Environmental Scan for Provision of Quality of Life Services in Macomb County

Prepared for Advancing Macomb

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Executive Summary

This environmental scan assesses the reported needs of both nonprofit charitable organizations and municipal government quality of life programs in Macomb County. The following needs assessment specifies resource gaps identified by nonprofit organizations that are limiting factors on their ability to enhance the quality of life for communities in Macomb County. This needs assessment also characterizes resource barriers municipalities face that serve to limit municipal delivery of quality of life programs.

Two similar surveys were developed to this end; one survey was distributed to nonprofit organizations in Macomb County, and the other was distributed to municipal governments in the county. Each survey asked about staffing, volunteer engagement, existing revenue, programs and services currently offered, obstacles to program success, unmet needs, and organizational characteristics. Additional organizational data was added from public IRS records for nonprofit organizations and from the Census Bureau for municipalities to provide greater context for the responding organizations and municipalities. The survey design mirrored aspects of previous research conducted in Macomb County. This approach was requested by Advancing Macomb in order to provide comparable results to those of existing studies.

Both surveys were distributed electronically via email. In addition to the electronic survey distribution, phone calls were made to follow up with potential respondents who did not initially respond to the electronic survey; an abridged survey instrument was completed on these phone calls. This was done to increase the response rate and enhance the generalizability of the survey results.

Reported Needs

The results of the surveys characterize the needs of both nonprofit organizations and municipalities in Macomb County for providing and expanding programs and services designed to improve quality of life for county residents. Nonprofit organizations reported facing barriers to fundraising, marketing, and storytelling; municipalities reported staff capacity as a barrier to providing and expanding quality of life services.

A need for additional funding sources was identified by both nonprofit organizations and municipalities. Sustainable funding mechanisms were seen as more valuable than one-time funding efforts by both nonprofits and municipalities. Also, both nonprofit organizations and municipalities currently receive limited funding from corporate donations, foundation support, and grants.

Nonprofit organizations and municipalities identified limitations in staff capacity as a significant barrier to their volunteer recruitment efforts.

Recommendations

Addressing the needs identified by nonprofit organizations and municipalities will be necessary for increasing quality of life service provision in Macomb County. While these needs create barriers, there is opportunity to address these needs.

Facilitating Collaboration

Facilitating collaboration can address the underlying issues creating barriers for nonprofit organizations and municipal quality of life programs. Specifically:

1) Fostering collaboration between service providers, whether nonprofit organizations or municipal governments, and funding organizations or for-profit organizations can create opportunities for funding and volunteer recruitment.
2) Fostering collaboration between nonprofit organizations can create opportunities to qualify for additional grant funding that supports collaborative initiatives.
3) Fostering collaboration between nonprofits and municipalities can leverage the unique resources each has access to.

Connecting Funding with Identified Needs

There is need for a conduit connecting funding opportunities with community needs. Many nonprofit organizations and municipal quality of life services are currently disconnected from potential funding sources, particularly corporate donations, foundation support, and grants. Fostering relationship building between funding organizations and service providers could significantly address current barriers to expanding quality of life services in Macomb County. This also has the potential to change or grow the philanthropic culture in Macomb County, which could foster increased access to and availability of philanthropic funding.

Creating Pathways for Volunteers

Limited staff capacity currently hinders volunteer recruitment for both nonprofit organizations and municipal governments. Creating pathways linking potential volunteers with quality of life programs would directly address this barrier. Facilitating such connections would not only connect nonprofit organizations and municipalities with potential willing volunteers, but needs for volunteers with specialized skills could also be met more easily.

Analysis and Methods Overview

This environmental scan serves as a needs assessment for both nonprofit organizations and municipalities in Macomb County regarding programs and services that focus on improving quality of life for residents. These surveys allow programs and services to be characterized based on program type, resources utilized, and factors that hinder the provision or expansion of these programs and services. This approach also provides insights and guidance for facilitating philanthropy, volunteer recruitment, and other types of assistance that will increase the capacity of nonprofit organizations and municipalities in Macomb County to enhance the quality of life of local residents.

Two separate survey instruments were developed: one for nonprofit organizations and a separate, but similar, instrument for municipalities. These surveys were designed to provide understanding about the current status of needs, some of which were identified in past studies in Macomb County. The survey questions focused on the following areas:

- Staffing
- Volunteer engagement
- Existing revenue patterns and issues
- Quality of life programs and services currently offered
- Obstacles to program success
- Unmet needs
- Basic organizational characteristics

The survey questions were designed to allow Advancing Macomb to compare results of previous research on capacity and organizational needs in Macomb County. Additional organizational data for nonprofit organizations was also gathered from public IRS reports to provide greater context for the survey respondents.

The municipality survey population consisted of all municipalities in Macomb County. The nonprofit survey population was identified from a list of all nonprofit organizations registered with the IRS and located in Macomb County. This list was then filtered for organizations likely to be providing quality of life service. Email addresses for these nonprofit agencies were obtained through web searches. This process yielded 143 valid email addresses. An additional list of 25 nonprofit organizations was provided by Advancing Macomb.

The surveys were distributed electronically. Prior to emailing invitations to participate in the survey, all nonprofit organizations with contact information provided by Advancing Macomb were contacted by phone and received a personal email explaining the survey. All municipalities were also contacted by phone and with personal emails explaining the survey project. Reminder emails were sent to those invited to participate in the research in order to increase response rates. Furthermore, attempts were made via telephone to contact those not responding to the emailed surveys, and an abridged survey was administered over the phone. This was done to increase response rates and the generalizability of the survey results.

A total of 32 nonprofit organizations responded to the survey; this represents a 52% response rate for the organizations identified by Advancing Macomb. The response rate for organizations identified through IRS registration was 13%. A total of 12 municipalities responded to the survey, with a response rate of 44%. Based on the organizational characteristics of the nonprofit organizations and

municipalities responding to the surveys, the survey respondents were judged to be representative of the target population. This means that the survey results can be generalized to the county and provide meaningful insight into the needs of nonprofit organizations and municipalities in Macomb County.

Nonprofit Organizations

Nonprofit organizations in the survey sample generally reported receiving very little foundation support, and that grants and corporate donations typically comprised a relatively small portion of their revenue. Strategies that could facilitate corporate donations and foundation support or programs that provide assistance with grant applications were identified as areas of need. Fostering relationships between organizations that could jointly apply for grants may also be helpful. Such strategies have the potential to significantly impact the revenue of nonprofit organizations in Macomb County by addressing the needs identified by respondents. Furthermore, nonprofit agencies indicated that assistance focusing on sustainable funding sources would be consistent with their organizational priorities.

Organizations reported the following barriers to volunteer recruitment:
1) Lack of funding
2) Difficulty identifying willing and committed volunteers
3) An existing lack of staff

Organizations reported that volunteers are primarily recruited by either agency staff or members of the Board of Directors. Responding organizations identified three significant issues limiting the capacity of staff to recruit volunteers:
1) Limited marketing capacity and knowledge
2) Limited volunteer training capacity
3) Limited volunteer management capacity

Because responding organizations generally do not primarily recruit volunteers through relationships with other organizations, facilitating relationships between nonprofit organizations and other organizations in the community could expand volunteer capacity while reducing the demand on existing organizational staff.

Respondents were asked to identify barriers making it difficult to expand capacity and to secure the funding essential to provide or expand services. Nonprofit organizations reported a wide range of barriers, and the most common were programming issues, especially funding, and the lack of cooperative relationships, especially in relationships between nonprofits and potential donors.

Medium Size Nonprofit Organizations

Previous research on nonprofit capacity building in Macomb County identified a deficit of medium size nonprofits that provide services other than crisis response. In this project the survey responses of medium size nonprofit organizations were analyzed separately. Organizations reporting between $100,000 and $1 million in annual income to the IRS were identified. These organizations provided a mix of services similar to that of the full survey sample.

Funding for medium size organizations was identified as more stable than for the full survey sample. However, similar to the full sample, medium size organizations do not, on average, receive much of their revenue from corporate donations, foundation support, or grants.

These organizations also primarily rely on organizational staff or the Board of Directors for volunteer recruitment. Even though medium size organizations do typically have more staff resources than small organizations, some of the medium size organizations did identify staff capacity as a significant barrier to volunteer recruitment.

Medium size nonprofit organizations also reported similar barriers to expanding capacity and securing funding essential to provide or expand services as did organizations in the full sample. In general, actions designed to assist nonprofit organizations in response to the needs of the full survey sample are also appropriate for medium size nonprofit organizations.

Municipal Governments

The responding municipalities reflected a wide range of population and median household income according to Census Bureau data. A full range of quality of life services are provided by municipal respondents. Sharing of services with neighboring communities is also common. This means that any increases in quality of life services provided by one municipality has the potential to impact residents of the broader region.

Small communities tended to report a reliance on nonprofit organizations to provide services to residents, presumably because of limited government capacity in those communities. There is an opportunity for increased collaboration between municipalities and nonprofit organizations both in these small communities and as well as in larger municipalities.

