
Answers or information posted as part of frequently asked questions on a website	13
No preference	102

5c. If that means is not available, what is your organization's next preferred means for addressing training or developing your board?

Option	Frequency
Workshop at a statewide conference	45
One day training at a regional location	69
Online training that could be accessed over the Internet	67
Technical assistance (e.g., telephone or email)	25
List of available resources on a topic (e.g., publications, websites)	71
Answers or information posted as part of frequently asked questions on a website	32
No preference	137

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

6a. Managing finances or financial accounting

Option	Frequency
Not at all	164
A little	181
A fair amount	71
Much	26
Very much	10

6b. What is your organization's preferred means for addressing managing finances or financial accounting?

Option	Frequency
Workshop at a statewide conference	17
One day training at a regional location	93
Online training that could be accessed over the Internet	103
Technical assistance (e.g., telephone or email)	35
List of available resources on a topic (e.g., publications, websites)	33
Answers or information posted as part of frequently asked questions on a website	14
No preference	144

6c. If that means is not available, what is your organization's next preferred means for addressing managing finances or financial accounting?

Option	Frequency
Workshop at a statewide conference	33
One day training at a regional location	60
Online training that could be accessed over the Internet	63
Technical assistance (e.g., telephone or email)	41
List of available resources on a topic (e.g., publications, websites)	59
Answers or information posted as part of frequently asked questions on a website	25
No preference	158

Section B. The following questions relate to Human Resources

Rate the extent to which your organization needs training or technical assistance for Human Resources in:

1a. Recruiting or keeping qualified paid staff

Option	Frequency
Not at all	233
A little	130
A fair amount	45
Much	25
Very much	6

1b. What is your organization's preferred means for addressing recruiting or keeping qualified paid staff?

Option	Frequency
Workshop at a statewide conference	12
One day training at a regional location	64
Online training that could be accessed over the Internet	70
Technical assistance (e.g., telephone or email)	24
List of available resources on a topic (e.g., publications, websites)	37
Answers or information posted as part of frequently asked questions on a website	15
No preference	189

1c. If that means is not available, what is your organization's next preferred means for addressing recruiting or keeping qualified paid staff?

Option	Frequency
Workshop at a statewide conference	22
One day training at a regional location	43
Online training that could be accessed over the Internet	43
Technical assistance (e.g., telephone or email)	27
List of available resources on a topic (e.g., publications, websites)	46
Answers or information posted as part of frequently asked questions on a website	32
No preference	196

Rate the extent to which your organization needs training or technical assistance for Human Resources in:

2a. Training of paid staff

Option	Frequency
Not at all	197
A little	151
A fair amount	67
Much	16
Very much	6

2b. What is your organization's preferred means for addressing training of paid staff?

Option	Frequency
Workshop at a statewide conference	20
One day training at a regional location	79
Online training that could be accessed over the Internet	91
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	36
Answers or information posted as part of frequently asked questions on a website	9
No preference	159

2c. If that means is not available, what is your organization's next preferred means for addressing training of paid staff?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	48
Online training that could be accessed over the Internet	49
Technical assistance (e.g., telephone or email)	22
List of available resources on a topic (e.g., publications, websites)	52
Answers or information posted as part of frequently asked questions on a website	26
No preference	182

Rate the extent to which your organization needs training or technical assistance for Human Resources in:

3a. Recruiting or keeping qualified and reliable volunteers

Option	Frequency
Not at all	122
A little	135
A fair amount	96
Much	53
Very much	30

3b. What is your organization's preferred means for addressing recruiting or keeping qualified and reliable volunteers?

Option	Frequency
Workshop at a statewide conference	24
One day training at a regional location	115
Online training that could be accessed over the Internet	91
Technical assistance (e.g., telephone or email)	8
List of available resources on a topic (e.g., publications, websites)	40
Answers or information posted as part of frequently asked questions on a website	16
No preference	126

3c. If that means is not available, what is your organization's next preferred means for addressing recruiting or keeping qualified and reliable volunteers?

Option	Frequency
Workshop at a statewide conference	37
One day training at a regional location	56
Online training that could be accessed over the Internet	65
Technical assistance (e.g., telephone or email)	25
List of available resources on a topic (e.g., publications, websites)	61
Answers or information posted as part of frequently asked questions on a website	27
No preference	146

Rate the extent to which your organization needs training or technical assistance for Human Resources in:

4a. Training of volunteers

Option	Frequency
Not at all	152
A little	145
A fair amount	83
Much	36
Very much	19

4b. What is your organization's preferred means for addressing training of volunteers?

Option	Frequency
Workshop at a statewide conference	24
One day training at a regional location	93
Online training that could be accessed over the Internet	96
Technical assistance (e.g., telephone or email)	12
List of available resources on a topic (e.g., publications, websites)	37
Answers or information posted as part of frequently asked questions on a website	9
No preference	146

4c. If that means is not available, what is your organization's next preferred means for addressing training of volunteers?

Option	Frequency
Workshop at a statewide conference	27
One day training at a regional location	57
Online training that could be accessed over the Internet	55
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	57
Answers or information posted as part of frequently asked questions on a website	26
No preference	164

Rate the extent to which your organization needs training or technical assistance for Human Resources in:

5a. Required human resources (e.g., employment) tax filings

Option	Frequency
Not at all	245
A little	132
A fair amount	41
Much	11
Very much	7

5b. What is your organization's preferred means for addressing required human resources (e.g., employment) tax filings?

Option	Frequency
Workshop at a statewide conference	5
One day training at a regional location	49
Online training that could be accessed over the Internet	76
Technical assistance (e.g., telephone or email)	34
List of available resources on a topic (e.g., publications, websites)	24
Answers or information posted as part of frequently asked questions on a website	15
No preference	199

5c. If that means is not available, what is your organization's next preferred means for addressing required human resources (e.g., employment) tax filings?

Option	Frequency
Workshop at a statewide conference	17
One day training at a regional location	38
Online training that could be accessed over the Internet	34
Technical assistance (e.g., telephone or email)	41
List of available resources on a topic (e.g., publications, websites)	46
Answers or information posted as part of frequently asked questions on a website	21
No preference	203

Section C. The following questions relate to Programs and Planning

Rate the extent to which your organization needs training or technical assistance for Programs and Planning in:

1a. Delivering high quality programs or services

Option	Frequency
Not at all	126
A little	176
A fair amount	82
Much	33
Very much	12

1b. What is your organization's preferred means for addressing delivering high quality programs or services?

Option	Frequency
Workshop at a statewide conference	36
One day training at a regional location	112
Online training that could be accessed over the Internet	91
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	31
Answers or information posted as part of frequently asked questions on a website	8
No preference	119

1c. If that means is not available, what is your organization's next preferred means for addressing delivering high quality programs or services?

Option	Frequency
Workshop at a statewide conference	41
One day training at a regional location	63
Online training that could be accessed over the Internet	56
Technical assistance (e.g., telephone or email)	25
List of available resources on a topic (e.g., publications, websites)	61
Answers or information posted as part of frequently asked questions on a website	21
No preference	141

Rate the extent to which your organization needs training or technical assistance for Programs and Planning in:

2a. Assessing community needs

Option	Frequency
Not at all	100
A little	156
A fair amount	113
Much	45
Very much	16

2b. What is your organization's preferred means for addressing assessing community needs?

Option	Frequency
Workshop at a statewide conference	28
One day training at a regional location	97
Online training that could be accessed over the Internet	101
Technical assistance (e.g., telephone or email)	24
List of available resources on a topic (e.g., publications, websites)	38
Answers or information posted as part of frequently asked questions on a website	8
No preference	111

2c. If that means is not available, what is your organization's next preferred means for addressing assessing community needs?

Option	Frequency
Workshop at a statewide conference	34
One day training at a regional location	70
Online training that could be accessed over the Internet	64
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	64
Answers or information posted as part of frequently asked questions on a website	21
No preference	128

Rate the extent to which your organization needs training or technical assistance for Programs and Planning in:

3a. Attracting new members or clients

Option	Frequency
Not at all	116
A little	122
A fair amount	110
Much	48
Very much	32

3b. What is your organization's preferred means for addressing attracting new members or clients?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	98
Online training that could be accessed over the Internet	91
Technical assistance (e.g., telephone or email)	14
List of available resources on a topic (e.g., publications, websites)	39
Answers or information posted as part of frequently asked questions on a website	13
No preference	126

3c. If that means is not available, what is your organization's next preferred means for addressing attracting new members or clients?

Option	Frequency
Workshop at a statewide conference	32
One day training at a regional location	56
Online training that could be accessed over the Internet	57
Technical assistance (e.g., telephone or email)	24
List of available resources on a topic (e.g., publications, websites)	62
Answers or information posted as part of frequently asked questions on a website	30
No preference	148

Rate the extent to which your organization needs training or technical assistance for Programs and Planning in:

4a. Evaluating or assessing program outcomes or impact

Option	Frequency
Not at all	98
A little	158
A fair amount	101
Much	49
Very much	20

4b. What is your organization's preferred means for addressing evaluating or assessing program outcomes or impact?

