

2. Human Services Organizations

NONPROFIT PROFILE

Community residents benefit from the quality and diversity of local nonprofit service providers. Organizations that serve Monroe and the neighboring counties of Lawrence, Owen, and Greene, were asked about their organization’s mission, clients, revenues, programs, services, administration, management tools, technology, funding, resources and service needs. Responses from 87 different organizations represented education, employment, health, social services, legal, housing, public safety, environment, faith-based, arts, and recreation or youth development.

Table 2.1 illustrates a comparison of the survey respondents in 2003 and 2010 by sector. Organizational sector is determined by organizations' National Taxonomy of Exempt Entities (NTEE) codes. Organizations receive an NTEE code when they register for tax-exempt status with the IRS. (Small charitable nonprofit organizations with gross receipts under \$5,000, and church congregations are not required to register with the IRS.) “Public and societal benefit” organizations include those working with civil rights, social action, advocacy, philanthropy, voluntarism, community improvement, and social science research institutions.

Table 2.1: Survey respondents by sector

	2003	2010
Arts, Culture, and Humanities	4%	7%
Education	6%	14%
Environment and Animals	3%	1%
Health	12%	11%
Human Services	50%	45%
Public, Societal Benefit	19%	13%
Religion Organizations	6%	8%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

Service Area and Populations in 2010:

- 50% of the organizations served more than one county; comparable to 46% in 2003.
- 34% served all four counties in the service area.
- 43% of the organizations serving Monroe County did so exclusively.

Table 2.2: Counties served in 2010

	Monroe	Lawrence	Owen	Greene
Service Area	92%	43%	52%	42%

SOURCE: 2010 SPP (n=87)

Table 2.3 shows that 63% of the organizations served all ages. (Since organizations may serve more than one age group, percentages do not add to 100. Organizations were not asked about the ages served in 2003.)

Table 2.3: Ages of populations served

	Percent of Nonprofits
All ages	63%
Birth to 5	7%
Kindergarten age	15%
Elementary age	16%
Middle school age	20%
High school age	28%
College age (18-22)	26%
Adults (23-64)	20%
Seniors (65 and over)	17%

SOURCE: 2010 SPP (n=87)

Programs for Non-English Language Speakers in 2010:

- 14% of organizations reported having programs designed for non-English speakers.
- 44% did not have specific programs.
- 42% reported that it was not applicable or did not know.

For organizations that did have specific programs, the distribution is shown in Table 2.4.

Table 2.4: Non-English language programs

Language	Organizations with Non-English programs
Spanish	36%
Korean	15%
Vietnamese	< 1%

SOURCE: 2010 SPP (n=87)

NONPROFIT SERVICE NEEDS AND CAPACITY

Demand

A total of 66% of organizations reported an increase in demand from 2009 to 2010; this is similar to the 60% reporting an annual increase in demand in 2003. However, 76% of the organizations reported an increased demand for services in the last five years in 2010, compared to only 57% in 2003.

▼ **Providers indicated that the difficult economic situation has resulted in greater demand among families where adults are working, yet still struggling to make ends meet.**

Table 2.5: Changes in demand, 2003 compared to 2010

	Past Year		Past Five Years	
	2003	2010	2003	2010
Major Increase: >25%	17%	17%	23%	43%
Minor Increase: 10 – 25%	43%	49%	34%	33%
Stayed About the Same	35%	23%	19%	14%
Minor Decrease: 10 – 25%	5%	5%	2%	1%
Major Decrease: < 25%	0%	1%	3%	3%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

Demand by Sector

Table 2.6 shows the changes in the level of demand for the past year. **Human Services organizations reported the largest increase in demand over the past year, with 28% reporting a major increase in demand, and 55% reporting a minor increase in demand.** Education experienced the second largest major increase at 17%, followed by Religion organizations at 14%. Only Arts, Culture & Humanities, and Health organizations, report no major change in the demand in 2009.

Table 2.6: Changes in demand over the past year by organization sector

	Human Services	Education	Religion	Public & Societal Benefit	Arts, Culture, & Humanities	Health
Major Increase: >25%	28%	17%	14%	10%	0%	0%
Minor Increase: 10 – 25%	55%	58%	71%	30%	17%	40%
Stayed About the Same	12%	8%	15%	60%	33%	50%
Minor Decrease: 10 – 25%	0%	17%	0%	0%	33%	0%
Major Decrease: < 25%	0%	0%	0%	0%	0%	10%
Not Applicable	5%	0%	0%	0%	17%	0%

SOURCE: 2010 SPP (n=87)

Similarly, Table 2.7 illustrates increases in demand by sector type over the past five years.

▼ **Demand for services has increased across all sectors in the past 5 years.** Seventy-one percent of Religion organizations reported a major increase in demand for services over the past five years, followed by Human Service organizations at 45%, Education organizations at 42%, and Health organizations at 40%. Twenty-nine percent of Religion organizations reported a minor increase in demand over the past five years, as did 40% of Human Service Organizations, 25% of Education organizations, and 30% of Health organizations.

Table 2.7: Changes in demand over the past five years by organization sector

	Human Services	Education	Religion	Public & Societal Benefit	Arts, Culture, & Humanities	Health
Major Increase: >25%	45%	42%	71%	20%	33%	40%
Minor Increase: 10 – 25%	40%	25%	29%	30%	34%	30%
Stayed About the Same	5%	17%	0%	50%	33%	10%
Minor Decrease: 10 – 25%	0%	0%	0%	0%	0%	10%
Major Decrease: < 25%	3%	8%	0%	0%	0%	10%
Not Applicable	8%	8%	0%	0%	0%	0%

SOURCE: 2010 SPP (n=87)

Capacity

In 2003, 46% of organizations had indicated that meeting the needs and interests of clients was a major challenge. In the 2010 survey, 37% of organizations reported that meeting the needs and interests of clients was a major challenge. (This difference was not statistically significant.)

Religion organizations, Health, Public & Societal Benefit, and Human Services sectors experienced the greatest challenges in 2010 with 71%, 70%, 60%, and 48% respectively reporting a major challenge.

Table 2.8: Capacity in 2010 to meet client needs by organization sector

	Human Services	Education	Religion	Public & Societal Benefit	Arts, Culture, & Humanities	Health
Major challenge	48%	45%	71%	60%	33%	70%
Minor challenge	0%	27%	14%	20%	0%	0%
No challenge	8%	0%	0%	0%	17%	0%
Don't know, not applicable	48%	27%	14%	20%	50%	30%

SOURCE: 2010 SPP (n=87)

OPERATIONS AND GOVERNANCE

Nonprofit operations and governance includes organization structure, policies, strategic planning, and administration. The 2010 Service Provider Survey asked organizations to indicate operations or policy related items the organization possessed or utilized. The use of such policies and tools serve as an indicator of nonprofit management capacity. Similar data was collected in SCAN 2003 and are presented below as a comparison when available.

Structure and Policies

Table 2.9 shows that there are no significant differences between the 2003 and 2010 responses to items focused on formal organization policies. Most notable is a decrease in the use of written by-laws. However, this difference may be partly attributed to the inclusion of newer community organizations in the 2010 survey.