Many municipalities receive limited external funding supporting quality of life services. Overall, external funding for quality of life services is much more common in larger municipalities than in smaller communities. All communities with a population over 8,000 reported receiving some funding from external sources, while only one third of municipalities smaller than 8,000 residents received any external funding. Almost all municipalities reported limited corporate support, and there was almost no reported grant or foundation support for quality of life programs by any of the municipalities.

Funding for quality of life programs is highly stable for most municipalities. Furthermore, one municipality reported a hesitancy to start any new program with funding that is not likely to continue in future years because residents would expect the new program to continue, and the municipality would incur additional fiscal burden to continue the program. Also, not all municipalities reported a desire to expand quality of life services even if the necessary financial resources were available; anecdotal evidence from interviews suggests that small communities have limited capacity to deliver additional services.

Large communities have significantly more paid employees providing quality of life services than do small communities, while small communities are more likely to use volunteers to aid in providing these services. Responding municipalities that do use volunteers reported only a small number of volunteers. While not universally desired, most municipalities reported that they would value additional volunteers. Not all municipalities indicated they had barriers to recruiting volunteers. However, those that did report barriers to recruiting volunteers indicated a lack of staff time was a factor in their having a lack of available volunteers. Interestingly, municipalities did not indicate that a lack of volunteers was a limiting factor to expanding quality of life services.

Finally, when asked about barriers to expanding capacity for quality of life services and barriers to securing funding essential to provide or expand quality of life services, municipalities reported relatively few barriers. Limited staff capacity for expanding services was a recurring theme that limited expansion of quality of life services.

Fostering Service Provision

Both nonprofit organizations and municipalities in Macomb County reported limited funding from corporations, foundations, and grants. At the same time, both nonprofit organizations and municipalities do pursue sustainable funding sources. As such, new corporate, foundation, or grant funding for new or expanded services would be most valuable if it were sustainable.

Volunteer recruitment is hindered by a lack of staff capacity in both nonprofit organizations and municipalities. Both also expressed difficulty in identifying and recruiting committed volunteers. This would indicate that there may exist an opportunity to foster volunteer recruitment through building relationships between nonprofit organizations, municipalities, and for-profit organizations.

There is an opportunity for greater collaboration between nonprofit organizations and municipalities in Macomb County. Such partnerships could leverage the resources of both the public and nonprofit sectors, creating the potential to address the sustainability concerns of both nonprofit organizations and municipalities. In general, relationship building between organizations has the potential to foster expanded quality of life services by increasing volunteer recruitment and fostering connections between service providers and those in a position to provide funding.

Detailed Analysis and Complete Data for Nonprofit Survey

The following analysis details the resources and services, philanthropic needs, volunteer needs, and barriers for nonprofit organizations. The number of respondents, reported as "N" in the statistic tables, varies with each question because different respondents may have skipped different questions. Also, the open response comments received from survey respondents included in this report were not edited for grammar or spelling; these comments are reported as submitted by respondents.

Resources and Services

Respondents to the nonprofit survey represent an appropriately wide spectrum of nonprofit organizations in Macomb County. The broad range of responses points to a survey population that is representative of a broad range of organizations, making the survey results generalizable for Macomb County.

Responding organizations range from entirely volunteer to having a significant paid staff. The number of volunteers in a typical month varied greatly as well, ranging from zero to 2,000. Excluding the one organization in the sample with 2,000 volunteers in a typical month, responding organizations averaged 33 volunteers in a typical month. During interviews, some organizations also reported large spikes in the number of volunteers for special projects.

Table 1.1
Number of Employees

How many paid employees work for your organization?

	Minimum	Maximum	Mean	Standard Deviation	N
Full-time employees	0*	17	3.7	5.5	21
Part-time employees	0*	38	4.7	8.4	22

*0 indicates all volunteer agency

Table 1.2
Number of Volunteers

How many volunteers do you have in a typical month?

	Minimum	Maximum	Mean	Standard Deviation	N
Volunteers	0*	2,000	98.1	362.0	30

*0 indicates all volunteer agency

Of the responding organizations that reported financial information to the IRS on Form 990, total assets ranged from just shy of $7,000 to $4.4 million and annual income ranged from $32,518 to almost $1.9 million. This represents a broad range of financial capacity among survey respondents.

Financial resources reported to the IRS on Form 990

Table 1.3

Financial

Resources

	Minimum	Maximum	Mean	Standard Deviation	N
Total Assets	6,670	4,430,781	678,498	1,122,079	16
Annual Income	32,518	1,870,001	481,377	525,325	16

Responding organizations provide a variety of services, with the exception of international and foreign affairs. The primary types of services offered across the respondents were arts, culture & humanities, education, health, human services, and public, societal benefit.

Table 1.4
Services
Offered

How would you best describe the services you offer? Select all that apply.

	Percent of Respondents
Arts, culture & humanities	33%
Education	53%
Environment & animals	7%
Health	30%
Human services	57%
International & foreign affairs	0%
Public, societal benefit	37%
Religion-related	13%
Mutual/membership benefits	7%
Other (specify)	10%

Responses for Other (specify): social support for young adult cancer; Support Local Economy; Housing for homeless families

Figure 1.1
Services
Offered

How would you best describe the services you offer? Select all that apply.
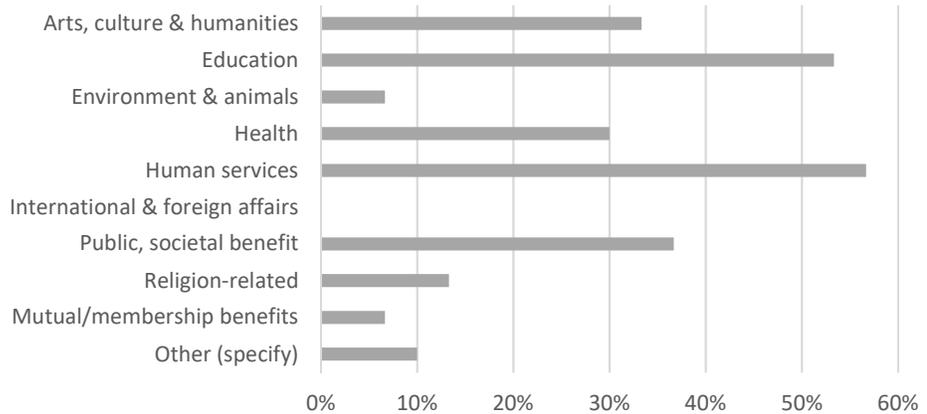
There was a broad range reported in the number of clients served by the responding organizations. One responding organization reported serving 1.5 million clients because they provide environmental service to a broad geographic area; that response is an outlier and the services are of a unique nature. The median number of clients served, 500, more accurately describes the typical respondent.

Table 1.5
Number of Clients Served

How many clients did you serve last year?

	Minimum	Maximum	Median	Standard Deviation	N
Number of clients	3	1,500,000	500	273,287	29

Many responding organizations operate in a regional mindset, serving the metro area. However, they may tend to emphasize serving residents of Macomb County.

Table 1.6
Percent of Clients Living in Macomb County

What percent of the clients you serve live in Macomb County?

	Minimum	Maximum	Mean	Standard Deviation	N
Percent of clients	10%	100%	59.7%	32.4%	30

Philanthropic Needs

Identifying existing resources and characterizing programs needing additional support assists in identifying financial gaps that create barriers to service delivery. These findings help provide guidance for facilitating philanthropy in Macomb County.

Respondents were asked what percent of revenue is from the following sources: fee for service, individual donations, corporate donations, grants, foundation support, and other. The high maximum values for each revenue source reflect the diversity among small organizations with unique funding structures. In general, organizations significantly rely on individual donations, as can be seen by comparing the mean revenue contribution of each funding source.

The typical nonprofit organization receives very little foundation support, and grants and corporate donations typically comprise a relatively small portion of revenue. There is an opportunity to significantly impact the revenue of nonprofit organizations in Macomb County by facilitating corporate donations and foundation support or providing assistance with grant funding.

Table 1.7
Nonprofit
Revenue
Sources

What percent of your revenue is from:

	Minimum	Maximum	Mean	Standard Deviation	N
Fee for service	0%	90%	17%	29%	31
Individual donations	0%	100%	45%	35%	31
Corporate donations	0%	80%	18%	19%	31
Grants	0%	83%	11%	19%	31
Foundation support	0%	26%	5%	8%	31
Other (Specify)	0%	98%	5%	18%	31

Responses for Other (Specify): Commission on artwork sales, local groups, Churches, Fundraising Events, Fundraising, Dues and misc.