Option	Frequency
Workshop at a statewide conference	29
One day training at a regional location	90
Online training that could be accessed over the Internet	113
Technical assistance (e.g., telephone or email)	17
List of available resources on a topic (e.g., publications, websites)	34
Answers or information posted as part of frequently asked questions on a website	8
No preference	123

4c. If that means is not available, what is your organization's next preferred means for addressing evaluating or assessing program outcomes or impact?

Option	Frequency
Workshop at a statewide conference	28
One day training at a regional location	68
Online training that could be accessed over the Internet	60
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	55
Answers or information posted as part of frequently asked questions on a website	31
No preference	141

Section D. The following questions relate to Marketing

Rate the extent to which your organization needs training or technical assistance for Marketing in:

1a. Prioritizing your target clients or services

Option	Frequency
Not at all	170
A little	122
A fair amount	94
Much	23
Very much	15

1b. What is your organization's preferred means for addressing prioritizing your target clients or services?

Option	Frequency
Workshop at a statewide conference	22
One day training at a regional location	84
Online training that could be accessed over the Internet	94
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	30
Answers or information posted as part of frequently asked questions on a website	8
No preference	149

1c. If that means is not available, what is your organization's next preferred means for addressing prioritizing your target clients or services?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	56
Online training that could be accessed over the Internet	47
Technical assistance (e.g., telephone or email)	26
List of available resources on a topic (e.g., publications, websites)	49
Answers or information posted as part of frequently asked questions on a website	31
No preference	157

Rate the extent to which your organization needs training or technical assistance for Marketing in:

2a. Meeting the needs or interests of current members or clients

Option	Frequency
Not at all	120
A little	181
A fair amount	84
Much	20
Very much	18

2b. What is your organization's preferred means for addressing meeting the needs or interests of current members or clients?

Option	Frequency
Workshop at a statewide conference	25
One day training at a regional location	87
Online training that could be accessed over the Internet	102
Technical assistance (e.g., telephone or email)	15
List of available resources on a topic (e.g., publications, websites)	32
Answers or information posted as part of frequently asked questions on a website	12
No preference	132

2c. If that means is not available, what is your organization's next preferred means for addressing meeting the needs or interests of current members or clients?

Option	Frequency
Workshop at a statewide conference	32
One day training at a regional location	46
Online training that could be accessed over the Internet	64
Technical assistance (e.g., telephone or email)	21
List of available resources on a topic (e.g., publications, websites)	68
Answers or information posted as part of frequently asked questions on a website	26
No preference	142

Rate the extent to which your organization needs training or technical assistance for Marketing in:

3a. Researching potential clients or programs

Option	Frequency
Not at all	142
A little	146
A fair amount	93
Much	27
Very much	15

3b. What is your organization's preferred means for addressing researching potential clients or programs?

Option	Frequency
Workshop at a statewide conference	25
One day training at a regional location	80
Online training that could be accessed over the Internet	97
Technical assistance (e.g., telephone or email)	14
List of available resources on a topic (e.g., publications, websites)	35
Answers or information posted as part of frequently asked questions on a website	10
No preference	142

3c. If that means is not available, what is your organization's next preferred means for addressing researching potential clients or programs?

Option	Frequency
Workshop at a statewide conference	26
One day training at a regional location	48
Online training that could be accessed over the Internet	59
Technical assistance (e.g., telephone or email)	25
List of available resources on a topic (e.g., publications, websites)	58
Answers or information posted as part of frequently asked questions on a website	29
No preference	154

Rate the extent to which your organization needs training or technical assistance for Marketing in:

4a. Developing targeted communications to community

Option	Frequency
Not at all	100
A little	140
A fair amount	116
Much	44
Very much	22

4b. What is your organization's preferred means for addressing developing targeted communications to community?

Option	Frequency
Workshop at a statewide conference	26
One day training at a regional location	108
Online training that could be accessed over the Internet	114
Technical assistance (e.g., telephone or email)	10
List of available resources on a topic (e.g., publications, websites)	30
Answers or information posted as part of frequently asked questions on a website	15
No preference	104

4c. If that means is not available, what is your organization's next preferred means for addressing developing targeted communications to community?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	53
Online training that could be accessed over the Internet	80
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	62
Answers or information posted as part of frequently asked questions on a website	28
No preference	117

Rate the extent to which your organization needs training or technical assistance for Marketing in:

5a. Adjusting programs and services to meet changing needs

Option	Frequency
Not at all	110
A little	153
A fair amount	113
Much	31
Very much	17

5b. What is your organization's preferred means for addressing adjusting programs and services to meet changing needs?

Option	Frequency
Workshop at a statewide conference	27
One day training at a regional location	91
Online training that could be accessed over the Internet	110
Technical assistance (e.g., telephone or email)	14
List of available resources on a topic (e.g., publications, websites)	34
Answers or information posted as part of frequently asked questions on a website	9
No preference	118

5c. If that means is not available, what is your organization's next preferred means for addressing adjusting programs and services to meet changing needs?

Option	Frequency
Workshop at a statewide conference	25
One day training at a regional location	61
Online training that could be accessed over the Internet	67
Technical assistance (e.g., telephone or email)	26
List of available resources on a topic (e.g., publications, websites)	55
Answers or information posted as part of frequently asked questions on a website	36
No preference	131

Rate the extent to which your organization needs training or technical assistance for Marketing in:

6a. Communicating with members or clients

Option	Frequency
Not at all	127
A little	172
A fair amount	87
Much	22
Very much	17

6b. What is your organization's preferred means for addressing communicating with members or clients?

Option	Frequency
Workshop at a statewide conference	20
One day training at a regional location	82
Online training that could be accessed over the Internet	110
Technical assistance (e.g., telephone or email)	17
List of available resources on a topic (e.g., publications, websites)	32
Answers or information posted as part of frequently asked questions on a website	12
No preference	131

6c. If that means is not available, what is your organization's next preferred means for addressing communicating with members or clients?

Option	Frequency
Workshop at a statewide conference	26
One day training at a regional location	52
Online training that could be accessed over the Internet	54
Technical assistance (e.g., telephone or email)	26
List of available resources on a topic (e.g., publications, websites)	57
Answers or information posted as part of frequently asked questions on a website	34
No preference	152

Section E. The following questions relate to Networking

Rate the extent to which your organization needs training or technical assistance for Networking in:

1a. Forming or maintaining relations with other entities for networking

Option	Frequency
Not at all	151
A little	147
A fair amount	84
Much	26
Very much	10

1b. What is your organization's preferred means for addressing forming or maintaining relations with other entities for networking?

Option	Frequency
Workshop at a statewide conference	26
One day training at a regional location	72
Online training that could be accessed over the Internet	87
Technical assistance (e.g., telephone or email)	16
List of available resources on a topic (e.g., publications, websites)	35
Answers or information posted as part of frequently asked questions on a website	10
No preference	143

1c. If that means is not available, what is your organization's next preferred means for addressing forming or maintaining relations with other entities for networking?

Option	Frequency
Workshop at a statewide conference	28
One day training at a regional location	52
Online training that could be accessed over the Internet	49
Technical assistance (e.g., telephone or email)	25
List of available resources on a topic (e.g., publications, websites)	50
Answers or information posted as part of frequently asked questions on a website	26
No preference	155

Rate the extent to which your organization needs training or technical assistance for Networking in:

2a. Learning best practices from other organizations

Option	Frequency
Not at all	98
A little	171
A fair amount	101
Much	28
Very much	19

2b. What is your organization's preferred means for addressing learning best practices from other organizations?

Option	Frequency
Workshop at a statewide conference	50
One day training at a regional location	92
Online training that could be accessed over the Internet	94
Technical assistance (e.g., telephone or email)	8
List of available resources on a topic (e.g., publications, websites)	43
Answers or information posted as part of frequently asked questions on a website	10
No preference	102

2c. If that means is not available, what is your organization's next preferred means for addressing learning best practices from other organizations?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	69
Online training that could be accessed over the Internet	51
Technical assistance (e.g., telephone or email)	25
List of available resources on a topic (e.g., publications, websites)	53
Answers or information posted as part of frequently asked questions on a website	42
No preference	125

Rate the extent to which your organization needs training or technical assistance for Networking in:

3a. Strengthening relationships with key policy makers for networking

Option	Frequency
Not at all	146
A little	145
A fair amount	76
Much	34
Very much	18

3b. What is your organization's preferred means for addressing strengthening relationships with key policy makers for networking?

Option	Frequency
Workshop at a statewide conference	38
One day training at a regional location	92
Online training that could be accessed over the Internet	74
Technical assistance (e.g., telephone or email)	9
List of available resources on a topic (e.g., publications, websites)	24
Answers or information posted as part of frequently asked questions on a website	14
No preference	138

3c. If that means is not available, what is your organization's next preferred means for addressing strengthening relationships with key policy makers for networking?