Table 2.9: Organizations with formal organization policies

	Percent of Nonprofits	
	2003	2010
Written by-laws	85%	73%
A written grievance policy	79%	74%
A written conflict of interest policy	72%	70%
Board succession and self-assessment tools	32%	41%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

Table 2.10 shows that a majority of organizations surveyed in 2010 reported having employee and volunteer policies including written job descriptions, retirement plans, and personnel policies. This is similar to 2003.

▼ **There was a slight decline in the percentage of organizations offering health benefits and retirement plans in 2010.**

Table 2.10: Employee and volunteer policies

	Percent of Nonprofits	
	2003	2010
Written job descriptions	92%	86%
Written personnel policies	86%	85%
Health benefits	80%	75%
Employee retirement plan	66%	61%
Formal volunteer training program	42%	52%
Professional development opportunities for staff	--	77%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

The 2010 survey asked new questions about written policies on document management and destruction, as well as privacy statements protecting donors and clients. Sixty-five percent reported having document management and destruction policies and 72% reported having privacy statements protecting donors and clients.

Strategic Planning

According to the 2007 BoardSource Nonprofit Governance Index, 79% of nonprofits surveyed nationally have a written strategic plan. They ranked strategic planning third among areas of board performance needing improvement for nonprofit organizations.¹ An effective plan informs present activities of an organization, while providing direction and clarity for future initiatives of the organization. In 2003, 75% of local organizations indicated strategic planning as a challenge, 26% reported that time for strategic planning was a major challenge and 49% indicated it was a minor challenge. In 2010, significantly fewer organizations reported developing a strategic plan as a challenge.

▲ **11% of organizations indicated strategic planning is a major challenge, and 35% reported it as a minor challenge.** Comments from nonprofit executives indicate that there was increased access to professional development activities and resources to support strategic planning since SCAN 2003.

INFORMATION TECHNOLOGY AND COMMUNICATION

Technology

Technology has increasingly become a necessity for nonprofit organizations. Basic technology needs include Internet access for key staff members, the implementation of standard productivity software, and the use of a website. Some organizations have wireless high-speed internet, provide current hardware and software tailored to particular tasks, and allow for training and staff support related to IT needs. Like many organizations, nonprofits are also starting to take advantage of the opportunities that social media offer for communication with the public and their constituencies. This can include blogs, Twitter and Facebook posts, YouTube videos, downloadable media to mobile devices, GIS services and 3D visualization, and customized mobile applications for staff and volunteers.

In SCAN 2003, Monroe County nonprofit organizations scored higher on technology and communication items than counterparts in other parts of Indiana because of the HoosierNet and Giant Step Initiative sponsored by United Way of Monroe County. Similarly, the region benefits from the presence of IU, Ivy Tech, Crane, Smithville, AT&T, and other companies that have helped to build a high-tech infrastructure. Smaller nonprofits benefit from access to this technology environment, and from board members and other volunteers who are qualified and willing to help improve technology and communication.

In 2003, most organizations had access to email, computers for key staff, direct Internet access for key staff, and a website. The 2010 Service Provider Profile found that technological capacity had either remained stable or increased, as was the case for the number of organizations with a website.

▲ Website presence increased from 85% in 2003 to 94% in 2010. See table 2.11.

Table 2.11: Technology use by nonprofit organizations

	Percent of Nonprofits	
	2003	2010
E-mail	94%	99%
Computers available to key staff	93%	92%
Direct Internet access for key staff	90%	89%
An organization website	85%	94%
Computerized financial records	82%	82%
Computers available to key volunteers	55%	53%
Electronic donations	--	52%
Facebook page	--	64%
Electronic newsletter	--	45%
Twitter	--	19%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

Technology and Information Challenges

The greatest organization challenges in 2010 included effective technology use (58%), access to technology assistance (48%), and website maintenance (45%).

Table 2.12: Technology challenges in 2010

	Access to technology assistance	Using social media	Maintaining a website	Getting needed technology tools	Using technology effectively
Major challenge	13%	11%	9%	8%	8%
Minor challenge	35%	23%	36%	36%	50%
No challenge	50%	43%	50%	53%	41%
Don't know, not applicable	3%	23%	5%	4%	1%

SOURCE: 2010 SPP (n=87)

Communication

In 2003, SCAN results showed that:

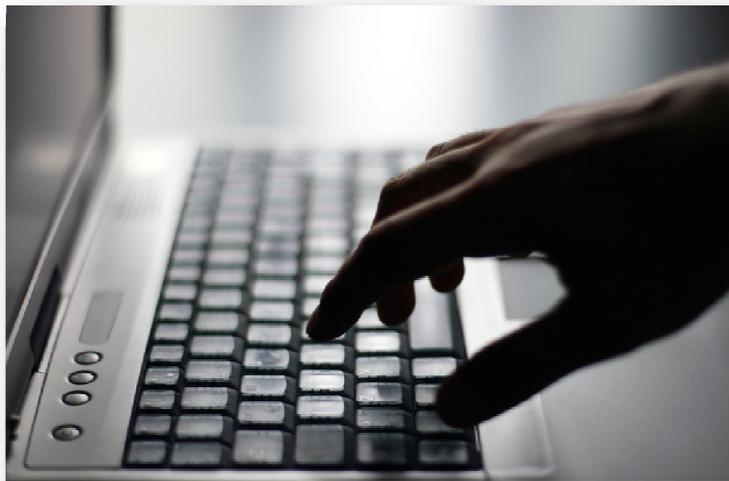
- 72% of organizations indicated communicating with clients was a challenge (18% major, 54% minor).
- 88% said that enhancing the visibility of their organization was a challenge (30%, 58%).
- 69% of organizations reported forming and maintaining good relationships with other organizations was a challenge (4%, 65%).
- 88% identified public relations as a challenge (30% major, 58% minor).

Similarly, in 2010, SCAN found that 77% of organizations found enhancing the visibility and reputation of their organization challenging. Other communication challenges included relationships with the media (4% major, 54% minor), and communicating with clients (4% major, 53% minor). Many organizations have taken advantage of the efficiency and messaging opportunities afforded by electronic communications. Using more electronic communications is also becoming part of the sustainability focus of some organizations.

Table 2.13: Communication Challenges in 2010

	Enhancing visibility & reputation	Having an email & e-newsletter	Having a printed newsletter	English & foreign language interpreters
Major challenge	19%	11%	9%	8%
Minor challenge	58%	19%	20%	40%
No challenge	21%	43%	51%	25%
Don't know, not applicable	3%	28%	20%	28%

SOURCE: 2010 SPP (n=87)



Communicating directly with clients, stakeholders, and volunteers is often the primary method of informing the community about the organization’s mission and activities. Staff members and volunteers with a solid understanding of both technology and the organizations are very helpful to achieving the organization’s objectives. Results from the 2010 Service Provider Profile indicate that informal contact, direct messages, and newsletters (both print and electronic) were the primary modes of communicating the organization’s programs and services. See Table 2.14.

Table 2.14: Sharing information about organization programs and services

Activity	2010
Informal contact with donors, board, or volunteers	76%
Messages directly from the organization	71%
Newsletters or other publications	71%
From media	69%
Program events	66%
Regular meetings	55%
Annual meeting or reports	53%

SOURCE: 2010 SPP (n=87)

Collaboration

The 2010 Service Provider Profile asked representatives from community organizations how participating in collaborative community projects presents an operating challenge to their organization. Fifty-eight percent of organizations found collaboration to be no challenge, 36% found it to be a minor challenge, 1% found it to be a major challenge, and 5% did not know.