Figure 1.2
Nonprofit
Revenue
Sources

What percent of your revenue is from:
Mean of responses
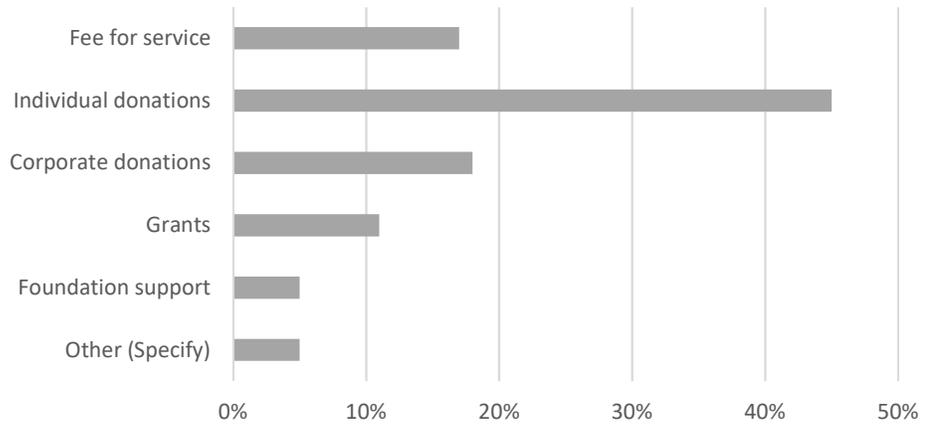
Nonprofit organizations reported relatively stable funding. While there is significant variation across organizations, the mean percent of current revenue coming from new sources was reported to be only 24%. During one interview, an executive director reported that a significant accomplishment since her hire has been to increase donor retention. This is anecdotal evidence that sustainability via consistent funding is important to organizations. Funding assistance provided to nonprofit organizations should focus on sustainable funding sources rather than one-time funding.

Table 1.8
Revenue
Stability: New
Sources

What percent of current fiscal year revenue is from new sources?

	Minimum	Maximum	Mean	Standard Deviation	N
Percent of revenue	0%	100%	24%	26%	25

Nonprofit organizations were also asked about consistency of funding sources another way. When asked how much revenue sources change from year to year, the vast majority reported that 25% or less of revenue is from new sources each year; 52% reported that less than 25% of revenue is from new sources each year, and another 32% reported that about 25% of revenue is from new sources each year. Only 3% reported that a majority of revenue is from new sources each year.

Table 1.9
Revenue Stability: Changing Revenue

How much do your revenue sources change from year to year?

	Percent of Respondents
Less than 25% of revenue is from new sources each year	52%
About 25% of revenue is from new sources each year	32%
About 50% of revenue is from new sources each year	13%
About 75% of revenue is from new sources each year	0%
More than 75% of revenue is from new sources each year	3%

Figure 1.3
Revenue Stability

Percent of revenue that is from new sources each year
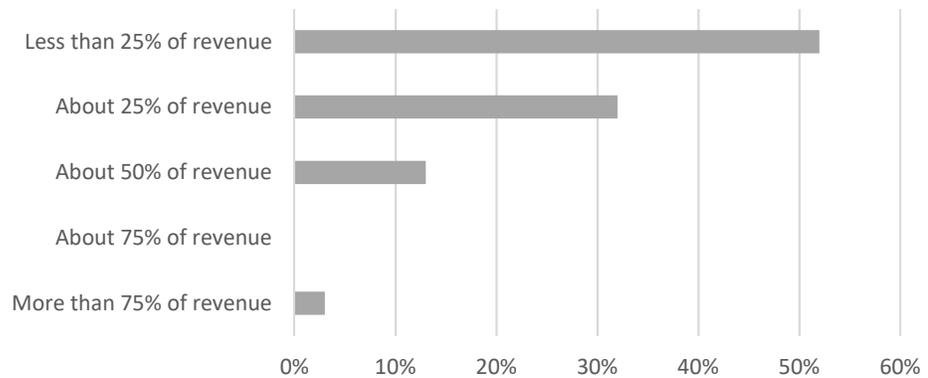
Volunteer Needs

When asked whether minorities hold leadership roles as executive staff, board members, or as a program manager/director, a majority of respondents reported that board membership includes minority members. Just over half of respondents reported having minority executive staff. Some of those same organizations also reported minority program manager/directors; note that the program manager/director position does not exist at all responding organizations. While beyond the scope of the survey, the greater prevalence of minority board membership than executive staff may be a result of small organizations having more board members than executive staff.

Table 1.10

Minorities in Leadership Roles

Do minorities hold leadership roles? Select all that apply.

	Percent of Respondents
Executive Staff	38%
Board Membership	53%
Program manager/director	19%
Any of the above	66%

Figure 1.4

Minorities in Leadership Roles

Do minorities hold leadership roles? Select all that apply.
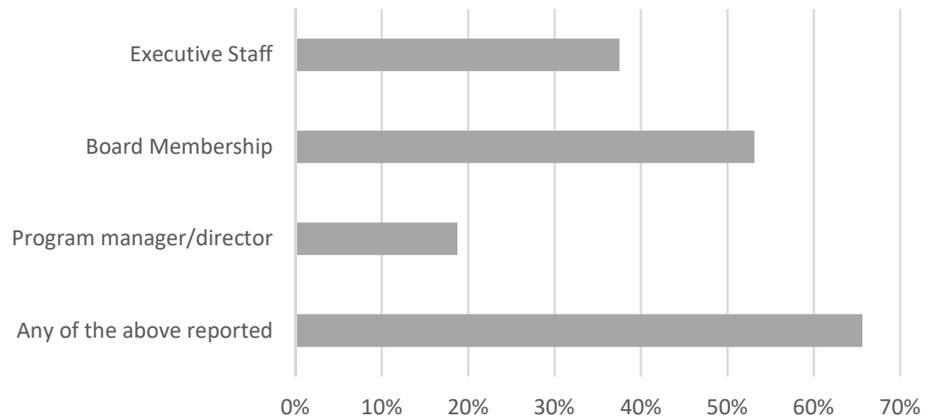
Volunteers are primarily recruited by organizational staff or the Board of Directors. Relationships with other organizations was the least common primary recruitment strategy; facilitating such relationships may have the potential to expand the recruitment capacity of nonprofit organizations in the county. In addition, a number of organizations reported that a lack of staff is a significant barrier to recruiting the volunteers necessary to provide or expand services; facilitating relationships between nonprofits and other organizations in the community could expand volunteer capacity with limited increased demand on existing organizational staff.

Table 1.11
Volunteer
Recruitment

How are volunteers, including board members, primarily recruited?

	Percent of Respondents
By existing volunteers	19%
By organizational staff or members of the Board of Directors	38%
Through relationships with other organizations	9%
Social media or website	22%
Other (specify)	13%

Responses for Other (specify): all of the above, all of the above and newspaper articles, all of the above except organizational staff, volunteer board

Figure 1.5
Volunteer
Recruitment

How are volunteers, including board members, primarily recruited?
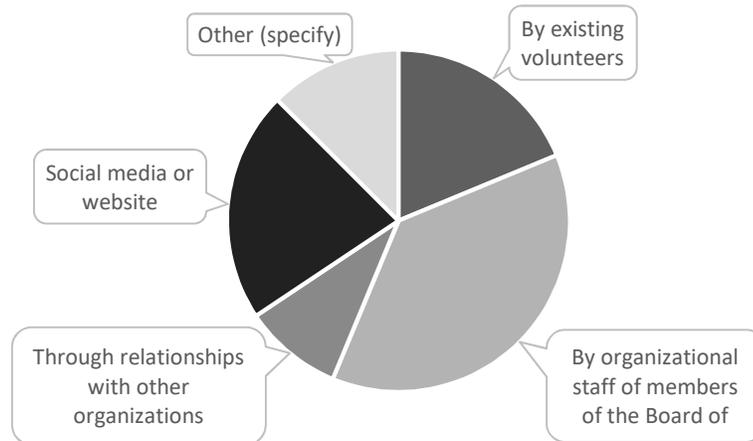
When asked what significant barriers, if any, make it difficult to recruit the volunteers necessary to provide or expand services, responses were provided that can be categorized into three categories of barriers: funding, identifying willing and consistent volunteers, and a lack of staff. When describing a lack of staff, respondents described three areas of capacity limitations: marketing capacity and knowledge, volunteer training capacity, and volunteer management capacity. Organizational staff often has a limited capacity to identify, train, and manage volunteers. Assistance identifying, training, and managing volunteers would address this barrier making it difficult for organizations to provide or expand services.

