

FEBRUARY 2022

ATHENS AREA NONPROFIT EXECUTIVE DIRECTOR SURVEY

ORGANIZATION INFORMATION,
SALARY DATA, AND THE
IMPACT OF COVID-19

Sponsored by the Interdisciplinary Alliance for
Nonprofits at the University of Georgia
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EXECUTIVE SUMMARY

This report provides information about Athens area nonprofits, including executive director education, experience, and compensation and benefits. It also discusses the impact of COVID-19 on local nonprofit organizations. Detailed organizational information is also provided for the 41 participating organizations.

MAJOR FINDINGS

- Across all responding organizations, the average operating budget was \$828,725. Two-thirds of nonprofits surveyed have annual budgets below \$1 million.
- By organizational size, the average executive director salary was \$31,862 for small organizations, \$63,502 for medium organizations, and \$76,705 for large organizations.
- Executive directors are extremely educated, with 88% possessing a Bachelor's degree or higher. Executive directors with Ph.D.'s are concentrated in the small organizations.
- Seventy-one percent of executive directors of medium organizations have Master's degrees.
- Large nonprofits provide executive directors with higher salaries, larger salary increases, and better health, retirement and scheduling benefits.
- Overall, Athens area nonprofits have diversified revenue streams. The two largest revenue streams are Individual Giving (28%) and Government funding (26%).
- COVID-19 drastically changed Athens area nonprofit structures and programming. Seventy-one percent of responding organizations were able to maintain their pre-COVID-19 level staffing levels.
- Twenty-four organizations identified new funding sources during the pandemic.

BACKGROUND

This survey of Athens area nonprofits and their executive directors resulted from a request from local community leaders. This report provides data about nonprofit executive director characteristics, compensation, and benefits for the Athens area. The survey was sponsored by the [Interdisciplinary Alliance for Nonprofits](#) at the University of Georgia. The Alliance “works to collaboratively harness and make available the spectrum of the university’s academic resources—teaching, research, and service—in support of nonprofit organizations in the greater Athens area and throughout Georgia.” The coalition includes the Department of Public Administration and Policy in the School of Public and International Affairs, the Institute for Nonprofit Organizations (INPO) in the School of Social Work, the J.W. Fanning Institute for Leadership Development, the Office of Service-Learning, and the Terry College of Business.

METHODOLOGY

The research team used several methods to recruit participating nonprofits. The survey was sent out to organizational contacts from the Interdisciplinary Alliance for Nonprofit Organizations, lists of nonprofits found through GuideStar, other nonprofit networks, and a random sample of agencies from the Northeast Georgia area. Survey recipients were also asked to share the survey with their contacts/listservs of nonprofit leaders. The survey was administered online. The survey link was sent out in March 2021 and the research team received responses until April 2021. The survey administrators personally reached out to around 30 important agencies and organizations in the Athens area to further increase the number of responses. Forty-one complete responses were used from the total 153 responses from the survey. Incomplete survey responses were not used for the analysis. Organizations from outside the Athens area were excluded from the analysis.

METHODOLOGY (CONT.)

The survey questions were developed by members of the Interdisciplinary Alliance for Nonprofit Organizations. The survey creators also utilized a focus group of nonprofit leaders in the Athens area to build the survey around their interests, including educational attainment, salary, and fringe benefits. Ultimately, the goal of the survey is to provide helpful bench-marking information to Athens area nonprofits. The full list of nonprofits that participated in the survey are listed in Appendix A.

Table 1 outlines survey respondents' roles at their organization. Not all survey respondents were executive directors. Out of the 41 responses, 27 responses were directly from the executive director of the local nonprofit organization. However, additional responses were recorded from four COO/CFOs, one board member, and seven other staff members. The last two respondents did not give a job title. Both medium and large organizational responses were predominantly submitted by executive directors, 93% and 85% respectively. In contrast, small organizations respondents' roles varied.