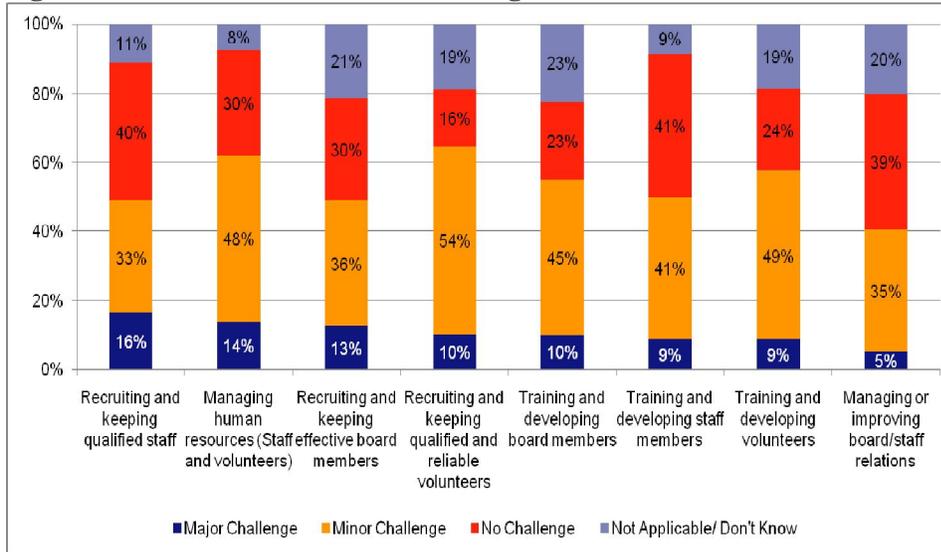
In 2003, collaboration was examined in terms of dedicated staff, volunteer and financial resources. Activities related to collaboration included advocating for issues impacting service areas, and involving an organization in “big picture” pro-active planning. While organizations indicated that participation in community groups, partnerships, coalitions, and similar networks can be important to serving clients more effectively, and in building professional skills and experiences, it can also be a significant draw on resources, both human and financial. Time was seen as a significant factor.

HUMAN RESOURCES

Many nonprofit organizations are seeing increasing demand for their services with declining financial resources. Most also face heightened requirements for service accountability from both funders and the general public, as well as from federal forms like the 990. Managing information and technology can also be time consuming. Organizations must recruit, train, develop, and manage paid staff, along with their boards and other volunteers.

Figure 2.1 shows the responses to human resource challenges from the 2010 survey. Several of the same questions were also asked in 2003, with several new items added in 2010 related to training and developing staff and volunteers. On average, about half of the organizations were experiencing difficulties with training and development.

Figure 2.1: Human Resource Challenges



Source: 2010 SPP survey, n=87

▲ On every item related to recruiting and managing staff or board members, organizations experienced fewer major and minor challenges in 2010.

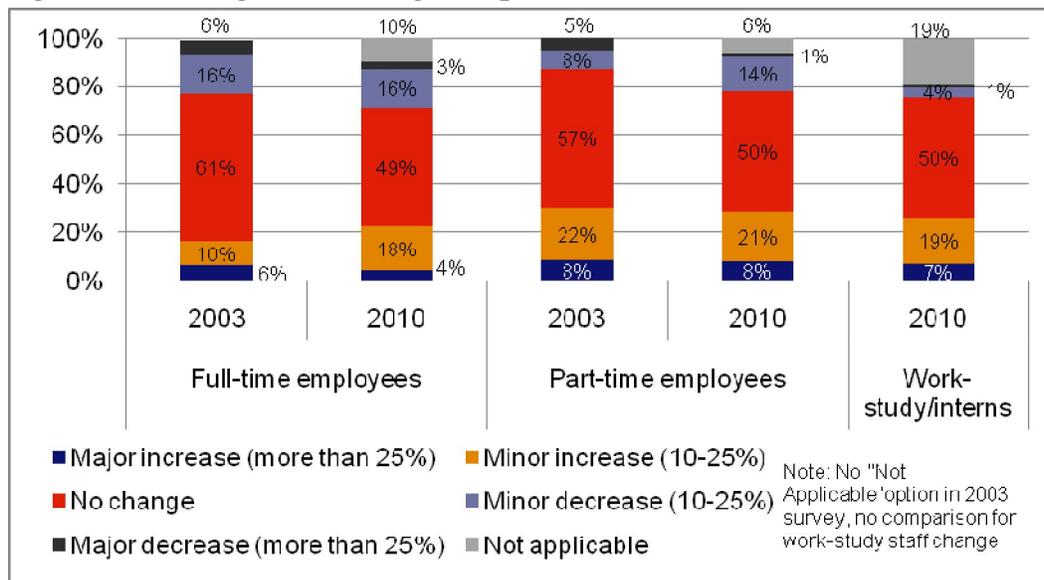
By comparison, in 2003:

- 63% found recruiting and keeping qualified staff members to be a challenge (23%, 40%) while only 49% reported this to be an issue in 2010.
- 76% found managing staff and volunteers to be a challenge (21%, 55%), compared to 62% in 2010.
- 73% found recruiting and keeping effective board members difficult (27%, 49%), compared to 49% in 2010.
- 55% thought managing or improving board and staff relations to be a challenge, compared to 40% in 2010.

Staff Members

When asked to compare how the number of employees changed compared to a year ago, about half of the nonprofit organizations reported no change in the number of full time employees, part time employees, or work-study/interns. By comparison, in 2003, 61% of organizations had reported no change in the number of full time employees, which is a significant difference. In 2010, more organizations increased the number of full-time employees (18% compared to 10%), while decreasing the number of part-time employees (14% compared to 8%). In 2010, 26% reported an increased number of work-study and intern positions. (Comparable data is not available for 2003.)

Figure 2.2: Changes in Staffing Compared to the Previous Year



Source: 2010 SPP survey, n=87

1. ▲ Recruiting and retaining qualified staff members is improving, but is still a challenge for some organizations.

High staff turnover and staff management, while statistically less of a problem than in 2003, is still a significant challenge for some nonprofits. In 2010:

- 16% reported recruiting and keeping qualified staff as a major challenge; 33% found this to be a minor challenge.
- 14% found managing staff and volunteer resources to be a major challenge; 48% said it was a minor challenge.
- Challenges with recruiting and keeping qualified staff members also depended on the number of staff members in an organization. Both smaller and larger organizations experienced more difficulties. For 18% of organizations with 2.5 to 5 full-time equivalent employees, 6% of organizations with 5.5 to 15 full time employees, and 25% of organizations with 15.5 to 50 full time employees, recruiting and keeping staff is a major challenge. Smaller organizations have fewer administrative staff to perform human resource functions, and often do not have a dedicated person in that role. Larger organizations have more challenges often because of their greater size and complexity.

2. ▼ Training and developing staff members is more difficult for organizations that have experienced increase in demand.

Based on the findings of SCAN 2003, low-cost, targeted, staff development was made available to area nonprofits through United Way, the Nonprofit Alliance of Monroe County, and from The School of Public and Environmental Affairs at Indiana University among others. For organizations where service demand over the past five years has stayed about the same, approximately 60% do not report any difficulties with training and development of staff. However, for organizations with an increase in demand during the last five years, this was not the case.