Table 1.12 Barriers to Volunteer Recruitment	*What significant barriers, if any, make it difficult to recruit the volunteers necessary to provide or expand your services?* *(These are unedited replies from respondents)*
	• Potential volunteers not having time
	• none
	• none
	• Lack of staff to facilitate social media and website, and to manage the recruiting process
	• We do not have an issue with this
	• We require background checks for volunteers as we provide services for children. This can be a barrier for some and an extra cost for us.
	• As a recent start-up with a very small budget, we are limited to using free events and social media to make our existence known and attract additional volunteers.
	• Lacking in revenue to create proper, professional marketing tools to secure interest in volunteering
	• Most volunteers need training to provide and connect people to on-going support services for homeless families (social work) skill sets. Consistency of volunteers and staff to build and maintain the bridges across service organizations to provide more coordinated services for homeless families, changing the culture of giving to increase resources available for those not benefiting from the county's $34 billion economy, need for more affordable housing, permanent supportive housing, and year-round homeless center to replace rotating homeless shelters.
	• Public Awareness
	• Finding folks willing to volunteer their time during the day without breaking from their full-time jobs as skilled trades people.
	• Individuals willing to work with recovering people.
	• Many times volunteers come to us as survivors of past abuse. Although their intentions are good, they are at risk of being triggered by hearing the stories of our clients, or they actually sought us out in an attempt to heal themselves, not to help the child victim. Also, the topic of child sexual abuse can be very offputting to people for many reasons. People would rather

pretend it doesn't exist, or that it couldn't happen in their community, or they may be dealing with the memories of their own abuse. Having an open discussion about the work we do can be difficult. Also, because of the highly sensitive and confidential nature of the work we do, volunteer opportunities with direct client contact is usually reserved for masters-level interns. Many potential volunteers are looking for an opportunity to have contact with kids and families, and are disappointed that we don't offer that.

- Most volunteers are older and have issues with computer use.
- STaff capacity to recruit and nurture
- marketing
- Funding to have product for volunteers to assemble for distribution of our comfort bags to other non-profits supporting their missions. THe bags are designed to brighten and inspire the live of children and young adults
- MARKETTING
- Coming up with a system to sustain them and building a system of roles and responsibilities that will hold them accountable.
- Knowledge of areas to promote/pull volunteers from, finding volunteers passionate about our mission, hours & needs of our organization
- Funding resources and connections

When asked what specialized volunteer skills would significantly help build capacity to provide services, respondents identified two types of skills. First, some respondents identified professional skills that would be helpful. For example, in one interview an Executive Director descried a need for volunteers to assist with grant management activities, such as accounting. Second, respondents reported that simply identifying willing volunteers would significantly help build capacity. Connecting willing volunteers with nonprofit organizations in Macomb County would significantly build capacity to provide services. While willing volunteers with specific professional skills would be helpful to some organizations, others would simply benefit from additional willing volunteers.

Table 1.13
Desired Volunteer Skills

Are there specialized volunteer skills that would significantly help you build your capacity to provide services?
(These are unedited replies from respondents)

- Willingness to serve, friendly smile, giving heart
- Understanding technology & software
- people wanting to serve on steering committees; fundraising
- Special education background
- Pro bono fundraisers or marketing professionals
- Professional support (finance, accounting, legal, etc.)
- Persons with social worker skills to help people access coordinated services, fund development skills to increase funding for service activities,
- We need volunteers to donate teddy bears. We need workers who know how to book cruises or vacation packages by calling a supplier, not a travel agency.
- Volunteers with experience in Clay Modeling/Sculpting, as well as Machining/Welding would fill our current need for volunteers.
- People in recovery willing to go the extra mile
- We are always looking to engage new board members and volunteers to help us raise awareness and funds for our programs.
- Computer training? Some older folks are still just afraid of computers.
- not sure
- marketing services, social media, and website development and administration
- MARKETTING AND FUNDRAISING
- No.
- Ability and willingness to: 1) perform physical activity in all types of weather, 2) reach out and interact with public, 3) self-motivation and self-starter.

Barriers

Respondents were asked what barriers make it difficult to expand capacity and what barriers make it difficult to secure the funding essential to provide or expand services. Four categories of potential barriers were listed: 1) professional services, staffing and volunteers; 2) program issues; 3) organizational issues; and 4) cooperative relationships. Each of these categories was comprised of 4 or 5 specific potential barriers. These barriers follow those used in an existing needs assessment in Macomb County; this was done to provide further insight into the needs of nonprofit organizations in the county.

All of the individual barriers to both expanding capacity and securing the funding essential to provide or expand services were each identified by several organizations as being a barrier; there is a perceived need to address all of these potential barriers by at least some organizations. The issues most likely to be identified by respondents as barriers relate to program issues, especially funding, and cooperative relationships, especially relationships between nonprofits and potential donors.

What significant barriers, if any, make it difficult to:

Table 1.14 Potential Barriers			Expand your capacity? (% of respondents)	Secure the funding essential to provide or expand your services? (% of respondents)
Professional services, staffing & volunteers		Lack of professional development (Opportunities for skills training, coaching, and leadership development)	30%	39%
		Lack of professional services (Challenges related to legal, accounting, human resources, and IT needs)	26%	30%
		Lack of recruitment & retention (Recruiting and retaining a talented workforce)	30%	17%
		Lack of volunteers (Recruitment and management of volunteers to augment organizational capacity)	52%	35%

		Expand your capacity? (% of respondents)	Secure the funding essential to provide or expand your services? (% of respondents)
Program issues	Lack of awareness & diagnosis (Identification, knowledge and understanding of problems or needs)	52%	48%
	Lack of evaluation of impact (Measuring outcomes and impact of programs and the organization as a whole)	43%	43%
	Lack of startup funding (Obtaining funding through grants or generating revenue)	52%	57%
	Lack of sustainable funding (Obtaining funding commitments for ongoing support)	65%	83%
Organizational issues	Lack of advocacy & collective action (Working to promote a cause, and organizing to collectively take action)	30%	26%
	Existing nonprofit culture (Attitudes, practices, and norms associated with nonprofits and the nonprofit sector)	26%	22%
	Organizational internal systems (Systems for internal communications, finances, policies & procedures, etc.)	26%	22%
	Lack of storytelling & marketing (Telling the story of the work, marketing outcomes for different audiences)	43%	39%

		Expand your capacity? (% of respondents)	Secure the funding essential to provide or expand your services? (% of respondents)
Cooperative relationships	Lack of access (Pathways needed to connect with funders, resource providers, and resources)	70%	57%
	Lack of collaboration & partnership (Working together; issues related to how or why nonprofits work together)	43%	30%
	Competition (Competition as a barrier to nonprofits working together)	39%	39%
	Inequity (Systematic disparities in power, respect, and access to resources)	52%	39%
	Existing philanthropy (The culture of philanthropy; the relationships between nonprofits and private donors)	74%	52%
	Other (specify)	13%	17%
	No barriers are experienced	0%	0%

Responses for Other (specify): marketing; Resistance to involvement with faith based organizations; audited financials are too expensive for us, and this bars us from many grants; As an agency serving child victims of sexual and physical abuse, we can not use our clients to help market our organization. We sometimes feel at a disadvantage against "feel-good" childrens' charities where donors are able to see (and sometimes actually meet) the children who will benefit from their donation.

Figure 1.6
Potential
Barriers
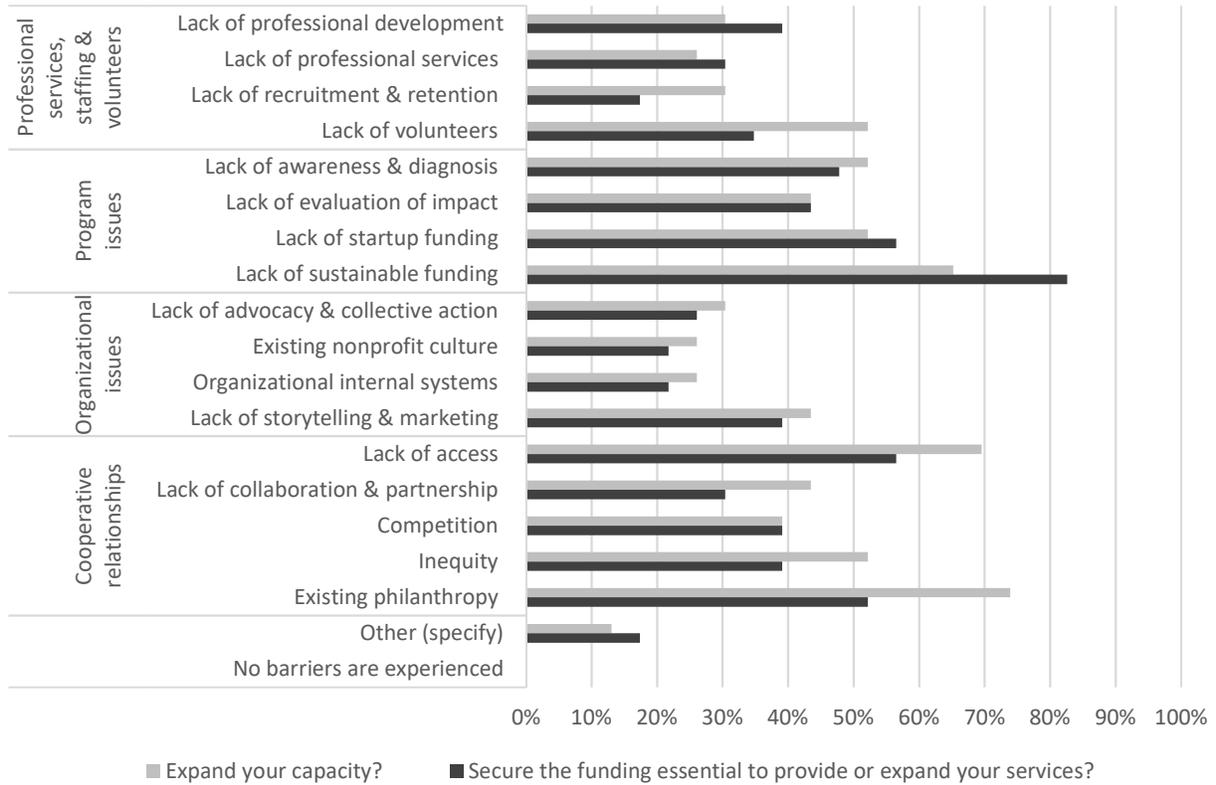
What significant barriers, if any, make it difficult to:

Expand your capacity?   Secure the funding essential to provide or expand your services?