Option	Frequency
Workshop at a statewide conference	32
One day training at a regional location	57
Online training that could be accessed over the Internet	46
Technical assistance (e.g., telephone or email)	22
List of available resources on a topic (e.g., publications, websites)	41
Answers or information posted as part of frequently asked questions on a website	35
No preference	151

Rate the extent to which your organization needs training or technical assistance for Networking in:

4a. Using social media for networking

Option	Frequency
Not at all	114
A little	127
A fair amount	101
Much	54
Very much	23

4b. What is your organization's preferred means for addressing using social media for networking?

Option	Frequency
Workshop at a statewide conference	27
One day training at a regional location	92
Online training that could be accessed over the Internet	112
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	30
Answers or information posted as part of frequently asked questions on a website	10
No preference	111

4c. If that means is not available, what is your organization's next preferred means for addressing using social media for networking?

Net4: Second preference for addressing using social media for networking?

Option	Frequency
Workshop at a statewide conference	28
One day training at a regional location	60
Online training that could be accessed over the Internet	64
Technical assistance (e.g., telephone or email)	32
List of available resources on a topic (e.g., publications, websites)	48
Answers or information posted as part of frequently asked questions on a website	36
No preference	123

Section F. The following questions relate to Advocacy

Rate the extent to which your organization needs training or technical assistance for Advocacy in:

1a. Forming or maintaining relations with other entities for advocacy

Option	Frequency
Not at all	135
A little	158
A fair amount	68
Much	30
Very much	12

1b. What is your organization's preferred means for addressing forming or maintaining relations with other entities for advocacy?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	68
Online training that could be accessed over the Internet	91
Technical assistance (e.g., telephone or email)	11
List of available resources on a topic (e.g., publications, websites)	18
Answers or information posted as part of frequently asked questions on a website	13
No preference	146

1c. If that means is not available, what is your organization's next preferred means for addressing forming or maintaining relations with other entities for advocacy?

Option	Frequency
Workshop at a statewide conference	20
One day training at a regional location	52
Online training that could be accessed over the Internet	45
Technical assistance (e.g., telephone or email)	26
List of available resources on a topic (e.g., publications, websites)	50
Answers or information posted as part of frequently asked questions on a website	21
No preference	162

Rate the extent to which your organization needs training or technical assistance for Advocacy in:

2a. Learning best practices from other organizations for advocacy

Option	Frequency
Not at all	130
A little	159
A fair amount	85
Much	19
Very much	10

2b. What is your organization's preferred means for addressing learning best practices from other organizations for advocacy?

Option	Frequency
Workshop at a statewide conference	30
One day training at a regional location	68
Online training that could be accessed over the Internet	89
Technical assistance (e.g., telephone or email)	10
List of available resources on a topic (e.g., publications, websites)	20
Answers or information posted as part of frequently asked questions on a website	19
No preference	145

2c. If that means is not available, what is your organization's next preferred means for addressing learning best practices from other organizations for advocacy?

Option	Frequency
Workshop at a statewide conference	20
One day training at a regional location	47
Online training that could be accessed over the Internet	43
Technical assistance (e.g., telephone or email)	18
List of available resources on a topic (e.g., publications, websites)	56
Answers or information posted as part of frequently asked questions on a website	30
No preference	162

Rate the extent to which your organization needs training or technical assistance for Advocacy in:

3a. Strengthening relationships with key policy makers for advocacy

Option	Frequency
Not at all	136
A little	146
A fair amount	77
Much	33
Very much	11

3b. What is your organization's preferred means for addressing strengthening relationships with key policy makers for advocacy?

Option	Frequency
Workshop at a statewide conference	26
One day training at a regional location	70
Online training that could be accessed over the Internet	82
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	26
Answers or information posted as part of frequently asked questions on a website	14
No preference	145

3c. If that means is not available, what is your organization's next preferred means for addressing strengthening relationships with key policy makers for advocacy?

Option	Frequency
Workshop at a statewide conference	24
One day training at a regional location	51
Online training that could be accessed over the Internet	43
Technical assistance (e.g., telephone or email)	18
List of available resources on a topic (e.g., publications, websites)	46
Answers or information posted as part of frequently asked questions on a website	26
No preference	166

Rate the extent to which your organization needs training or technical assistance for Advocacy in:

4a. Enhancing public understanding of key policy issues

Option	Frequency
Not at all	135
A little	126
A fair amount	92
Much	33
Very much	16

4b. What is your organization's preferred means for addressing enhancing public understanding of key policy issues?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	72
Online training that could be accessed over the Internet	81
Technical assistance (e.g., telephone or email)	10
List of available resources on a topic (e.g., publications, websites)	29
Answers or information posted as part of frequently asked questions on a website	15
No preference	142

4c. If that means is not available, what is your organization's next preferred means for addressing enhancing public understanding of key policy issues?

Option	Frequency
Workshop at a statewide conference	25
One day training at a regional location	47
Online training that could be accessed over the Internet	51
Technical assistance (e.g., telephone or email)	17
List of available resources on a topic (e.g., publications, websites)	50
Answers or information posted as part of frequently asked questions on a website	28
No preference	155

Section G. The following questions relate to Fund Development and Grant Writing

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

1a. Writing grant proposals

Option	Frequency
Not at all	118
A little	84
A fair amount	87
Much	53
Very much	59

1b. What is your organization's preferred means for addressing writing grant proposals?

Option	Frequency
Workshop at a statewide conference	34
One day training at a regional location	115
Online training that could be accessed over the Internet	82
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	19
Answers or information posted as part of frequently asked questions on a website	5
No preference	115

1c. If that means is not available, what is your organization's next preferred means for addressing writing grant proposals?

Option	Frequency
Workshop at a statewide conference	40
One day training at a regional location	54
Online training that could be accessed over the Internet	72
Technical assistance (e.g., telephone or email)	29
List of available resources on a topic (e.g., publications, websites)	44
Answers or information posted as part of frequently asked questions on a website	17
No preference	124

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

2a. Securing foundation or corporate grant support

Option	Frequency
Not at all	115
A little	76
A fair amount	82
Much	55
Very much	70

2b. What is your organization's preferred means for addressing securing foundation or corporate grant support?

Option	Frequency
Workshop at a statewide conference	34
One day training at a regional location	112
Online training that could be accessed over the Internet	87
Technical assistance (e.g., telephone or email)	12
List of available resources on a topic (e.g., publications, websites)	21
Answers or information posted as part of frequently asked questions on a website	5
No preference	112

2c. If that means is not available, what is your organization's next preferred means for addressing securing foundation or corporate grant support?

Fund2: Second preference for addressing securing foundation or corporate grant support?

Option	Frequency
Workshop at a statewide conference	39
One day training at a regional location	62
Online training that could be accessed over the Internet	65
Technical assistance (e.g., telephone or email)	30
List of available resources on a topic (e.g., publications, websites)	39
Answers or information posted as part of frequently asked questions on a website	22
No preference	123

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

3a. Securing government grants or contracts

Option	Frequency
Not at all	160
A little	76
A fair amount	69
Much	40
Very much	56

3b. What is your organization's preferred means for addressing securing government grants or contracts?

Option	Frequency
Workshop at a statewide conference	31
One day training at a regional location	95
Online training that could be accessed over the Internet	67
Technical assistance (e.g., telephone or email)	13
List of available resources on a topic (e.g., publications, websites)	17
Answers or information posted as part of frequently asked questions on a website	6
No preference	144

3c. If that means is not available, what is your organization's next preferred means for addressing securing government grants or contracts?

Option	Frequency
Workshop at a statewide conference	34
One day training at a regional location	47
Online training that could be accessed over the Internet	50
Technical assistance (e.g., telephone or email)	23
List of available resources on a topic (e.g., publications, websites)	41
Answers or information posted as part of frequently asked questions on a website	20
No preference	155

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

4a. Developing a capital campaign for needed expansion

Option	Frequency
Not at all	166
A little	76
A fair amount	83
Much	40
Very much	35

4b. What is your organization's preferred means for addressing developing a capital campaign for needed expansion?

Option	Frequency
Workshop at a statewide conference	29
One day training at a regional location	90
Online training that could be accessed over the Internet	64
Technical assistance (e.g., telephone or email)	10
List of available resources on a topic (e.g., publications, websites)	18
Answers or information posted as part of frequently asked questions on a website	3
No preference	157

4c. If that means is not available, what is your organization's next preferred means for addressing developing a capital campaign for needed expansion?

Option	Frequency
Workshop at a statewide conference	28
One day training at a regional location	49
Online training that could be accessed over the Internet	53
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	33
Answers or information posted as part of frequently asked questions on a website	13
No preference	164

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

5a. Undertaking programs or services for income

Option	Frequency
Not at all	178
A little	85
A fair amount	79
Much	26
Very much	32

5b. What is your organization's preferred means for addressing undertaking programs or services for income?

Option	Frequency
Workshop at a statewide conference	23
One day training at a regional location	78
Online training that could be accessed over the Internet	66
Technical assistance (e.g., telephone or email)	7
List of available resources on a topic (e.g., publications, websites)	23
Answers or information posted as part of frequently asked questions on a website	3
No preference	169

5c. If that means is not available, what is your organization's next preferred means for addressing undertaking programs or services for income?