- 52% of organizations with a minor increase (10 – 25%) in demand found this to be a challenge (11% major, 41% minor).
- 54% of organizations with a major increase (over 25%) in demand found staff training and development to be a challenge (9% major, 45% minor).

3. The use of Human Resource Policies, including Employee Benefits stayed consistent.

In the 2010 Survey, organizations were asked to report on the existence of staff benefits or policies that affect staff retention. When asked which of these operating or policy-related items they had or used, the responses, in order from the highest to the lowest, were:

Table 2.15: Comparison of nonprofit organization staff benefits

	Percent of Nonprofits	
	2003	2010
Written job descriptions	92%	86%
Written personnel policies	86%	85%
Professional development opportunities for staff	80%	77%
Health benefits	80%	75%
Written grievance policy	79%	74%
Employee retirement plan	66%	61%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

- Although 75% of the organizations provide health benefits, about 24% still reported offering health benefits as a major challenge, and 25% said it was a minor challenge.
- While 31% reported having employee retirement plan as a challenge (major challenge for 13 %), 61 % offer such plans.
- This is slightly lower than in SCAN 2003, where 80% had health benefits, and 66% offered an employee retirement plan.

Board Members

Board members are an important resource for nonprofit organizations, providing expertise and input on policy and fiscal matters, representing their organization to the community, donating their time, and making financial contributions.

1. ▲ More organizations had an increased number of Board members in Monroe County compared to 2003.

Organizations were asked to report, compared with a year ago, how the number of Board members and volunteers has changed:

- In 2010, while 60% reported no change in the number of board members, 15% of organizations experienced a minor increase (10 – 25%).
- In 2003, 80% reported no change, while only 7% experienced a minor increase.

2. ▲ Overall, managing boards is a minor challenge for organizations, but recruiting and keeping effective board members has improved since 2003.

Recruiting, keeping, and developing effective board members can be a challenge for organizations. It is especially challenging for organizations with increasing demands.

- Recruiting and keeping effective board members has improved since 2003. In 2010, 13% reported this to be a major challenge, compared to 27% in 2003. Similarly, 36% said this was a minor challenge in 2010, compared to 49% in 2003.
- In 2010, about 55% found training and developing board members to be a challenge (10% major, 45% minor). Similarly, 40% found managing or improving board/staff relations to be a challenge (5%, 35%), compared to 16% and 39% respectively in 2003. This is also an improvement.

Organizations that have experienced increases in demand over the past five years report the most challenge with recruiting and keeping qualified board members, although the majority report it to be a minor challenge.

- 15% of organizations that experienced either a major or minor increase in demand reported that it was a major challenge to recruit and keep qualified board members.
- 39% with a major increase in demand over the past five years reported recruiting and keeping qualified board members as a minor challenge.
- 44% of organizations with a minor increase in demand over the past five years reported recruiting and keeping qualified board members as a minor challenge.

Volunteers

Volunteers are traditionally a major resource for nonprofit organizations. In 2008, 62 million people volunteered more than 8 billion hours in the United States (Independent Sector, 2000). Because of the large number of volunteers, the sizable number of hours they contribute, and the prevalence of their involvement in charities, volunteer management has emerged as an important part of nonprofit and human resource management.

Nationally, adult voluntarism was stable from 2007 to 2008, increasing from 61 million to 62 million. However, the college voluntarism rate increased 2.2% from 25 million in 2007 to 27 million in 2008. For young adults ages 16 to 24, the rate increased by 5.1% from 2007 to 2008 (7.8 million to 8.2 million). In Indiana, 26.1% of 16 to 19 year olds and 16.7% of 20 to 24 year olds volunteered. Nationally, 25.6% of 16 to 19 year olds volunteered and 18.1% of 20 to 24 year olds volunteered.

Locally, 14% of organizations reported a major increase in the number of non-board volunteers. The state of Indiana has a higher than average percentage of people that volunteer. In Indiana, the 2003 voluntarism rate was 31.2%, compared to 27.4% nationally. Similarly, in 2008, the state voluntarism rate was 29.5% compared to 26.4% nationally. Indiana ranked nineteenth nationwide in volunteering rates between 2006 and 2008. Hoosiers also volunteer a higher than average number of hours – the sixth most hours per resident in the United States, at 45.8 hours per resident, compared to the national average of 34.7 hours per resident. In the Bloomington Metropolitan Statistical Area, the voluntarism rate was 32.6% between 2006 and 2008² and was above both the state and national averages during that time.

Many area service providers depend on volunteer assistance to carry out their mission. Whether it's advocating for children through CASA, tutoring adult learners at VITAL or playing music at

WFHB; many human service needs would go unmet without extensive and reliable volunteer support. Organizations were asked to report how volunteer support has changed in the last year. The Household survey, meanwhile, asked residents whether they volunteer regularly.

Volunteer support for local services appears strong. The majority of area service providers reported that volunteer activity in their organizations has held steady or increased over the past year. Additionally, nearly half of the Household survey respondents said that they volunteer regularly.

▲ More households had members who reported volunteering in 2010 than in 2003.

1. ▲ Organizations had an increased number of volunteers over the past year.

Compared to 5% in 2003, 14% of organizations reported a major increase in the number of volunteers in the last year. Similarly, only 5% reported a minor decrease in the number of volunteers in 2010 compared to 12% in 2003. Overall, 46% reported an increase in the number of volunteers engaged in the past year in 2010 compared to 35% in 2003, which is significant.

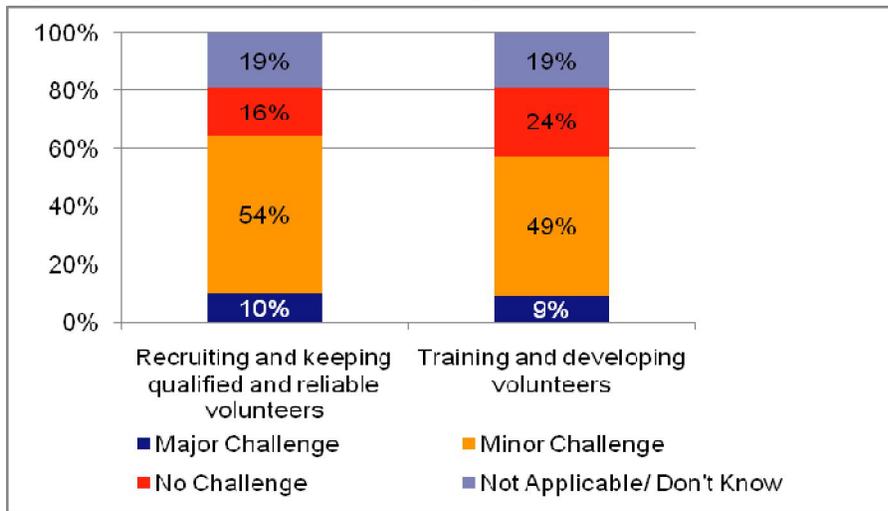
Table 2.16: Changes in volunteer activity

Activity	2003	2010
Major Increase: >25%	5%	14%
Minor Increase: 10 – 25%	30%	32%
Stayed About the Same	53%	34%
Minor Decrease: 10 – 25%	12%	6%
Major Decrease: < 25%	0%	0%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

2. ▲ While organizations are reporting increases in the number of volunteers, they are not reporting major challenges in managing those volunteers. Management of volunteers was split into multiple dimensions: recruiting and keeping qualified and reliable volunteers, training, and developing volunteers. Overall, managing volunteers was seen as a minor challenge for about half of the organizations.