Medium Size Nonprofit Organizations

Previous research on nonprofit capacity building in Macomb County identified a deficit of medium size nonprofits that provide services other than crisis response. In order to understand the needs of such organizations, a subset of the survey responses was identified for further analysis. Using income data reported to the IRS, responding organizations with an income between $100,000 and $1 million were identified in the survey sample. The following analysis focuses only on these medium size organizations.

The responding medium size organizations provide a similar scope of services compared to the full survey sample. As was true for the full survey sample, the primary types of services offered across the medium size respondents were arts, culture & humanities, education, health, human services, and public, societal benefit.

Table 1.15

Medium Size Orgs: Types Services Provided

How would you best describe the services you offer? Select all that apply.

	Percent of Respondents
Arts, culture & humanities	40%
Education	70%
Environment & animals	20%
Health	50%
Human services	60%
International & foreign affairs	0%
Public, societal benefit	50%
Religion-related	0%
Mutual/membership benefits	20%
Other (specify)	10%

Responses for Other (specify): social support for young adult cancer

Figure 1.7

Medium Size Orgs: Types Services Provided

How would you best describe the services you offer? Select all that apply.
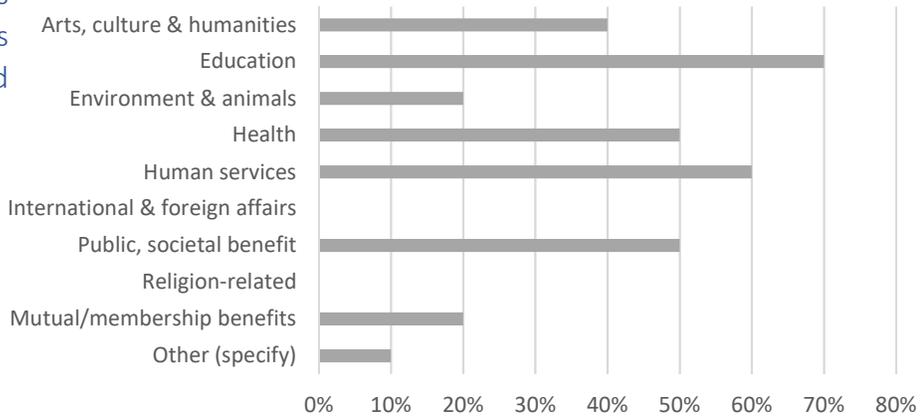
There are many unique funding structures among these medium size organizations. The mean percent of revenue from each revenue source provides insight into a typical income structure. Income primarily comes from fee for service and individual donations. As was true for the full survey sample, assisting medium size nonprofit organizations in increasing funding from corporate donations, grants, and foundation support would foster funding from sources typically not used to a large extent.

Table 1.16

Medium Size Orgs: Revenue Sources

What percent of your revenue is from:

	Minimum	Maximum	Mean	Standard Deviation	N
Fee for service	0	90	29	34	10
Individual donations	0	100	32	37	10
Corporate donations	0	40	14	15	10
Grants	0	33	7	11	10
Foundation support	0	26	6	8	10
Other (Specify)	0	98	13	31	10

Responses for Other (Specify): Commission on artwork sales, Fundraising Events, Dues and misc.

Figure 1.8

Medium Size Orgs: Revenue Sources

What percent of your revenue is from:
Mean of responses
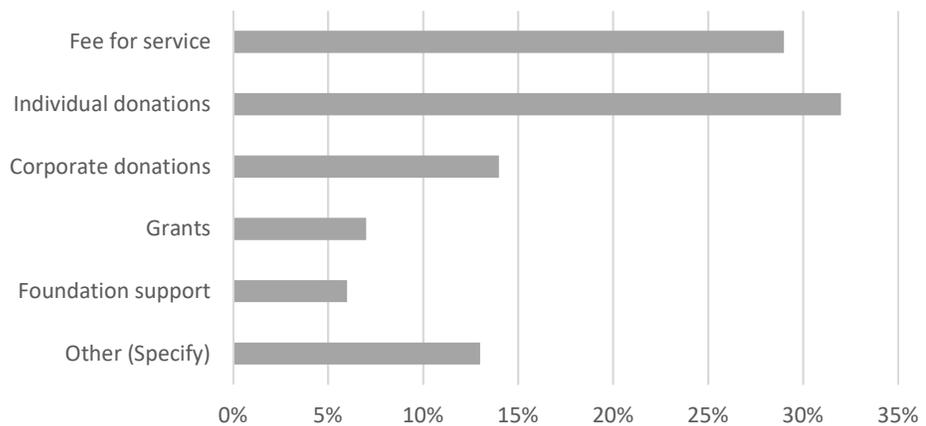
Funding for medium size organizations is more stable than for the full survey sample. On average, only 15% of current fiscal year revenue is from new sources for medium size organizations. This suggests that consistent funding is part of the funding strategy for these organizations. Assistance in facilitating or providing funding should focus on sustainable funding strategies over one-time funding.

Table 1:17

Medium Size Orgs: Revenue Stability

What percent of current fiscal year revenue is from new sources?

	Minimum	Maximum	Mean	Standard Deviation	N
Percent of revenue	0	30	15	11	8

Medium size organizations primarily rely on organizational staff or the Board of Directors to recruit volunteers. This mirrors the practices of organizations in the full survey sample. While medium size organizations do typically have more staff resources than small organizations, some of the medium size organizations did identify staff capacity as a significant barrier to recruiting volunteers necessary to provide or expand services. Assistance recruiting, training, or managing volunteers appropriate for the full sample would also be appropriate for medium size organizations.

Table 1.18

Medium Size Orgs: Volunteer Recruitment

How are volunteers, including board members, primarily recruited?

	Percent of Respondents
By existing volunteers	20%
By organizational staff or members of the Board of Directors	50%
Through relationships with other organizations	0%
Social media or website	10%
Other (specify)	20%

Responses for Other (specify): all of the above, all of the above except organizational staff

Figure 1.9

Medium Size Orgs: Volunteer Recruitment

How are volunteers, including board members, primarily recruited?
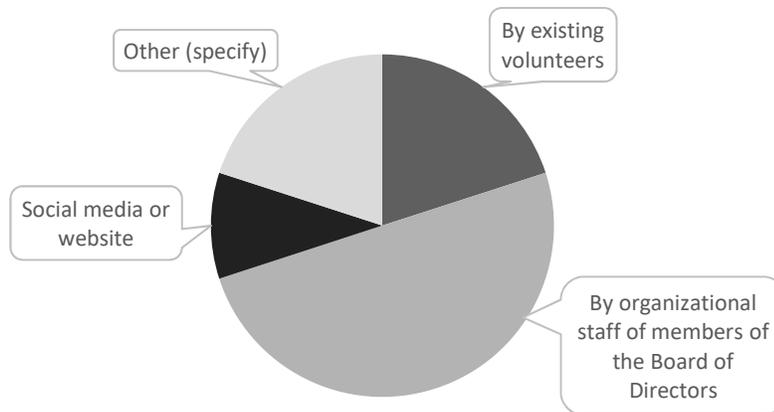
Table 1.19

Medium Size Orgs: Barriers to Volunteer Recruitment

What significant barriers, if any, make it difficult to recruit the volunteers necessary to provide or expand your services?

- Lack of staff to facilitate social media and website, and to manage the recruiting process
- None
- Staff capacity to recruit and nurture
- Funding resources and connections

Medium size nonprofit organizations report similar barriers to expanding capacity and securing funding essential to provide or expand services as do organizations in the full sample. In particular, while barriers in all four categories were identified, the greatest barriers relate to program issues and cooperative relationships. Actions addressing barriers identified by the full survey sample will also be appropriate for specifically medium size organizations.