Option	Frequency
Workshop at a statewide conference	25
One day training at a regional location	40
Online training that could be accessed over the Internet	49
Technical assistance (e.g., telephone or email)	26
List of available resources on a topic (e.g., publications, websites)	27
Answers or information posted as part of frequently asked questions on a website	20
No preference	178

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

6a. Expanding the donor base

Option	Frequency
Not at all	125
A little	78
A fair amount	84
Much	52
Very much	61

6b. What is your organization's preferred means for addressing expanding the donor base?

Option	Frequency
Workshop at a statewide conference	23
One day training at a regional location	103
Online training that could be accessed over the Internet	75
Technical assistance (e.g., telephone or email)	12
List of available resources on a topic (e.g., publications, websites)	25
Answers or information posted as part of frequently asked questions on a website	7
No preference	135

6c. If that means is not available, what is your organization's next preferred means for addressing expanding the donor base?

Option	Frequency
Workshop at a statewide conference	32
One day training at a regional location	50
Online training that could be accessed over the Internet	64
Technical assistance (e.g., telephone or email)	28
List of available resources on a topic (e.g., publications, websites)	35
Answers or information posted as part of frequently asked questions on a website	29
No preference	137

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

7a. Building an endowment

Option	Frequency
Not at all	136
A little	93
A fair amount	70
Much	55
Very much	45

7b. What is your organization's preferred means for addressing building an endowment?

Option	Frequency
Workshop at a statewide conference	29
One day training at a regional location	86
Online training that could be accessed over the Internet	82
Technical assistance (e.g., telephone or email)	11
List of available resources on a topic (e.g., publications, websites)	21
Answers or information posted as part of frequently asked questions on a website	9
No preference	136

7c. If that means is not available, what is your organization's next preferred means for addressing building an endowment?

Option	Frequency
Workshop at a statewide conference	33
One day training at a regional location	53
Online training that could be accessed over the Internet	55
Technical assistance (e.g., telephone or email)	23
List of available resources on a topic (e.g., publications, websites)	38
Answers or information posted as part of frequently asked questions on a website	21
No preference	146

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

8a. Understanding tax rules relevant to fundraising

Option	Frequency
Not at all	143
A little	126
A fair amount	66
Much	33
Very much	30

8b. What is your organization's preferred means for addressing understanding tax rules relevant to fundraising?

Option	Frequency
Workshop at a statewide conference	19
One day training at a regional location	69
Online training that could be accessed over the Internet	91
Technical assistance (e.g., telephone or email)	15
List of available resources on a topic (e.g., publications, websites)	24
Answers or information posted as part of frequently asked questions on a website	9
No preference	142

8c. If that means is not available, what is your organization's next preferred means for addressing understanding tax rules relevant to fundraising?

Option	Frequency
Workshop at a statewide conference	19
One day training at a regional location	39
Online training that could be accessed over the Internet	43
Technical assistance (e.g., telephone or email)	38
List of available resources on a topic (e.g., publications, websites)	39
Answers or information posted as part of frequently asked questions on a website	33
No preference	155

Section H. The following questions relate to Information Technology (IT)

Rate the extent to which your organization needs training or technical assistance for Information Technology in:

1a. Identifying tech tools or technology resources for your organization

Option	Frequency
Not at all	105
A little	143
A fair amount	97
Much	27
Very much	25

1b. What is your organization's preferred means for addressing identifying tech tools or technology resources for your organization?

Option	Frequency
Workshop at a statewide conference	18
One day training at a regional location	71
Online training that could be accessed over the Internet	102
Technical assistance (e.g., telephone or email)	20
List of available resources on a topic (e.g., publications, websites)	41
Answers or information posted as part of frequently asked questions on a website	9
No preference	113

1c. If that means is not available, what is your organization's next preferred means for addressing identifying tech tools or technology resources for your organization?

Option	Frequency
Workshop at a statewide conference	18
One day training at a regional location	43
Online training that could be accessed over the Internet	50
Technical assistance (e.g., telephone or email)	38
List of available resources on a topic (e.g., publications, websites)	54
Answers or information posted as part of frequently asked questions on a website	37
No preference	130

Rate the extent to which your organization needs training or technical assistance for Information Technology in:

2a. Training staff or volunteers in software or applications

Option	Frequency
Not at all	154
A little	122
A fair amount	70
Much	29
Very much	20

2b. What is your organization's preferred means for addressing training staff or volunteers in software or applications?

Option	Frequency
Workshop at a statewide conference	16
One day training at a regional location	77
Online training that could be accessed over the Internet	96
Technical assistance (e.g., telephone or email)	14
List of available resources on a topic (e.g., publications, websites)	14
Answers or information posted as part of frequently asked questions on a website	8
No preference	145

2c. If that means is not available, what is your organization's next preferred means for addressing training staff or volunteers in software or applications?

Option	Frequency
Workshop at a statewide conference	22
One day training at a regional location	40
Online training that could be accessed over the Internet	50
Technical assistance (e.g., telephone or email)	40
List of available resources on a topic (e.g., publications, websites)	40
Answers or information posted as part of frequently asked questions on a website	20
No preference	154

Rate the extent to which your organization needs training or technical assistance for Information Technology in:

3a. Upgrading computers to support new software

Option	Frequency
Not at all	189
A little	111
A fair amount	61
Much	20
Very much	15

3b. What is your organization's preferred means for addressing upgrading computers to support new software?

Option	Frequency
Workshop at a statewide conference	8
One day training at a regional location	42
Online training that could be accessed over the Internet	71
Technical assistance (e.g., telephone or email)	35
List of available resources on a topic (e.g., publications, websites)	29
Answers or information posted as part of frequently asked questions on a website	6
No preference	167

3c. If that means is not available, what is your organization's next preferred means for addressing upgrading computers to support new software?

Option	Frequency
Workshop at a statewide conference	11
One day training at a regional location	26
Online training that could be accessed over the Internet	40
Technical assistance (e.g., telephone or email)	38
List of available resources on a topic (e.g., publications, websites)	34
Answers or information posted as part of frequently asked questions on a website	28
No preference	177

Rate the extent to which your organization needs training or technical assistance for Information Technology in:

4a. Creating a comprehensive and interactive Internet presence (e.g., website, Twitter, Facebook)

Option	Frequency
Not at all	104
A little	94
A fair amount	107
Much	49
Very much	43

4b. What is your organization's preferred means for addressing creating a comprehensive and interactive Internet presence (e.g., website, Twitter, Facebook)?

Option	Frequency
Workshop at a statewide conference	18
One day training at a regional location	96
Online training that could be accessed over the Internet	99
Technical assistance (e.g., telephone or email)	23
List of available resources on a topic (e.g., publications, websites)	24
Answers or information posted as part of frequently asked questions on a website	7
No preference	106

4c. If that means is not available, what is your organization's next preferred means for addressing creating a comprehensive and interactive Internet presence (e.g., website, Twitter, Facebook)?

Option	Frequency
Workshop at a statewide conference	26
One day training at a regional location	48
Online training that could be accessed over the Internet	58
Technical assistance (e.g., telephone or email)	53
List of available resources on a topic (e.g., publications, websites)	42
Answers or information posted as part of frequently asked questions on a website	19
No preference	124

Rate the extent to which your organization needs training or technical assistance for Information Technology in:

5a. Creating, updating, and effectively using databases

Option	Frequency
Not at all	117
A little	127
A fair amount	91
Much	42
Very much	19

5b. What is your organization's preferred means for addressing creating, updating, and effectively using databases?

Option	Frequency
Workshop at a statewide conference	15
One day training at a regional location	78
Online training that could be accessed over the Internet	103
Technical assistance (e.g., telephone or email)	20
List of available resources on a topic (e.g., publications, websites)	21
Answers or information posted as part of frequently asked questions on a website	5
No preference	123

5c. If that means is not available, what is your organization's next preferred means for addressing creating, updating, and effectively using databases?