Figure 2.3: Challenges in managing volunteers in 2010



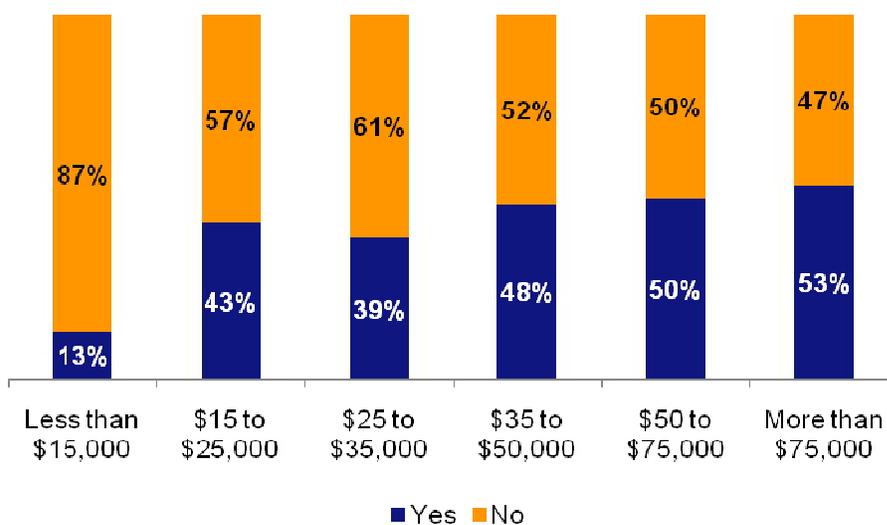
SOURCE: 2010 SPP (n=87)

3. While voluntarism appears strong, the Household survey suggests that not all socioeconomic groups in Monroe County volunteer at the same levels.

Survey respondents with lower total household incomes and lower levels of educational attainment were less likely to report that they volunteered on a regular basis.

The likelihood that Monroe County residents volunteer regularly is influenced by several socioeconomic factors. As Figure 2.4 illustrates, the household survey respondents with a total household income above \$75,000 are four-times more likely to volunteer than are respondents from households with a total income below \$15,000. The survey results indicate that residents in households with a total income between \$15,000 and \$35,000, however, are only slightly less likely to volunteer than are residents in higher income households.

Figure 2.4: Volunteering by total household income

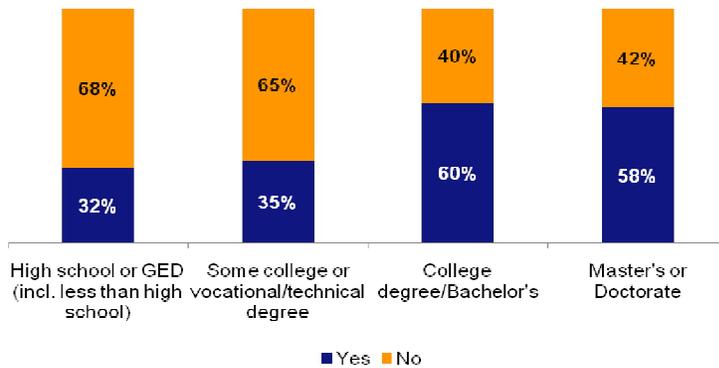


SOURCE: 2010 Household Survey (n=276)

4. The level of educational attainment also affects the rates of voluntarism.

Roughly 60% of respondents with a bachelor's degree or a master's or doctorate volunteer regularly (see Figure 2.5). Thirty-two percent with a high school degree or GED reported volunteering regularly. The BLS survey on voluntarism nationwide showed a similar trend with 43% percent of the population with a bachelor's degree or higher volunteering compared to 18% for those with a high school diploma and 9% for those without a high school diploma.

Figure 2.5: Volunteering regularly by educational attainment



SOURCE: 2010 Household Survey (n=276)

5. Increases in volunteers are related to increases in demand.

Organizations that experienced an increase in demand in 2010 also reported an increase in non-board volunteers over the past year.

- 42% with a major increase in demand over the last year also reported at least a minor increase in the number of non-board volunteers in the last year.
- 43% with a minor increase in demand over the last year also reported a minor increase in the number of non-board volunteers.
- Religion organizations, human services, education, and health organizations saw the greatest increases in demand over the last year.

6. Recruiting and keeping qualified and reliable volunteers can be a challenge, especially for organizations experiencing increases in demand.

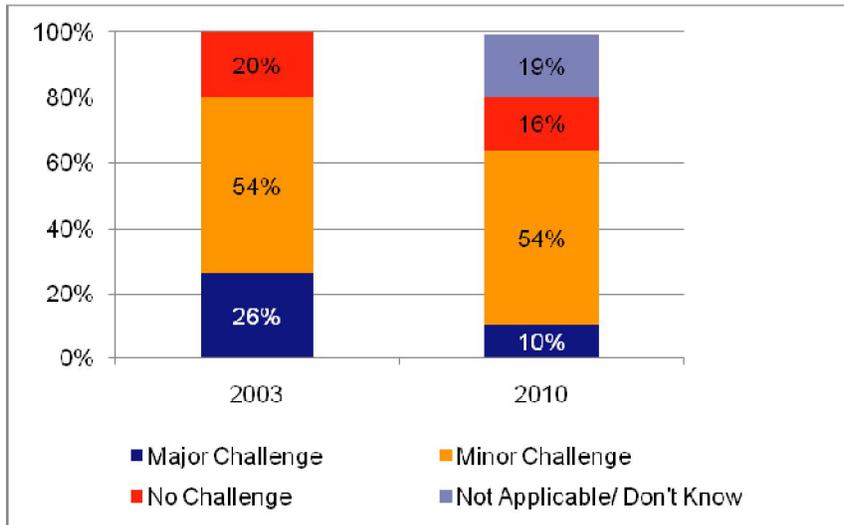
Nationally, the volunteer retention rate in 2008 was 64.5%. Statewide it was 68.6% in 2008. In this survey, 64% of organizations report that recruiting and keeping qualified volunteers is a challenge. While this question addresses several components of volunteer management, there is a strong, positive correlation between high volunteer rates and high volunteer retention rates. Since Bloomington has a higher volunteer rate than the statewide Indiana rate and the national rate, it could also be concluded that Bloomington has a higher than average retention rate for volunteers.

However, despite higher volunteer rates, and possibly higher retention rates, organizations with increasing demands still report that it is a challenge to recruit and keep qualified and reliable volunteers. In 2010, 64% of organizations reported that this was a challenge, compared to 80% in

2003. Overall, recruiting and keeping qualified volunteers moved from a major challenge to a minor challenge.

▲ As Figure 2.6 illustrates, in 2010, only 10% of organizations reported that recruiting and keeping qualified and reliable volunteers was a major challenge, compared to 26% in 2003.