Table 1.20 Medium Size Orgs: Potential Barriers	*What significant barriers, if any, make it difficult to:*		Expand your capacity?	Secure the funding essential to provide or expand your services?
Professional services, staffing & volunteers		Lack of professional development (Opportunities for skills training, coaching, and leadership development)	40%	60%
		Lack of professional services (Challenges related to legal, accounting, human resources, and IT needs)	40%	60%
		Lack of recruitment & retention (Recruiting and retaining a talented workforce)	0%	0%
		Lack of volunteers (Recruitment and management of volunteers to augment organizational capacity)	40%	0%

		Expand your capacity?	Secure the funding essential to provide or expand your services?
Program issues	Lack of awareness & diagnosis (Identification, knowledge and understanding of problems or needs)	80%	60%
	Lack of evaluation of impact (Measuring outcomes and impact of programs and the organization as a whole)	60%	80%
	Lack of startup funding (Obtaining funding through grants or generating revenue)	0%	40%
	Lack of sustainable funding (Obtaining funding commitments for ongoing support)	20%	60%
Organizational issues	Lack of advocacy & collective action (Working to promote a cause, and organizing to collectively take action)	20%	0%
	Existing nonprofit culture (Attitudes, practices, and norms associated with nonprofits and the nonprofit sector)	20%	0%
	Organizational internal systems (Systems for internal communications, finances, policies & procedures, etc.)	40%	40%
	Lack of storytelling & marketing (Telling the story of the work, marketing outcomes for different audiences)	60%	80%

		Expand your capacity?	Secure the funding essential to provide or expand your services?
Cooperative relationships	Lack of access (Pathways needed to connect with funders, resource providers, and resources)	60%	40%
	Lack of collaboration & partnership (Working together; issues related to how or why nonprofits work together)	20%	20%
	Competition (Competition as a barrier to nonprofits working together)	40%	40%
	Inequity (Systematic disparities in power, respect, and access to resources)	60%	40%
	Existing philanthropy (The culture of philanthropy; the relationships between nonprofits and private donors)	60%	40%
	Other (specify)	0%	0%
	No barriers are experienced	0%	0%

Figure 1.10
Medium Size
Orgs: Potential
Barriers

What significant barriers, if any, make it difficult to:

■ Expand your capacity?   ■ Secure the funding essential to provide or expand your services?
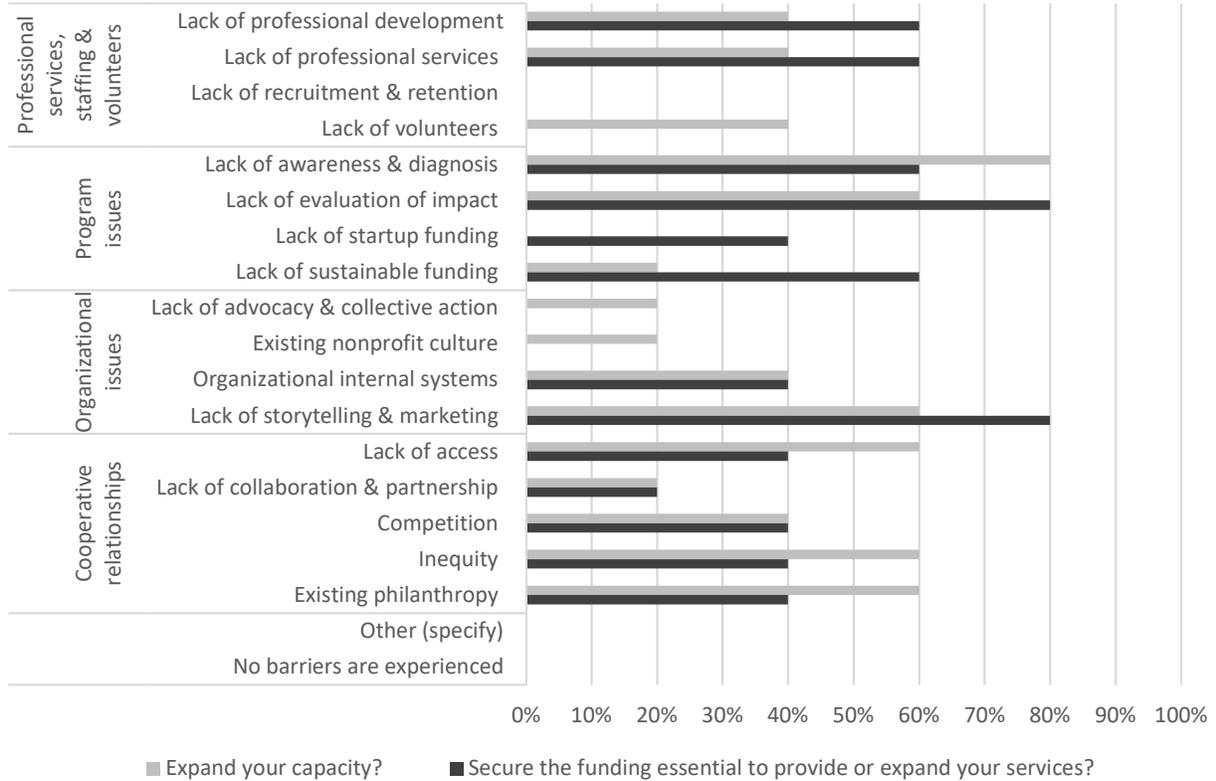
Detailed Analysis and Complete Data for Municipal Survey

The following analysis details the resources and services, philanthropic needs, volunteer needs, and barriers for municipalities when providing programs and services to enhance quality of life. The number of respondents, reported as "N" in the statistic tables, varies with each question because each respondent may have skipped some questions. Also, the open response comments received from survey respondents included in this report were not edited for grammar or spelling; these comments are reported as submitted by respondents.

Resources and Services

A broad range of municipalities responded to the survey. Data from the Census Bureau was used to provide additional context for the responding municipalities. Respondents include both small and large municipalities, and a broad range of median household income. Combined with a response rate of 44% for all municipalities in the county, the survey results are generalizable to municipalities in the county.

Table 2.1
Municipal
Demographics

Population and Median Household Income from Census Bureau

	Minimum	Maximum	Mean	Standard Deviation	N
Population	1,196	88,208	16,610	25,588	12
Median Household Income	$42,422	$98,465	$61,085	$17,382	12

All responding municipalities reported providing recreational services. Overall, municipalities provide a full range of quality of life services. Also, while larger municipalities tend to provide a wide range of quality of life services, small communities also provide a number of such services. Furthermore, during interviews several municipalities reported sharing services with neighboring communities. Because sharing services is common, a lower percent of respondents providing a particular service does not necessarily mean that the service is only provided in a few municipalities; instead, municipalities may contract with a neighboring community to provide the service. Therefore, assistance provided to one municipality may enhance quality of life service provision to residents of multiple municipalities.

Table 2.2
Municipal
Quality of Life
Services

What quality of life services (such as senior services, health education, family assistance, or recreation) do you currently provide? Select all that apply.

	Percent of Respondents
Emergency preparedness	50%
Recreation	100%
Arts, culture & humanities, including historical programs	50%
Education	17%
Environment & animals	17%
Health	42%
Human Services	17%
Other (specify)	33%

Responses for Other (specify): Organizations; senior services; library; All other services are shared with a neighboring municipality

Figure 2.1
Municipal
Quality of Life
Services

What quality of life services (such as senior services, health education, family assistance, or recreation) do you currently provide? Select all that apply.
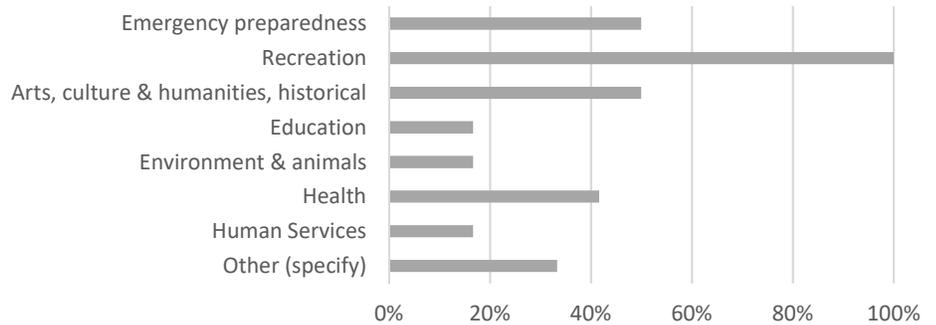
There is significant variation in the number of people served by municipal quality of life programs. For example, one small community offers a senior program serving about 16 people each week. This is in contrast to large municipalities, which may offer more programs and will have more residents that can potentially benefit from such programs; the maximum of 4,500 people served is more than the entire population of some responding municipalities.

Also, as previously noted, residents in small communities that only provide quality of life services to a few people are not necessarily without such services. Instead, these services are likely provided by the county or through shared services with neighboring communities.

Table 2.3 Number of Clients Served

How many people did these programs serve last year?