Option	Frequency
Workshop at a statewide conference	18
One day training at a regional location	48
Online training that could be accessed over the Internet	63
Technical assistance (e.g., telephone or email)	38
List of available resources on a topic (e.g., publications, websites)	40
Answers or information posted as part of frequently asked questions on a website	23
No preference	135

Section I: Organization Demographic Information

2. Select the county in Iowa in which your main office is located?

County	Frequency				
Adair	2	Floyd	4	O'Brien	2
Allamakee	1	Fremont	1	Osceola	1
Appanoose	3	Greene	2	Page	7
Benton	4	Grundy	2	Palo Alto	1
Black Hawk	17	Guthrie	2	Plymouth	3
Boone	2	Hamilton	1	Pocahontas	1
Bremer	5	Hardin	1	Polk	54
Buchanan	1	Henry	3	Pottawattamie	5
Buena Vista	3	Howard	3	Ringgold	1
Butler	2	Humboldt	4	Sac	3
Calhoun	1	Ida	2	Scott	21
Carroll	3	Jasper	1	Shelby	2
Cass	2	Jefferson	3	Sioux	5
Cedar	3	Johnson	20	Story	8
Cerro Gordo	3	Keokuk	1	Tama	2
Cherokee	1	Kossuth	2	Union	4
Chickasaw	2	Lee	6	Van Buren	1
Clay	8	Linn	20	Wapello	6
Clayton	5	Louisa	2	Warren	2
Clinton	3	Lucas	4	Washington	5
Crawford	1	Lyon	2	Webster	8
Dallas	1	Mahaska	3	Winneshiek	5
Delaware	1	Marion	4	Woodbury	18
Des Moines	10	Marshall	4	Worth	2
Dickinson	4	Mills	3	Wright	4
Dubuque	19	Mitchell	2	Total	507
Fayette	4	Monona	1		
		Muscatine	5		

3. Select the county or counties in Iowa which you serve? (Select all that apply.)

County	Frequency	County	Frequency	County	Frequency
Adair	69	Franklin	62	Monroe	65
Adams	65	Fremont	63	Montgomery	66
Allamakee	70	Greene	65	Muscatine	74
Appanoose	66	Grundy	72	O'Brien	68
Benton	76	Guthrie	65	Osceola	64
Black Hawk	86	Hamilton	66	Page	66
Boone	77	Hancock	60	Palo Alto	67
Bremer	74	Hardin	67	Plymouth	74
Buchanan	70	Harrison	60	Pocahontas	69
Buena Vista	73	Henry	68	Polk	96
Butler	71	Howard	71	Pottawattamie	71
Calhoun	66	Humboldt	70	Poweshiek	64
Carroll	68	Ida	71	Ringgold	62
Cass	65	Iowa	69	Sac	70
Cedar	73	Jackson	71	Scott	88
Cerro Gordo	71	Jasper	74	Shelby	61
Cherokee	75	Jefferson	68	Sioux	75
Chickasaw	70	Johnson	85	Story	77
Clarke	63	Jones	71	Tama	74
Clay	74	Keokuk	69	Taylor	65
Clayton	75	Kossuth	65	Union	65
Clinton	68	Lee	70	Van Buren	65
Crawford	68	Linn	93	Wapello	73
Dallas	77	Louisa	70	Warren	74
Decatur	64	Lucas	64	Washington	72
Delaware	71	Lyon	66	Wayne	60
Des Moines	71	Madison	74	Webster	73
Dickinson	71	Mahaska	68	Winnebago	61
Dubuque	86	Marion	73	Winneshiek	71
Emmet	66	Marshall	73	Woodbury	80
Fayette	75	Mills	68	Worth	61
Floyd	68	Mitchell	62	Wright	66
		Monona	67	Total	507

4. Is your service area primarily

Option	Frequency
Rural	80
Urban	84
Both rural and urban	226

5. Is your organization listed on the Iowa Register of Accountability (note: clicking this link will open a new window)?

Option	Frequency
Yes	44
No	110
Do not know	234

6. Is your organization accredited by a national organization or licensed by a state agency?

Option	Frequency
Yes	146
No	160
Do not know	84

8. Approximately how many beneficiaries (e.g., individuals or organizations) did your organization serve last fiscal year?

Response	Frequency				
0	14	90	1	450	3
1	11	95	2	475	2
2	2	100	13	490	1
3	2	110	2	500	8
4	1	120	5	526	1
5	3	125	3	550	2
6	4	130	2	584	1
7	1	143	1	600	3
8	3	150	9	675	1
9	1	152	1	700	5
10	2	155	1	800	2
12	3	160	2	802	1
14	1	168	1	850	1
15	3	180	2	900	3
16	1	186	1	960	1
20	5	199	1	1000	10
24	2	200	14	1100	3
25	1	204	1	1200	2
27	1	210	1	1300	2
30	1	218	1	1500	4
35	2	220	3	1545	1
40	4	225	2	1600	1
50	5	230	1	1750	2
55	2	240	1	1753	1
57	1	250	8	1800	1
60	6	252	1	1850	1
63	1	257	1	2000	1
64	1	260	1	2100	1
65	1	285	1	2500	6
66	1	291	1	2800	1
70	1	300	8	3000	6
75	7	350	2	3015	1
79	1	400	7	3500	1
80	3	420	1	3833	1
		425	2	4000	4

4320	1	10000	7	34000	2
4500	1	10500	1	35000	1
4899	1	10552	1	35645	1
5000	2	12000	2	52000	1
5200	2	13000	1	57000	1
5280	1	13500	1	62000	1
5500	1	14500	1	70000	1
5511	1	15000	1	74400	1
6000	2	15250	1	75000	1
6500	1	16000	1	100000	1
7500	1	16031	1	110000	1
8000	2	19200	1	121378	1
8200	1	25000	2	127000	1
8250	1	25250	1	430211	1
8800	1	28000	1	1500000	1
9000	2	30000	1		
9300	1	32000	1		

8a. How many of these beneficiaries are:

a. Individuals

Response	Frequencies	Response	Frequencies	Response	Frequencies	Response	Frequencies
0	41	125	1	390	2		
1	1	130	2	398	1		
2	3	140	2	400	2		
5	3	143	1	415	1		
6	3	145	1	420	2		
8	3	150	9	425	1		
10	1	152	1	435	1		
15	1	168	1	450	3		
16	1	180	2	475	2		
18	1	186	1	490	2		
20	1	195	1	500	6		
24	1	199	1	526	1		
29	1	200	12	550	1		
35	1	210	1	584	1		
40	5	218	1	590	1		
45	2	220	3	595	1		
50	4	225	1	600	2		
55	3	230	1	650	1		
58	1	235	1	675	1		
60	3	240	2	700	3		
63	1	242	1	800	4		
65	1	245	1	840	1		
70	1	250	5	850	1		
73	1	252	1	900	2		
75	7	260	1	980	1		
80	3	275	1	990	1		
85	1	290	2	995	1		
90	2	291	1	1000	6		
95	1	296	1	1100	2		
100	14	299	1	1200	3		
110	1	300	3	1300	2		
120	3	345	1	1475	1		
		350	2	1485	1		
		385	1	1500	3		

1545	1	5950	1	19200	1
1625	1	6000	1	25000	2
1700	1	6500	1	25250	1
1720	1	7200	1	27000	1
1750	1	8000	3	29950	1
2000	2	8200	1	32000	1
2100	1	8250	1	34000	3
2500	5	9000	2	35645	1
2800	1	9300	1	52000	1
3000	6	9900	1	57000	1
3500	2	9950	1	62000	1
3833	1	9990	1	70000	1
4000	3	10000	4	74400	1
4320	1	10386	1	74850	1
4500	1	10500	1	100000	1
4800	1	12000	2	110000	1
4899	1	13000	1	121378	1
5000	2	13250	1	127000	1
5101	1	14085	1	216055	1
5200	1	14500	1	1500000	1
5500	1	15000	1		
5511	1	16000	1		

b. How many of the these beneficiaries are other organizations

Response	Frequency		
0	127	50	11
1	15	57	1
2	11	75	2
3	3	80	1
4	5	100	2
5	11	118	1
6	4	120	1
7	2	125	3
8	3	150	1
9	1	166	1
10	17	179	1
11	2	200	1
12	5	204	1
14	1	250	2
15	10	285	1
16	1	300	1
18	1	350	1
20	6	400	1
24	1	460	1
25	2	475	1
30	3	500	3
31	1	600	1
33	1	800	1
35	1	960	1
42	1	1000	3
48	1	216055	1

9. How many full-time paid staff members does your organization employ?

Response	Frequency		
0	118	33	1
1	90	42	1
2	32	45	2
3	16	50	2
4	16	52	2
5	11	55	1
6	9	56	1
7	4	63	1
8	6	65	2
9	4	66	1
10	6	68	2
11	1	70	4
12	3	75	1
13	2	80	1
14	1	90	2
15	2	95	1
16	3	100	1
18	3	104	2
19	1	117	2
20	3	120	1
22	2	140	1
24	1	152	1
25	1	164	1
27	1	213	1
28	1	300	2
30	4	400	1
		500	1

10. How many part-time paid staff members does your organization employ?

Response	Frequency		
0	119	25	5
1	57	27	2
2	44	29	1
3	32	30	4
4	17	33	1
5	15	35	1
6	7	36	1
7	4	40	1
8	10	42	1
9	3	45	2
10	6	50	1
11	3	58	1
12	5	60	1
13	1	70	1
14	2	75	1
15	6	85	1
17	1	95	1
18	1	100	3
19	2	105	1
20	7	123	1
21	3	250	1
22	1	400	1

11. How many people volunteer for your organization?

Response	Frequency		Response	Frequency
			56	1
0	28		60	1
1	6		65	2
2	10		70	2
3	4		75	3
4	3		80	2
5	10		95	1
6	7		100	20
7	4		110	2
8	6		120	2
9	6		125	1
10	20		135	1
11	2		150	11
12	9		167	1
13	2		170	1
14	1		175	1
15	21		180	1
16	1		196	1
17	3		200	10
18	3		220	2
19	1		225	1
20	15		250	6
21	1		260	1
22	2		300	5
23	1		350	4
24	2		354	1
25	18		400	3
26	1		403	1
27	1		500	1
30	10		507	1
35	7		600	1
40	10		943	1
43	1		1000	3
45	6		1204	1
46	1		1400	1
50	44		1500	3