Figure 2.6: Recruiting and keeping volunteers



SOURCE: 2003 SPP (n=72), 2010 SPP (n = 87)

- 42% with at least a minor increase in demand in the last year also reported at least a minor challenge in recruiting and keeping volunteers.
- 42% with a major increase in demand in the last year also reported that recruiting and keeping volunteers as a minor challenge.
- 22% of organizations with a major increase in demand over the past five years reported it as a major challenge; while 59% saw it as a minor challenge.
- 56% with a minor increase in demand over the past five years also reported a minor challenge recruiting and keeping volunteers, and 16% reported a major challenge.

Even the 25% of the organizations that had stable demand over the past five years reported that recruiting and keeping qualified and reliable volunteers was a major challenge, and another 42% reported it was a minor challenge.

7. Training and developing volunteers is a challenge.

Training and developing volunteers was a major challenge overall for 9% of organizations and a minor challenge for 49%.

One element that contributes to improving recruiting, retention, training, and developing volunteers is formal volunteer recruitment and training programs. A UPS Foundation study in 1998 and Urban Institute study in 2004 found that volunteer training programs are essential to improving recruiting, keeping, training, and developing volunteers. In the Monroe County area 42% of organizations had formal volunteer recruitment and training programs in 2003, while 52% had such programs in 2010.

Volunteer Resources

There are several resources within Monroe County that help increase the community's pool of volunteers and help link volunteers to opportunities that match their skills and interests. The Bloomington Volunteer Network (BVN) coordinates many services in support of volunteering including hosting and maintaining an online clearinghouse of volunteer opportunities. Other BVN resources include a newsletter, training on volunteer issues for local service providers, and coordinating the Volunteer VIP networking group. NPA, the Non Profit Alliance, holds periodic trainings and resource sessions for local organizations, and promotes these and volunteer opportunities through a regular electronic newsletter received by over 400 subscribers. The Area 10 Agency on Aging manages the Retired and Senior Volunteer Program (RSVP) which coordinates volunteer opportunities for residents 55 years or older in Monroe and Owen counties. In addition to acting as a clearinghouse for volunteer opportunities, RSVP runs several special programs including providing Job Coaches for low-income individuals searching for work, and the Crafting Bridges program where RSVP volunteers work with incarcerated individuals to make gifts for their children. Both Indiana University and Ivy Tech Community College operate service-learning programs that provide volunteering opportunities for their students. These are just a few of the ways that residents of this region engage in volunteer activities. There are a variety of other ways that residents can become involved in the community including through churches and other faith-based organizations, neighborhood associations, and schools.



FINANCIAL RESOURCES

Like any organization, a nonprofit cannot provide services to its clients without adequate financial resources. The Indiana Capacity Assessment: Indiana Charities 2007 research report has shown that across Indiana, 90% of nonprofits report that obtaining funding is at least a minimal challenge. SCAN 2003 reported that 70% of nonprofits found obtaining funding to be a major challenge; 21% said it was a minor challenge. In 2010, nonprofits were again asked to provide insight into the impact of financial resources on their service capacity.

▼ **SCAN 2012 shows that 51% of organizations found funding to be a major challenge, and 43% said it was a minor challenge – or 94% found it to be a challenge.**

Table 2.17 shows the results from the provider survey, which asked providers about the extent to which certain activities currently present a financial challenge to their organizations.

Table 2.17: 2010 Financial Challenges

Activity	Major Challenge	Minor Challenge
Obtaining funding or other financial resources	51%	43%
Getting foundation or corporate grants	40%	43%
Expanding your donor base	39%	39%
Getting government grants	38%	34%
Planning a capital campaign	24%	16%
Working with planned gifts	23%	23%
Having a fundraising plan	21%	29%
Writing effective grant proposals	9%	42%
Accounting or financial management	5%	19%
Having a recent audited financial statement	5%	9%
Other	33%	7%

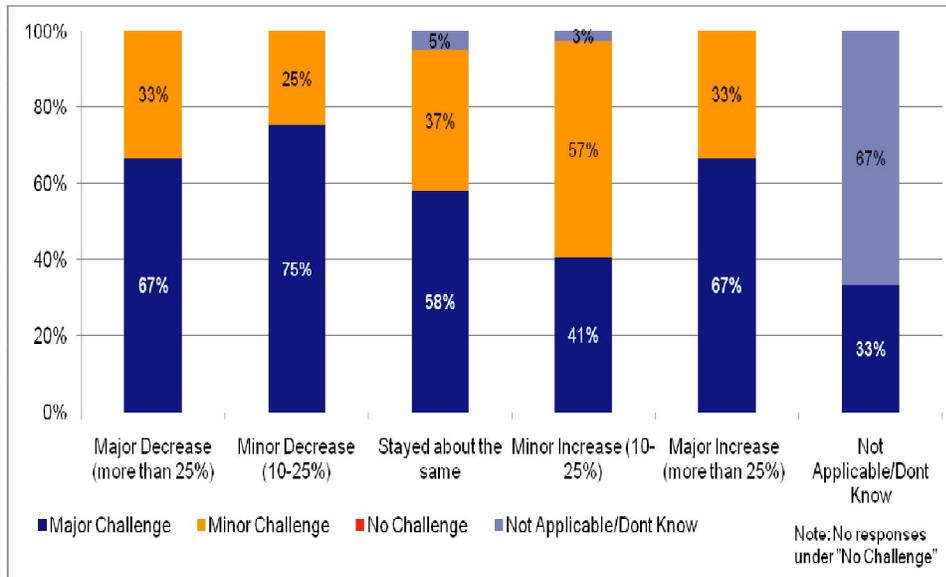
SOURCE: 2010 SPP (n=87)

Organizations most frequently cited obtaining funding, getting foundation or corporate grants, expanding the donor base, and getting government grants as major challenges. Accounting and financial management, and having a recent audited financial statement, were most frequently cited as presenting little or no challenge to organizations. (This is consistent with 2003, where 41% reported a minor challenge, and 56% no challenge on these items.)

Obtaining Funding and Other Resources

Of the organizations surveyed, 51% reported that obtaining funding or other financial resources is a major challenge, while another 43% cited it as a minor challenge. Obtaining funding or other financial resources was a challenge for almost all organizations in 2010 as can be seen from in Figure 2.7. Even 67% of organizations with a major decrease in demand found this to be a major challenge.