	Minimum	Maximum	Mean	Standard Deviation	N
Residents	16	4,500	1,127	1,598	8

Municipalities reported primarily serving seniors, youth, and recreation. However, only five municipalities responded to this question, so there may be other municipal programs in the county targeting the population segments not identified in these responses.

Table 2.4

Population Segments Served by Municipalities

What population segments do these quality of life services target? Select all that apply.

	Percent of Respondents
Senior lifestyle	80%
Senior health	80%
Senior housing	0%
Youth activities	80%
Youth life skills	0%
Family recreation	80%
Adult and family life skills	20%
Affordable housing	0%
Homelessness services	0%
Other (specify)	0%

Figure 2.2

Population Segments Served by Municipalities

What population segments do these quality of life services target? Select all that apply.
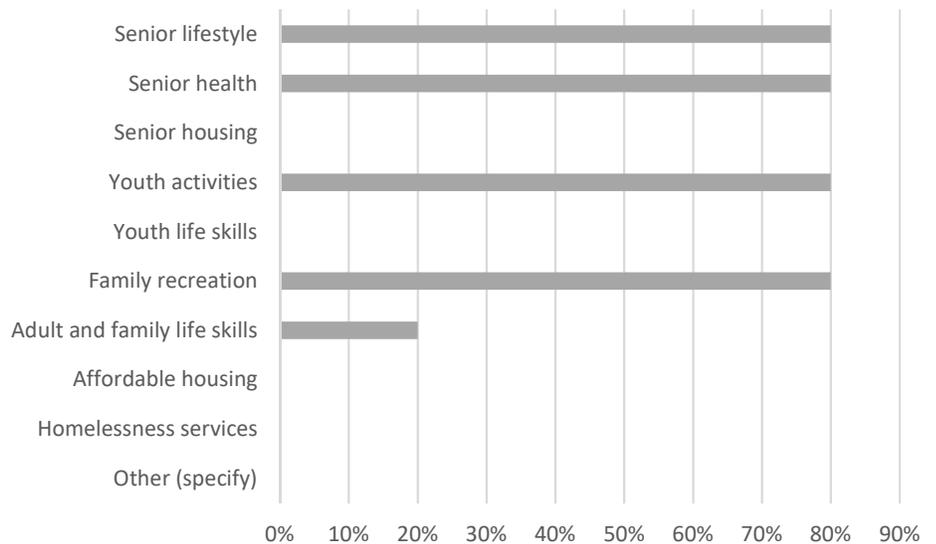
Municipalities were asked about the role of nonprofit organizations in providing services to residents. Three small municipalities reported relying on nonprofit organizations to provides services to residents, while two large municipalities reported that they do not rely on nonprofits for these types of services. When asked to specify what services the municipality relies on nonprofit organizations to provide, the responses were: "historical programs; Lions Club, American Legion". Interestingly it was small communities that perceived a reliance on nonprofits to provide services, presumably because the local government lacked capacity to provide many services. However, similar organizations do provide services in larger communities, even when the local government does not perceive a reliance on nonprofits.

When asked if the municipality plays an active role in helping nonprofits identify and secure funding, all four municipalities responding to this question reported that this service is not offered to nonprofit organizations. This is consistent with the limited collaboration suggested by the lack of reliance on nonprofits to provide services. There appears to be opportunity for increased collaboration between municipalities and nonprofits; this could arise from municipalities or nonprofits providing local services, and Advancing Macomb could also serve as a catalyst.

Philanthropic Needs

Almost two thirds of responding municipalities receive external funding for quality of life programs. However, there is a clear difference in the prevalence of external funding for small communities. While all communities with a population over 8,000 reported receiving funding from external sources, only one third of municipalities smaller than 8,000 residents receive external funding for quality of life services.

Table 2.5

External Source Revenue for Quality of Life Programs

Do you receive funding for these quality of life programs from external sources?

|	Percent of Respondents	Percent with Population < 8000	Percent with Population > 8000
Yes	64%	33%	100%
No	36%	67%	0%

Figure 2.3

Revenue Stability: Changing Revenue

Do you receive funding for these quality of life programs from external sources? (Population < 8000)
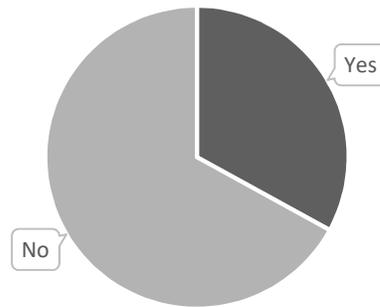
Do you receive funding for these quality of life programs from external sources? (Population > 8000)
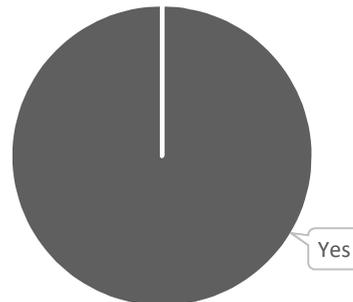
Municipalities were asked to describe revenue sources for quality of life programs. The large variation in the maximum funding from each revenue source is driven by small communities with one or two programs; large maximum funding reflects the unique funding structure of just one or two programs.

Municipalities report limited corporate support; while one municipality receives 100% of support for a particular program from corporate donations, only one other municipality reported receiving corporate donations, and those donations accounted for 1% of revenue. There is also almost no reported grant or foundation support for quality of life programs among responding municipalities.

Table 2.6
**Revenue Sources for Quality of Life Programs**

What percent of revenue for these programs is from:

	Minimum	Maximum	Mean	Standard Deviation	N
Fee for service	0	82	17	31	11
Other communities sharing the services	0	100	12	30	11
Federal grants	0	2	< 1	1	11
State grants	0	2	< 1	1	11
Corporate donations	0	100	9	29	11
Foundation support	0	1	< 1	< 1	11
General fund or dedicated taxes	0	100	24	35	11
Other (specify)	0	100	36	48	11

Responses for Other (specify): fee for service, corporate donations, general fund; unsure; unsure; unsure

Figure 2.4
Revenue Sources for Quality of Life Programs

What percent of revenue for these programs is from: (mean values)
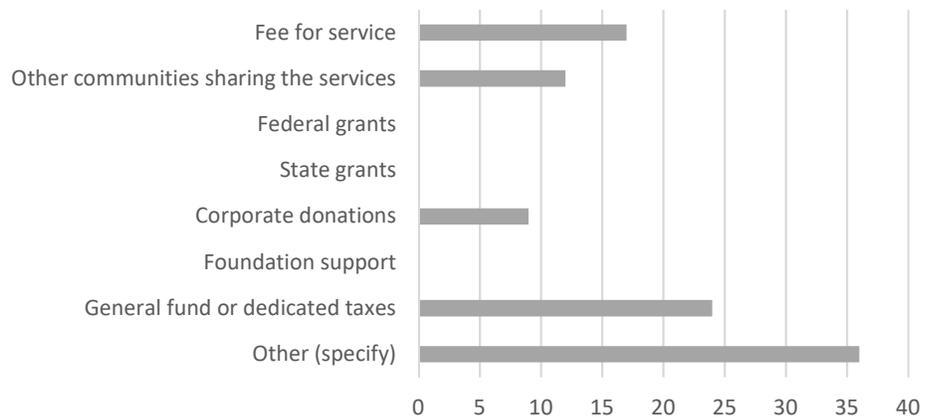
Revenue for quality of life programs is highly stable for most municipalities. With the exception of one municipality, a large majority of funding sources are unchanged from year to year.

Table 2.7
Revenue Stability: Changing Revenue

How much do your revenue sources for these programs change from year to year?

	Percent of Respondents
Less than 25% of revenue is from new sources each year	90%
About 25% of revenue is from new sources each year	0%
About 50% of revenue is from new sources each year	0%
About 75% of revenue is from new sources each year	0%
More than 75% of revenue is from new sources each year	10%

Figure 2.5
Revenue Stability: Changing Revenue

Percent of revenue that is from new sources each year
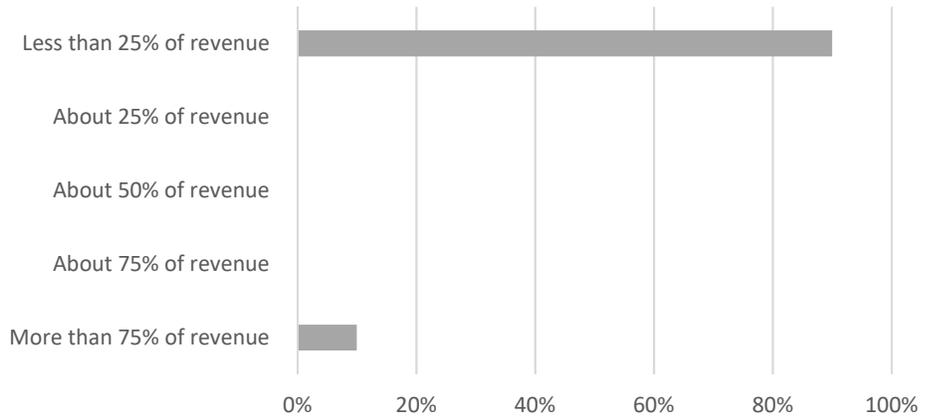
When asked what new quality of life programs would be offered if the necessary financial resources were available, not all municipalities had a desire to expand quality of life services. This may reflect the overall limited capacity of small municipalities; the municipalities responding that they do not want to offer new programs are relatively small municipalities. Other municipalities did perceive a lack of financial resources to be a limiting factor in creating new quality of life programs.