1600	1	4000	1
2000	1	5000	1
3000	1		

12. Has your organization had to downsize in the past two years?

Option	Frequency
Yes	283
No	101

12a. If yes, in what ways has your organization downsized in the past two years. Please rate the following:

a. Reduced the number of paid staff

Option	Frequency
Primary means of downsizing	53
Secondary means of downsizing	9
Does not apply; not used for downsizing	99

b. Decrease the salaries of paid staff

Option	Frequency
Primary means of downsizing	15
Secondary means of downsizing	16
Does not apply; not used for downsizing	129

c. Reduced the number of volunteer staff

Option	Frequency
Primary means of downsizing	2
Secondary means of downsizing	8
Does not apply; not used for downsizing	148

d. Reduced provision of programs or services

Option	Frequency
Primary means of downsizing	27
Secondary means of downsizing	26
Does not apply; not used for downsizing	108

e. Eliminated programs or services

Option	Frequency
Primary means of downsizing	16
Secondary means of downsizing	27

Does not apply; not used for downsizing   115

f. Started waiting lists for programs or services

Option	Frequency
Primary means of downsizing	1
Secondary means of downsizing	14
Does not apply; not used for downsizing	144

g. Participated or sponsored fewer staff training opportunities

Option	Frequency
Primary means of downsizing	14
Secondary means of downsizing	28
Does not apply; not used for downsizing	119

13. How have demands for your organization's services or programs changed over the past two years, from June 30, 2008 through June 30, 2010?

Option	Frequency
Significantly decreased demand	13
Modestly decreased demand	41
No change	115
Modestly increased demand	158
Significantly increased demand	56

14. Has your organization's funding changed over the past two years?

Option	Frequency
Significantly decreased funding available	60
Modestly decreased funding available	103
No change	127
Modestly increased funding available	80
Significantly increased funding available	16

15. Please rate the degree to which your organization receives funding from the listed sources:

a. Grants, contracts, or appropriations awarded by a federal government agency

Option	Frequency
Does not receive this type of funding	265
This is a minor part of our funding	57
This is a major part of our funding	53
Do not know	11

b. Grants, contracts or appropriations awarded by a state government agency

Option	Frequency
Does not receive this type of funding	230
This is a minor part of our funding	82
This is a major part of our funding	61
Do not know	11

c. Grants, contracts or appropriations awarded by a city or county government agency

Option	Frequency
Does not receive this type of funding	246
This is a minor part of our funding	93
This is a major part of our funding	36
Do not know	9

d. Private Foundation

Option	Frequency
Does not receive this type of funding	211
This is a minor part of our funding	118
This is a major part of our funding	40
Do not know	12

e. Community Foundations

Option	Frequency
Does not receive this type of funding	221
This is a minor part of our funding	132
This is a major part of our funding	21
Do not know	10

f. United Way

Option	Frequency
Does not receive this type of funding	306
This is a minor part of our funding	51
This is a major part of our funding	15
Do not know	10

g. Donations and gifts from individuals or corporations

Option	Frequency
Does not receive this type of funding	46
This is a minor part of our funding	134
This is a major part of our funding	202
Do not know	3

h. Earned income (fees for services, client payments, 3rd party reimbursements, publications)

Option	Frequency
Does not receive this type of funding	189
This is a minor part of our funding	95
This is a major part of our funding	92
Do not know	7

i. Interest or investment income

Option	Frequency
Does not receive this type of funding	98
This is a minor part of our funding	242
This is a major part of our funding	31
Do not know	13

j. Dues or membership fees

Option	Frequency
Does not receive this type of funding	277
This is a minor part of our funding	44
This is a major part of our funding	56
Do not know	7

16. What are your organization's gross receipts for the current fiscal year (select one):

Response	Frequency
under $25,000	63
$25,001 to $50,000	32
$50,001 to $100,000	54
$100,001 to $200,000	49
$200,001 to $500,000	75
$500,001 to $1 million	36
More than $1 million	68

17. How much has your organization spent in the last year on training for the following:

a. Amount spent on training paid staff: $

Response	Frequency				
0	161	700	1	4652	1
39	1	750	1	4778	1
50	3	800	3	5000	9
100	7	900	4	5500	1
150	3	921	1	6000	2
200	10	1000	13	6700	1
250	4	1100	2	9000	1
300	4	1200	2	10000	8
316	1	1350	1	12000	3
350	1	1500	9	15000	3
400	3	2000	12	18400	1
450	3	2500	4	20000	1
500	25	2937	1	25000	1
535	1	3000	10	30000	2
600	2	3500	1	43841	1
		4000	2	200000	1

b. Amount spent on training managerial staff: $

Response	Frequency	Response	Frequency	Response	Frequency
0	220	619	1	4000	2
15	1	645	1	5000	3
50	2	700	1	5500	1
100	3	750	3	6000	1
150	1	1000	13	8000	1
175	1	1500	7	9238	1
200	5	1862	1	10000	4
250	3	2000	15	12000	1
300	5	2217	1	15000	1
375	1	2300	1	16000	1
400	4	2500	1	20000	1
500	18	2903	1	75000	1
		3000	4		

c. Amount spent on training board members: $

Response	Frequency	Response	Frequency	Response	Frequency
0	274	260	1	1745	1
50	2	300	4	2000	1
60	1	350	1	3000	1
100	5	400	2	4000	1
150	2	500	9	5000	2
200	3	750	1	10000	2
250	3	1000	9		
		1500	3		

d. Amount spent on training volunteers: $

Response	Frequency	Response	Frequency	Response	Frequency
0	262	300	4	4000	2
10	1	350	1	5000	3
20	1	400	1	10000	2
25	2	500	13	12000	1
50	1	550	1	15000	1
100	8	600	1	50000	1
125	1	1000	5		
150	1	1500	2		
200	6	2000	1		
250	2	2500	1		
		3000	3		

18. Do you have a budget line on training for your organization?

Option	Frequency
Yes	168
No	190
Do not know	22

19. Please indicate if staff, board members or volunteers at your agency use the following websites, workshops or conference resources for Iowa nonprofits (select all that apply).

Option	Frequency
a. Larned A. Waterman Iowa Nonprofit Resource Center	83
b. State of Iowa Grant Enterprise Management (GEMS)	13
c. Iowa State Extension Nonprofit Management Academy certificate series	27
d. Iowa Commission on Volunteer Services conference	12
e. Iowa Community College nonprofit courses	24
f. University of Iowa nonprofit courses	13
g. Iowa State University nonprofit courses	15
h. University of Northern Iowa nonprofit courses	3
i. Iowa Secretary of State web site.	77
j. Linn County Nonprofit Center	7
k. McCarthy Center for Nonprofits	2
l. Iowa Council of Foundations	20
m. United Ways training sessions	36
n. Others	31

20. Type of Organization

Option	Frequency
A Arts, Culture, and Humanities	33
B Educational Institutions	43
C Environmental Quality Protection, Beautification	10
D Animal related	8
E Health—General & Rehabilitative	37
F Mental Health, Crisis Intervention	6
G Disease, Disorders, Medical Disciplines	3
H Medical Research	1
I Crime, Legal Related	2
J Employment, Job Related	1
K Agriculture, Food, Nutrition	3
L Housing, Shelter	14
M Public Safety, Disaster Preparedness and Relief	1
N Recreation, Sports, Leisure, Athletics	14
O Youth Development	7
P Human Services	57
Q International, Foreign Affairs, and National Security	3
R Civil Rights, Social Action, Advocacy	1
S Community Improvement, Capacity Building	27
T Philanthropy, Voluntarism, and Grantmaking	21
U Science and Technology Research Institutes	2
W Public, Society Benefit	9
X Religion, Spiritual Development	90
Y Mutual/Membership Benefit Organizations, Other	7
Z Unknown	12
Total	507

Appendix B

Iowa Nonprofit Organizations' Capacity

2011 T2 Survey

Section A. The following questions relate to Organizational Administration

Rate the extent to which your organization needs training or technical assistance for Organizational Administration in:

1. Undertaking strategic planning for your organization

Option	Frequency
Not at all	24
A little	58
A fair amount	49
Much	23
Very much	6

2. Improving management skills

Option	Frequency
Not at all	21
A little	67
A fair amount	57
Much	14
Very much	2

3. Managing or improving board and staff relations

Option	Frequency
Not at all	36
A little	69
A fair amount	34
Much	17
Very much	5

4. Establishing organizational culture

Option	Frequency
Not at all	52
A little	61
A fair amount	29
Much	16
Very much	3

5. Training or developing your board

Option	Frequency
Not at all	28
A little	46
A fair amount	51
Much	24
Very much	12

6. Managing finances or financial accounting

Option	Frequency
Not at all	54
A little	62
A fair amount	29
Much	13
Very much	3

Section B. The following questions relate to Human Resources

Rate the extent to which your organization needs training or technical assistance for Human Resources in:

1. Recruiting or keeping qualified paid staff

Option	Frequency
Not at all	81
A little	51
A fair amount	17
Much	11
Very much	1

2. Training of paid staff

Option	Frequency
Not at all	59
A little	71
A fair amount	21
Much	8
Very much	2

3. Recruiting or keeping qualified and reliable volunteers

Option	Frequency
Not at all	38
A little	46
A fair amount	37
Much	28
Very much	12

4. Training of volunteers

Option	Frequency
Not at all	40
A little	53
A fair amount	41
Much	19
Very much	7

5. Required human resources (e.g., employment) tax filings

Option	Frequency
Not at all	84
A little	47
A fair amount	25
Much	2
Very much	3

Section C. The following questions relate to Programs and Planning

Rate the extent to which your organization needs training or technical assistance for Programs and Planning in:

1. Delivering high quality programs or services

Option	Frequency
Not at all	40
A little	70
A fair amount	33
Much	13
Very much	5

2. Assessing community needs

Option	Frequency
Not at all	34
A little	53
A fair amount	53
Much	12
Very much	8

3. Attracting new members or clients

Option	Frequency
Not at all	31
A little	40
A fair amount	42
Much	31
Very much	17

4. Evaluating or assessing program outcomes or impact

Option	Frequency
Not at all	23
A little	60
A fair amount	50
Much	20
Very much	7

Section D. The following questions relate to Marketing

Rate the extent to which your organization needs training or technical assistance for Marketing in:

1. Prioritizing your target clients or services

Option	Frequency
Not at all	37
A little	48
A fair amount	47
Much	22
Very much	5

2. Meeting the needs or interests of current members or clients

Option	Frequency
Not at all	36
A little	64
A fair amount	38
Much	19
Very much	2

3. Researching potential clients or programs

Option	Frequency
Not at all	30
A little	53
A fair amount	45
Much	21
Very much	10

4. Developing targeted communications to community

Option	Frequency
Not at all	21
A little	53
A fair amount	51
Much	23
Very much	10

5. Adjusting programs and services to meet changing needs

Option	Frequency
Not at all	24
A little	56
A fair amount	51
Much	23
Very much	5

6. Communicating with members or clients

Option	Frequency
Not at all	27
A little	68
A fair amount	37
Much	24
Very much	2

Section E. The following questions relate to Networking

Rate the extent to which your organization needs training or technical assistance for Networking in:

1. Forming or maintaining relations with other entities for networking

Option	Frequency
Not at all	32
A little	70
A fair amount	40
Much	16

2. Learning best practices from other organizations

Option	Frequency
Not at all	18
A little	62
A fair amount	53
Much	21
Very much	3

3. Strengthening relationships with key policy makers for networking

Option	Frequency
Not at all	31
A little	44
A fair amount	62
Much	17
Very much	4

4. Using social media for networking

Option	Frequency
Not at all	25
A little	45
A fair amount	49
Much	28
Very much	11

Section F. The following questions relate to Advocacy

Rate the extent to which your organization needs training or technical assistance for Advocacy in:

1. Forming or maintaining relations with other entities for advocacy

Option	Frequency
Not at all	33
A little	61
A fair amount	49
Much	7
Very much	5

2. Learning best practices from other organizations for advocacy

Option	Frequency
Not at all	29
A little	58
A fair amount	54
Much	9
Very much	5

3. Strengthening relationships with key policy makers for advocacy

Option	Frequency
Not at all	31
A little	52
A fair amount	45
Much	20
Very much	7

4. Enhancing public understanding of key policy issues

Option	Frequency
Not at all	30
A little	43
A fair amount	54
Much	17
Very much	11

Section G. The following questions relate to Fund Development and Grant Writing

Rate the extent to which your organization needs training or technical assistance for Fund Development and Grant Writing in:

1. Writing grant proposals

Option	Frequency
Not at all	37
A little	45
A fair amount	31
Much	25
Very much	17

2. Securing foundation or corporate grant support

Option	Frequency
Not at all	29
A little	37
A fair amount	29
Much	30
Very much	29

3. Securing government grants or contracts

Option	Frequency
Not at all	29
A little	37
A fair amount	29
Much	30
Very much	29

4. Developing a capital campaign for needed expansion

Option	Frequency
Not at all	54
A little	43
A fair amount	23
Much	20
Very much	14

5. Undertaking programs or services for income

Option	Frequency
Not at all	52
A little	36
A fair amount	29
Much	23
Very much	15

6. Expanding the donor base

Option	Frequency
Not at all	23
A little	33
A fair amount	41
Much	29
Very much	29

7. Building an endowment

Option	Frequency
Not at all	48
A little	22
A fair amount	35
Much	25
Very much	24

8. Understanding tax rules relevant to fundraising

Option	Frequency
Not at all	36
A little	43
A fair amount	40
Much	18
Very much	18

Section H. The following questions relate to Information Technology (IT)

Rate the extent to which your organization needs training or technical assistance for Information Technology in:

1. Identifying tech tools or technology resources for your organization

Option	Frequency
Not at all	36
A little	43
A fair amount	40
Much	18
Very much	18

2. Training staff or volunteers in software or applications

Option	Frequency
Not at all	36
A little	55
A fair amount	39
Much	15
Very much	10

3. Upgrading computers to support new software

Option	Frequency
Not at all	50
A little	41
A fair amount	33
Much	18
Very much	13

4. Creating a comprehensive and interactive Internet presence (e.g., website, Twitter, Facebook)

Option	Frequency
Not at all	29
A little	46
A fair amount	33
Much	35
Very much	12

5. Creating, updating, and effectively using databases

Option	Frequency
Not at all	35
A little	46
A fair amount	43
Much	24
Very much	7

Section II. Organization Information

1. Are you a 501(c)(3) organization?

Option	Frequency
Yes	130
No	10
Do not know	11

1a. If yes, does your organization consider itself to be:

Response	Frequency
Public Charity - Faith-Based	27
Public Charity - Community-Based	55
Public Charity - Faith and Community-Based	11
Private Foundation	15
Other	28

2. Select the county in Iowa in which your main office is located?

County	Frequency	County	Frequency
		Lee	3
Adair	1	Linn	6
Adams	1	Louisa	1
Appanoose	1	Lucas	2
Black Hawk	4	Mahaska	1
Buchanan	1	Marion	1
Buena Vista	2	Marshall	2
Calhoun	1	Mills	1
Carroll	1	Mitchell	1
Cedar	3	Muscatine	1
Cherokee	2	O'Brien	1
Clay	3	Page	5
Clayton	3	Plymouth	3
Clinton	1	Pocahontas	1
Crawford	1	Polk	21
Dallas	1	Pottawattamie	3
Dickinson	2	Poweshiek	1
Dubuque	5	Sac	1
Fayette	2	Scott	11
Floyd	1	Shelby	1
Fremont	1	Sioux	2
Greene	2	Story	4
Guthrie	1	Union	3
Hamilton	1	Wapello	1
Harrison	1	Warren	1
Humboldt	2	Washington	2
Ida	1	Webster	5
Jasper	1	Winneshiek	1
Jefferson	1	Woodbury	7
Johnson	11	Total	161

5. Is your organization listed on the Iowa Register of Accountability?

Option	Frequency
Yes	30
No	37
Do not know	82

6. Is your organization accredited by a national organization or licensed by a state agency?

Option	Frequency
Yes	66
No	63
Do not know	19

8. Approximately how many beneficiaries (e.g., individuals or organizations) did your organization serve last fiscal year?

Response	Frequency	Response	Frequency	Response	Frequency
1	3	225	1	4051	1
3	1	250	2	5000	1
4	1	300	4	5511	1
5	1	335	1	5637	1
6	3	340	1	6000	1
10	3	350	1	7500	2
15	3	400	3	8000	1
25	1	500	7	9000	1
30	1	510	1	9814	1
33	1	550	1	10000	3
36	1	600	1	11000	1
45	2	700	2	11636	1
50	3	727	1	12000	1
75	1	750	1	17000	1
78	1	800	2	20000	2
80	1	900	1	22000	1
83	1	1000	6	25000	1
85	1	1050	1	26000	1
93	1	1061	1	30000	1
100	1	1250	1	35000	1
147	1	1300	2	54000	1
150	7	1310	1	60000	1
155	1	1400	2	70000	1
175	1	2000	3	80150	1
185	1	2500	1	150000	1
200	4	3000	1	500000	1
205	1	3500	1		
		4000	4		

8a. How many of these beneficiaries are individuals:

Response	Frequency	Response	Frequency	Response	Frequency
0	11	325	1	4000	2
2	1	335	1	4051	1
3	1	349	1	5000	1
6	1	400	4	5602	1
36	1	450	2	5970	1
45	2	485	1	7475	1
50	3	490	1	7500	1
60	1	500	2	8000	1
75	3	600	2	9000	2
78	1	700	2	9814	1
81	1	727	1	9850	1
85	1	750	4	10000	1
90	1	780	1	11000	1
100	1	800	1	11636	1
147	1	900	1	12000	1
148	1	1000	4	14004	1
150	6	1061	1	15000	1
155	1	1240	1	17000	1
169	1	1300	3	22000	1
174	1	1350	1	25000	1
185	1	1998	1	26000	1
200	3	2000	1	30000	2
225	1	2480	1	54000	1
240	2	3000	1	59900	1
275	2	3500	1	70000	1
290	1	3850	1	80000	1
300	1	3958	1	149900	1
		3990	1	250000	1