Figure 2.7: Challenge of obtaining funding based on nonprofit change in demand during the past year

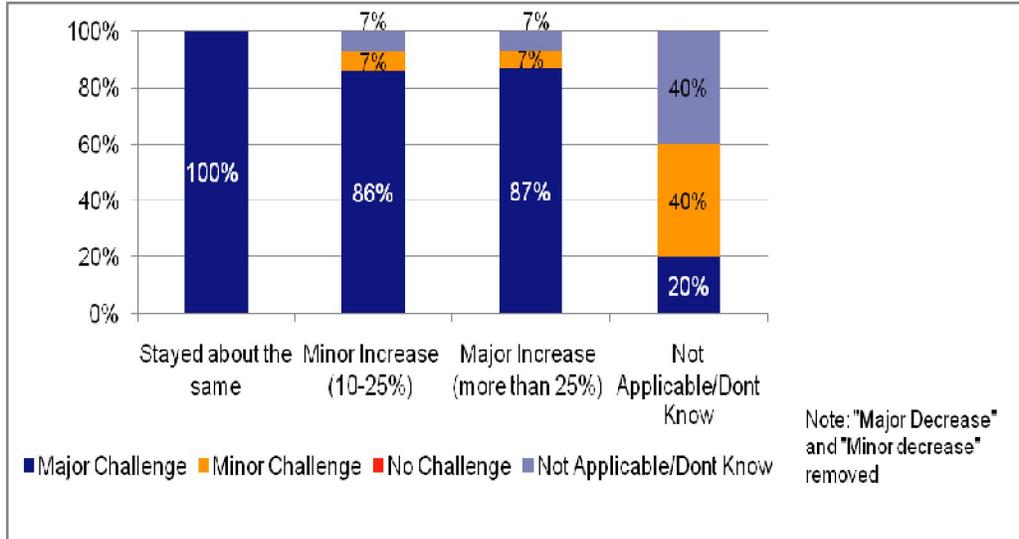


SOURCE: 2010 SPP (n=87)



Similarly, Figure 2.8 shows that most organizations have experienced a major challenge in obtaining funding, regardless of change in demand for services over the past five years. None of the nonprofits surveyed cited obtaining funding as no challenge.

Figure 2.8: Challenge of obtaining funding based on nonprofit change in demand during the past five years



SOURCE: 2010 SPP (n=87)

Source of Funding

Nonprofit organizations rely on a variety of funding sources. Table 2.18 illustrates the changes in different revenue sources from 2003 to 2010. Comparisons are made with 2003 when possible, however several items marked with an * are categorized differently. In 2010, the “stable” category was added; numbers that do not add to 100% in 2010 reflect “unsure” responses.

Most revenue sources, including special events, corporate donations, and gifts from individuals, were down from 2003 to 2010. Some exceptions include:

- Local funders like United Way (69% decreasing in 2003 and 37% increasing in 2010).
- Dues and memberships (91% decreasing in 2003 to 78% increasing in 2010).
- State grants (85% decreasing in 2003 and 47% increasing in 2010).
- Federal grants (87% decreasing in 2003 and 51% increasing in 2010).
- Fees from clients (36% decreasing in 2003 and 18% decreasing in 2010).

Table 2.18: Comparison of revenue sources between 2003 and 2010

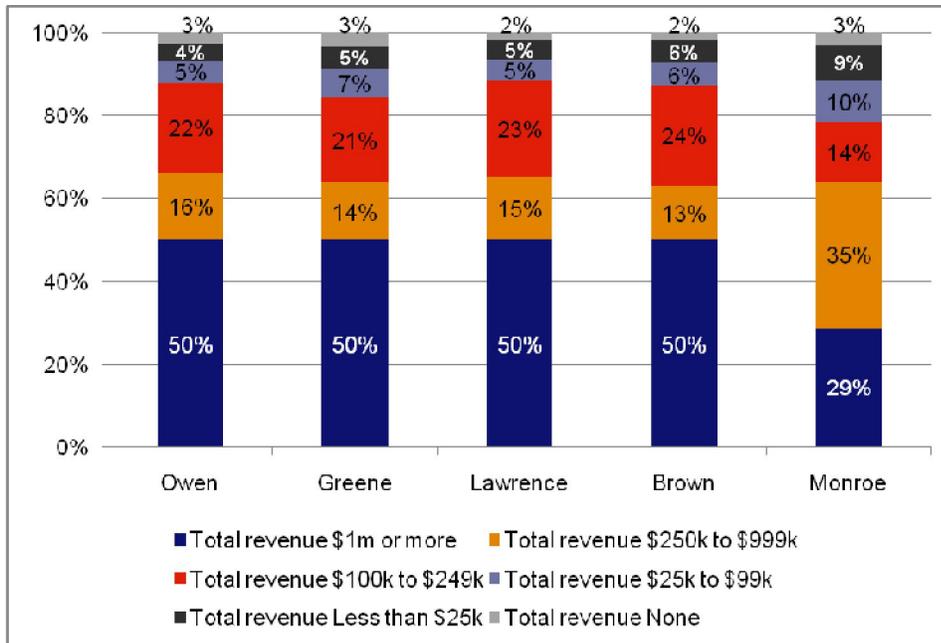
	Decreased		Stable	Increased	
	2003	2010	2010	2003	2010
In-kind income	40%	41%	8%	60%	36%
Special events (net)	38%	36%	14%	62%	34%
Businesses and corporate donations	25%	33%	23%	75%	28%
*Local funders (average of United Way, Comm. Foundation, etc.)	69%	31%	14%	31%	37%
Donations and gifts from individuals	31%	31%	26%	69%	23%
State grants (FSSA, IHCD, etc)	85%	25%	21%	15%	47%
Local grants (City & County Council, Township Trustees, etc)	45%	25%	19%	55%	44%
Federal grants (CSBG, CDBG, etc)	87%	23%	11%	13%	51%
Fees from clients	36%	18%	10%	64%	56%
Dues & member fees	91%	13%	4%	9%	78%
Endowments or investment income	44%	13%	35%	56%	47%
Other		13%	13%		75%
*Third-party reimbursements (Private insurance etc.)	43%	10%	6%	57%	81%
	(vouchers only)			(vouchers only)	
*Government reimbursements (Medicaid, Medicare)	67%	6%	8%	33%	80%
	(other public)			(other public)	

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

Nonprofit Revenues

Half of the organizations surveyed that serve households in Owen, Greene, and Lawrence counties have annual revenue in excess of \$1 million. These multi-county agencies tend to be larger organizations. Meanwhile, only 29% of organizations that serve Monroe County have annual budgets larger than \$1 million; 35% of organizations serving Monroe County have revenues between \$250,000 and \$999,000.

Figure 2.8: 2010 Total revenues by county served



SOURCE: 2010 SPP (n=87)



Financial Reporting Practices

SCAN 2003 found that most area nonprofits have sound reporting practices, an indicator of an organization’s ability and commitment to systematically self-monitor and self-assess. SCAN 2012 also concludes that overall, area nonprofits continue to maintain good reporting practices. Table 2.19 shows that the only differences were a decrease in the number of nonprofits producing an annual report in the past year compared to 2003.

Table 2.19: Nonprofit organization reporting practices

	2003	2010
An annual report produced within the last year	87%	78%
A recent audited financial statement	70%	75%
Protocols for fiscal policy (investments, flow of funds, safeguards, etc.)	66%	68%
An evaluation or assessment of program outcomes within the past two years	52%	57%

SOURCE: 2003 SPP (n=72) and 2010 SPP (n=87)

Awareness of Human Services

The 2010 Household Survey asked Monroe County residents where they would go if they needed help paying for basic things like utilities, housing, or food. Similarly, the 2010 Client Challenges Survey asked providers to report the top three places where their clients would go if they needed to access the same kind of help. On the Household Survey, more than half of respondents (60%) said they would seek assistance from family or friends first, followed by community social service agencies (20%). In contrast, provider agencies stated that their clients, who are of course more aware of available services, would seek help from community social service agencies (53%), followed by family or friends (47%). The 2003 Household Survey contained a similar question. However, respondents were only asked to identify one place, not the three, so the percentages in 2010 add up to over 100%.

Table 2.20: If you needed help paying for basic things, where would you go for help?