During an interview, one municipality reported a hesitancy to start a new program with funding that is not guaranteed in future years. Residents will expect the new program to continue, but if a new program is started with special funding that is not sustained, the municipality will inherit the financial responsibility for continuing the program.

Table 2.8 Desired New Quality of Life Programs	*What new programs would you like to offer if you had the necessary financial resources?* *(These are unedited replies from respondents)* - none - none; the county provides services - Recreation programs, such as a walking trail or park - We could always find something - Community center services - Senior support; DDA and quality of life projects - none

Volunteer Needs

While only three municipalities reported the number of paid employees working in quality of life programs, the reported numbers do strongly correlate with municipal population. Unsurprisingly, large communities have significantly more paid employees providing quality of life programs. Small communities have a more limited capacity to staff such programs.

Table 2.9

Paid Employees in Quality Life Programs

How many paid employees work in these quality of life programs, including support & administrative staff?

|	Minimum	Maximum	Mean	Standard Deviation	N
Full-time employees	6	50	27	18	3
Part-time employees	15	25	21	4	3

Responding communities were split as to whether or not volunteers are part of delivering quality of life services. All but one respondent answered this question, and the use of volunteers was much more common among small communities than large municipalities.

Table 2.10

Quality of Life Programs Using Volunteers by Population

Are volunteers currently a part of delivering these quality of life services?

	Percent of Respondents	Percent with Population < 8000	Percent with Population > 8000
Yes	55%	83%	20%
No	45%	17%	80%

Figure 2.6

Quality of Life Programs Using Volunteers by Population

Are volunteers currently a part of delivering these quality of life services? (Population < 8000)
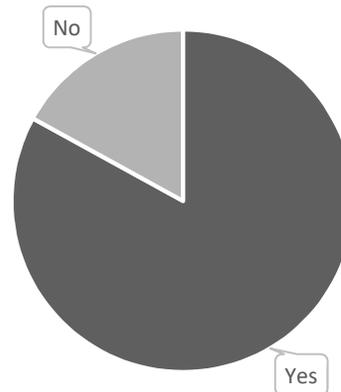
Are volunteers currently a part of delivering these quality of life services? (Population > 8000)
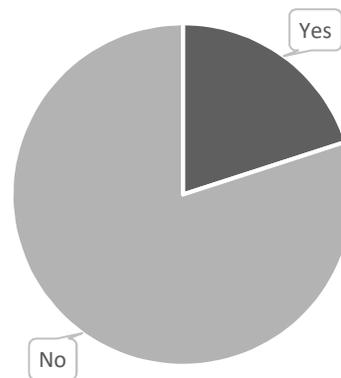
For the three municipalities reporting the number of volunteers involved in providing quality of life services in a typical month, none reported a large number of volunteers. At least for these communities, not many volunteers are involved. Also, two municipalities responded how volunteers are primarily recruited. One primarily recruits volunteers through existing volunteers, and the other through relationships with other organizations.

Table 2.11
Volunteers in Quality Life Programs

How many volunteers serve in a typical month?

	Minimum	Maximum	Mean	Standard Deviation	N
Volunteers	2	5	4	1	3

All but one municipality reported how important additional volunteers would be. While not universally desired, most municipalities would value additional volunteers.

Table 2.12
Importance of New Volunteers

How important would additional volunteers be for delivering these quality of life programs?

	Percent of Respondents
Very important	45%
Somewhat important	45%
Not very important	0%
Not at all important	9%

Figure 2.7
**Importance of New Volunteers**

How important would additional volunteers be for delivering these quality of life programs?
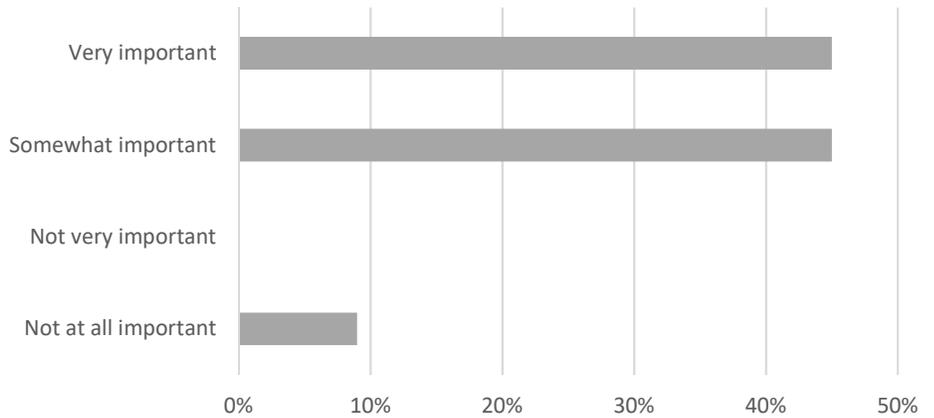
When asked about barriers to recruiting volunteers, respondents described capacity limitations. This was true across municipality size. Note that one small municipality is not interested in volunteers, while another does not see any barriers. Otherwise, respondents discussed a lack of staff time and a lack of available volunteers.

Table 2.13 Barriers to Volunteer Recruitment	*What significant barriers, if any, make it difficult to recruit the volunteers necessary to provide or expand your quality of life services? (These are unedited replies from respondents)* • lack of interest among potential volunteers • none; volunteers are not needed • This is a small community; volunteers are not available • We just don't recruit; we have a small staff • none • staff time • Coordinating once you have them

No municipalities reported any specialized volunteer skills that would significantly help build capacity to provide quality of life services. Also, no municipality reported any new programs they would like to offer if they had the necessary volunteer resources. The lack of response to these two questions indicates that municipalities do not percieve a lack of volunteers to be the limiting factor in expanding quality of life services.

Barriers

In contrast to nonprofit organizations, municipalities saw few barriers to expanding capacity for quality of life services or securing funding essential to provide or expand quality of life services. While only three municipalities responded to this question, it is important to note that one perceived no barriers and the others perceived almost no barriers. The only reported barriers were a lack of recruitment & retention for municipal staff and a lack of volunteers. Also, it was small communities that reported these barriers; the municipality reporting no barriers was a relatively large municipality.

What significant barriers, if any, make it difficult to:

Table 2.14 Potential Barriers			Expand your capacity? (% of respondents)	Secure the funding essential to provide or expand your services? (% of respondents)
Professional services, staffing & volunteers	Lack of professional development (Opportunities for skills training, coaching, and leadership development)		0%	0%
	Lack of professional services (Challenges related to legal, accounting, human resources, and IT needs)		0%	0%
	Lack of recruitment & retention (Recruiting and retaining a talented workforce)		33%	0%
	Lack of volunteers (Recruitment and management of volunteers to augment organizational capacity)		33%	0%

		Expand your capacity? (% of respondents)	Secure the funding essential to provide or expand your services? (% of respondents)
Program issues	Lack of awareness & diagnosis (Identification, knowledge and understanding of problems or needs)	0%	0%
	Lack of evaluation of impact (Measuring outcomes and impact of programs and the organization as a whole)	0%	0%
	Lack of startup funding (Obtaining funding through grants or generating revenue)	0%	0%
	Lack of sustainable funding (Obtaining funding commitments for ongoing support)	0%	0%
Organizational issues	Lack of advocacy & collective action (Working to promote a cause, and organizing to collectively take action)	0%	0%
	Existing nonprofit culture (Attitudes, practices, and norms associated with nonprofits and the nonprofit sector)	0%	0%
	Organizational internal systems (Systems for internal communications, finances, policies & procedures, etc.)	0%	0%
	Lack of storytelling & marketing (Telling the story of the work, marketing outcomes for different audiences)	0%	0%

		Expand your capacity? (% of respondents)	Secure the funding essential to provide or expand your services? (% of respondents)
Cooperative relationships	Lack of access (Pathways needed to connect with funders, resource providers, and resources)	0%	0%
	Lack of collaboration & partnership (Working together; issues related to how or why nonprofits work together)	0%	0%
	Competition (Competition as a barrier to nonprofits working together)	0%	0%
	Inequity (Systematic disparities in power, respect, and access to resources)	0%	0%
	Existing philanthropy (The culture of philanthropy; the relationships between nonprofits and private donors)	0%	0%
	Other (specify)	0%	0%
	No barriers are experienced	33%	33%

Figure 2.8
Potential
Barriers

What significant barriers, if any, make it difficult to:

■ Expand your capacity?　　　■ Secure the funding essential to provide or expand your services?