8b. How many of these beneficiaries are organizations:

Response	Frequency		Response	Frequency
0	41		33	1
1	8		35	1
2	5		40	1
3	1		46	1
4	1		50	5
5	2		53	1
6	2		75	1
10	13		93	1
12	1		100	4
15	5		115	1
20	2		150	3
25	3		250	2
30	3		510	1
31	1		1000	1
32	1		5000	2
			250000	1

9. How many full-time paid staff members does your organization employ?

Response	Frequency		Response	Frequency		Response	Frequency
0	32		10	1		60	1
1	44		12	1		65	2
2	9		13	2		87	1
3	7		15	2		95	2
4	9		16	1		115	1
5	2		17	1		160	1
6	3		25	1		200	1
7	2		26	1		214	1
8	3		39	1		226	1
9	4		45	1		300	2
			52	1			

10. How many part-time paid staff members does your organization employ?

Response	Frequency	Response	Frequency	Response	Frequency
		8	7	26	2
0	33	10	3	27	1
1	28	11	2	28	1
2	15	12	1	55	2
3	11	13	2	133	1
4	4	15	1	154	1
5	11	17	1	400	1
6	2	20	4		
7	3	25	4		

11. How many people volunteer for your organization?

Response	Frequency	Response	Frequency	Response	Frequency
		20	11	149	1
0	8	24	1	150	3
1	2	25	5	175	1
3	1	30	7	200	9
4	1	35	2	240	1
5	3	39	1	250	1
6	2	40	6	271	1
7	2	45	2	330	1
8	1	50	13	425	1
9	1	55	1	465	1
10	6	60	2	600	1
11	1	70	1	1000	1
12	4	75	3	1200	1
13	1	100	11	1400	1
15	8	120	1	1650	1
17	2	130	1	2500	1
18	1	145	1	3000	1

12. Has your organization had to downsize in the past two years?

Option	Frequency
Yes	116
No	31

12a. If yes, in what ways has your organization downsized in the past two years. Please rate the following:

a. Reduced the number of paid staff

Option	Frequency
Primary means of downsizing	17
Secondary means of downsizing	3
Does not apply; not used for downsizing	32

b. Decrease the salaries of paid staff

Option	Frequency
Primary means of downsizing	4
Secondary means of downsizing	4
Does not apply; not used for downsizing	44

c. Reduced the number of volunteer staff

Option	Frequency
Primary means of downsizing	1
Secondary means of downsizing	3
Does not apply; not used for downsizing	48

d. Reduced provision of programs or services

Option	Frequency
Primary means of downsizing	10
Secondary means of downsizing	18
Does not apply; not used for downsizing	23

e. Eliminated programs or services

Option	Frequency
Primary means of downsizing	8
Secondary means of downsizing	10
Does not apply; not used for downsizing	34

f. Started waiting lists for programs or services

Option	Frequency
Primary means of downsizing	2
Secondary means of downsizing	3
Does not apply; not used for downsizing	46

g. Participated or sponsored fewer staff training opportunities

Option	Frequency
Primary means of downsizing	4
Secondary means of downsizing	9
Does not apply; not used for downsizing	38

13. How have demands for your organization's services or programs changed over the past two years, from June 30, 2008 through June 30, 2010?

Option	Frequency
Significantly decreased demand	1
Modestly decreased demand	19
No change	53
Modestly increased demand	59
Significantly increased demand	13

14. Has your organization's funding changed over the past two years?

Option	Frequency
Significantly decreased funding available	20
Modestly decreased funding available	42
No change	45
Modestly increased funding available	35
Significantly increased funding available	3

15. Please rate the degree to which your organization receives funding from the listed sources:

a. Grants, contracts, or appropriations awarded by a federal government agency

Option	Frequency
Does not receive this type of funding	92
This is a minor part of our funding	33
This is a major part of our funding	19
Do not know	2

b. Grants, contracts or appropriations awarded by a state government agency

Option	Frequency
Does not receive this type of funding	80
This is a minor part of our funding	39
This is a major part of our funding	24
Do not know	2

c. Grants, contracts or appropriations awarded by a city or county government agency

Option	Frequency
Does not receive this type of funding	90
This is a minor part of our funding	34
This is a major part of our funding	21
Do not know	1

d. Private Foundation

Option	Frequency
Does not receive this type of funding	74
This is a minor part of our funding	58
This is a major part of our funding	13
Do not know	1

e. Community Foundations

Option	Frequency
Does not receive this type of funding	78
This is a minor part of our funding	60
This is a major part of our funding	7
Do not know	145

f. United Way

Option	Frequency
Does not receive this type of funding	114
This is a minor part of our funding	21
This is a major part of our funding	9
Do not know	1

g. Donations and gifts from individuals or corporations

Option	Frequency
Does not receive this type of funding	14
This is a minor part of our funding	49
This is a major part of our funding	81
Do not know	1

h. Earned income (fees for services, client payments, 3rd party reimbursements, publications)

Option	Frequency
Does not receive this type of funding	63
This is a minor part of our funding	40
This is a major part of our funding	36
Do not know	4

i. Interest or investment income

Option	Frequency
Does not receive this type of funding	34
This is a minor part of our funding	90
This is a major part of our funding	18
Do not know	4

j. Dues or membership fees

Option	Frequency
Does not receive this type of funding	97
This is a minor part of our funding	24
This is a major part of our funding	22
Do not know	2

16. What are your organization's gross receipts for the current fiscal year (select one):

Option	Frequency
under $25,000	15
$25,001 to $50,000	14
$50,001 to $100,000	24
$100,001 to $200,000	16
$200,001 to $500,000	28
$500,001 to $1 million	21
More than $1 million	118

17. How much has your organization spent in the last year on training for the following:

a. Amount spent on training paid staff: $

Response	Frequency				
0	49	700	1	7000	2
50	1	750	1	8000	1
125	1	1000	9	9000	2
200	5	1500	4	10000	5
250	3	2000	8	14000	1
300	2	2500	1	15000	2
350	1	2850	1	20000	1
400	2	3000	4	23292	1
500	10	4000	2	50000	1
600	2	5000	3		
		6500	1		

b. Amount spent on training managerial staff: $

Response	Frequency				
0	64	500	12	5000	3
100	3	600	1	5021	1
150	1	750	1	6000	1
200	2	1000	7	7000	1
300	4	1500	3	8000	1
350	1	2000	4	10000	4
400	1	2500	1		
450	2	3000	1		
		3400	1		

c. Amount spent on training board members: $

Response	Frequency
0	91
25	1
50	1
100	3
200	2
250	3
300	1
500	6
1000	4
1200	1
1500	4
2000	4
2700	1
5000	1

d. Amount spent on training volunteers: $

	Response	Frequency
Valid	0	89
	100	3
	200	5
	250	1
	300	2
	350	1
	500	4
	1000	5
	1200	2
	1500	3
	2000	1
	3000	1
	5000	2
	7500	1
	10000	2

18. Do you have a budget line on training for your organization?

Option	Frequency
Yes	74
No	67
Do not know	2

19. Please indicate if staff, board members or volunteers at your agency use the following websites, workshops or conference resources for Iowa nonprofits (select all that apply).

Option	Frequency
a. Larned A. Waterman Iowa Nonprofit Resource Center:	
INRC Website	36
INRC TA	2
Pilot Community Training IPA	2
Pilot Community P&P	4
Pilot Community Grant Writing	2
2010 Nonprofit Summit	10
b. State of Iowa Grant Enterprise Management (GEMS)	7
c. Iowa State Extension Nonprofit Management Academy certificate series	4
d. Iowa Commission on Volunteer Services conference	5
e. Iowa Community College nonprofit courses	8
f. University of Iowa nonprofit courses	2
g. Iowa State University nonprofit courses	2
h. University of Northern Iowa nonprofit courses	1
i. Iowa Secretary of State web site.	29
j. Linn County Nonprofit Center	4
k. McCarthy Center for Nonprofits	0
l. Iowa Council of Foundations	8
m. United Ways training sessions	14
n. Others	11

Type of Organization

Option	Frequency
A Arts, Culture, and Humanities	15
B Educational Institutions	14
C Environmental Quality Protection, Beautification	4
D Animal related	3
E Health—General & Rehabilitative	14
G Disease, Disorders, Medical Disciplines	1
I Crime, Legal Related	1
K Agriculture, Food, Nutrition	1
L Housing, Shelter	5
N Recreation, Sports, Leisure, Athletics	5
O Youth Development	1
P Human Services	23
R Civil Rights, Social Action, Advocacy	1
S Community Improvement, Capacity Building	10
T Philanthropy, Voluntarism, and Grantmaking	9
W Public, Society Benefit	4
X Religion, Spiritual Development	40
Y Mutual/Membership Benefit Organizations, Other	2
Z Unknown	2
Total	161

THE UNIVERSITY OF IOWA

The Larned A. Waterman Iowa Nonprofit Resource Center