	Household Survey		Client Challenges Survey
	2003	2010	2010
Family or friends	55%	60%	47%
Social service agencies	7%	20%	53%
Church group	3%	19%	38%
Township trustees	7%	10%	38%
State government	0%	8%	30%
Don’t know	17%	15%	18%
Would not ask	1%	6%	11%
211	--	4%	5%

SOURCE: 2003 Household Survey (n=259), 2010 Household Survey (n=276), 2010 Client Challenges Survey (n=88)

The 2010 Client Challenges Survey, as well as the 2010 and 2003 Household Surveys, asked participants to comment on the degree of individual awareness of services available in Monroe County. An individual's level of awareness could influence the likelihood that she or he would acknowledge these agencies as a resource for meeting basic needs. The majority of respondents from each of the 2010 surveys, 67% of household respondents and 95% of providers, reported being at least somewhat aware of services available in Monroe County. By comparison, only 54% of respondents to the 2003 Household Survey said they were at least somewhat aware of services.

▲ Awareness of services has increased in 2010.

Table 2.21: Public awareness of the community social services agencies in Monroe County

	2003	2010
Very aware	16%	22%
Somewhat aware	38%	45%
Not very aware	29%	20%
Not at all aware	17%	13%

SOURCE: 2003 Household Survey, 2010 Household Survey (n=276)

Table 2.22: How aware are your clients of the community social services agencies in Monroe County?

	2010
Very aware	14%
Somewhat aware	81%
Not at all aware	5%

SOURCE: 2010 CCS (n=88)

The 2010 Client Challenges Survey also asked provider organizations to share their perceptions of the top three reasons why potential clients do not seek out their services. The most prevalent response was that clients are embarrassed (18%), followed by no access to transportation (14%).

Table 2.23: Reasons potential clients don't seek services

	2010
They are embarrassed to seek them	18%
They do not have transportation	14%
They do not realize they need them	13%
They are concerned about the cost	12%
They do not have the time	11%
Don't know	8%
They are afraid of being reported	7%
Language barriers	2%
Other	14%

SOURCE: 2010 CSS (n=88)

Current Resources for Nonprofit Capacity in the Monroe County Area

This section presents a sampling of existing resources that provide nonprofit agencies in Monroe County with access to financial, human, and information capital. Several organizations provide a large amount of training and support to nonprofit organizations in Monroe County, including the United Way, The Indiana Nonprofit Resource Network, The Nonprofit Alliance, The City of Bloomington, Indiana University, the School of Public and Environmental Affairs at Indiana University and many other departments at Indiana University and the Monroe County Library. These resources are listed in alphabetical order.

The Bloomington Volunteer Network (BVN) is a service of the Bloomington Community and Family Resources Department and aims to link local citizens interested in volunteering with organizations in need of human assistance. The BVN maintains a database of volunteer opportunities and a volunteer calendar in Bloomington along with a wish list database for nonprofit organizations. The BVN runs a professional group called Volunteer VIP and provides training for nonprofit professionals in Bloomington. In addition, the BVN maintains an online list of resources for nonprofit organizations, provides support for planning service projects, and engages volunteers in MLK day.³

The City of Bloomington provides a number of resources to registered nonprofit organizations in Monroe County. The city runs the Bloomington Volunteer Network, neighborhood grant programs, and provides funding through the Community Development Block Grant program,⁴ Additionally, the City encourages volunteering through MLK Day⁵ and other events, and supports individual nonprofit organizations with emergency funding, technical assistance and other support.

Community Foundation of Bloomington and Monroe County helps local nonprofits build endowments, work with planned giving, and develop their financial capacity. It offers periodic workshops on these topics.⁶

The Indiana Nonprofit Resource Network (INRN) provides regional workshops for nonprofits aimed at boosting voluntarism, developing leadership, and aiding with grant writing. INRN also provides networking opportunities for organizations within its four regions and throughout Indiana.⁷

Indiana University (IU) is committed to its community, and provides several programs to enhance the nonprofit sector. Especially through the School of Public and Environmental Affairs and the Office of Service-Learning, IU supports the nonprofits in Monroe County and surrounding counties.

School of Public and Environmental Affairs (SPEA) at Indiana University offers programs for future public and nonprofit sector managers, researchers, and consultants. It also provides capacity-building resources directly to community nonprofits. SPEA students are active community volunteers both independently and through student organizations and programs like the Nonprofit Leadership Alliance, Service Corps, and Students Taking Active Roles Today (START). Service Corps is an experiential learning Work-study program that places students in local nonprofit and public organizations in the community.⁸ START is a student organization that promotes volunteerism and community service within Monroe County.⁹ SPEA also hosts free lectures for SPEA students and nonprofit professionals. A number of classes at SPEA are service-learning classes, including the v600 Capstone course that is designed to create a professional product and synthesize knowledge gleaned from other coursework.

IU Office of Service-Learning (OSL) provides Service-Learning courses at IU that are designed to identify real community needs and equip students with the knowledge and skills they need to

meet them. OSL provides Service-Learning courses in a variety of disciplines, meeting the variety of needs within the community.¹⁰

Indiana Youth Institute (IYI) provides data research, trainings, webinars, conferences, consulting, grants, and a help line to youth workers and youth-serving organizations in Indiana at minimal or no cost. Its programs and services are designed and maintained through unbiased data analysis and are reviewed quarterly.¹¹

Ivy Tech Community College provides courses in nonprofit management, as well as a lecture series open to nonprofits in the community. Recent lecture series topics have included creating partnerships, board development, marketing on a tight budget, event planning, grant writing, and volunteer management.¹²

The Monroe County Public Library (MCPL) provides the Indiana Room as a resource to nonprofits. In the Indiana Room, United Way of Monroe County funds access to the Foundation Center database and the Foundation Center Online Professional, detailed databases including information about grants, 990s, financial development, and regional and national trends. MCPL also provides meeting spaces, free of charge, to hold training sessions and informational meetings to inform the public of current issues.¹³

The Nonprofit Alliance (NPA) is an all volunteer “collaboration among some 400 (nonprofit) organizations in and around Monroe County.” The NPA’s mission is to “to enrich the local community by strengthening the nonprofit sector through communication, collaboration, professional development and outreach.” The NPA distributes a weekly electronic email that “that keeps the nonprofit community informed about events, funding opportunities, trainings, job openings, personnel transitions, professional resources, and new research.” The NPA also organizes workshops and training events.

United Way of Monroe County works with 25 certified member agencies and other partners, to ensure that Monroe County residents have the building blocks for opportunity: education for life and career, earnings that allow people of all ages and abilities to be self-sufficient, and the essentials (access to food, housing, health care, and emergency services). United Way has special programs that help meet these objectives, including Born Learning to help children in the community enter school ready to learn... just like the stay-in-school initiatives are ensuring they will graduate ready to earn. United Way of Monroe County also has a Nonprofit Resource Center that is available to local nonprofit organizations at no charge. In partnership with the Monroe County Library, nonprofits have access to books and journal articles that will provide guidance on strategic planning, fundraising, and marketing, among other important topics. United Way sponsors the 2-1-1 information database in conjunction with Area 10 Agency of Aging and the Indiana 2-1-1 Partnership. More information on Monroe County United Way’s efforts to aid nonprofits in the fundraising and grant writing process can be found on their website at www.monroeunitedway.org.