Table 1
Respondent's Job Position

Position	Small Organizations	Medium Organizations	Large Organizations	All Organizations
Executive Director	3	13	11	27
COO/CFO	4	0	0	4
Board Member	1	0	0	1
Other	5	0	2	7
Blank	1	1	0	2
Totals	14	14	13	41

OVERVIEW

The survey collected information on four main topics, each of which is addressed in a separate section below.

Part 1 explores the broad organizational information about participating nonprofits.

Part 2 delves into more specific organizational elements including worker classification and a budget breakdown.

In Part 3, the report discusses information about the executive directors, their salaries, benefits, and work experience.

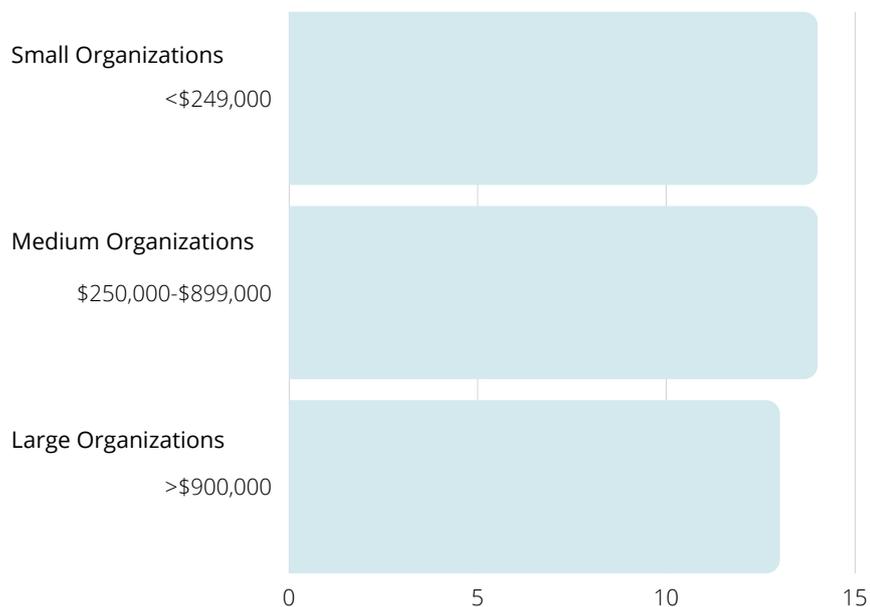
Part 4 addresses COVID-19's impact on these nonprofit organizations, highlighting the differing financial, programmatic, and governance impacts of the pandemic.

PART 1: ORGANIZATIONAL INFORMATION

This section provides a basic description of the participating organizations, including financial resources, headquarter location, geographic capacity, and mission area. This part of the report shows the range of nonprofits operating in the Athens area and paints a clearer picture of what these organizations look like.

Because nonprofits of different size have different organizational capacities and face different challenges, all of the survey responses below were categorized by organization size based on the annual budget. The graphic below uses annual operating budgets from the sample to group organizations into size categories—small, medium, and large. The detailed organizational information in the rest of this report is broken down across these three categories. This allows nonprofit executive directors, board members, and managers to better use the information in the survey because they can more easily compare their own organization to organizations of a similar size.

Figure 1
Organizational Size by Annual Budget



ORGANIZATIONAL BUDGETS

Table 1.2 presents the descriptive statistics for the annual operating budgets by organizational size from our sample. When the budget information is shown by organizational size, it depicts the variety of nonprofits in the Athens area. On average, a small organization has a budget of \$64,121. In comparison, medium organizations have an average budget size of \$591,375 and large organizations have an average budget of \$1,907,755. Small organization's operating budgets range from \$0 to \$210,000. Medium budgets range from \$260,000 to \$851,300. Large organizations range from \$900,000 to \$3,972,524.

Across all responding organizations, the average operating budget is \$828,725. Large disparities exist between the categories. Small organizations may exist with \$0 annual budgets and rely wholly on volunteerism while the average large organization functions with a multi-million dollar budget each year. In addition, two-thirds of nonprofits surveyed are working with annual budgets below \$1 million. Clearly, there is great variation in the annual operating budget of Athens area nonprofits.

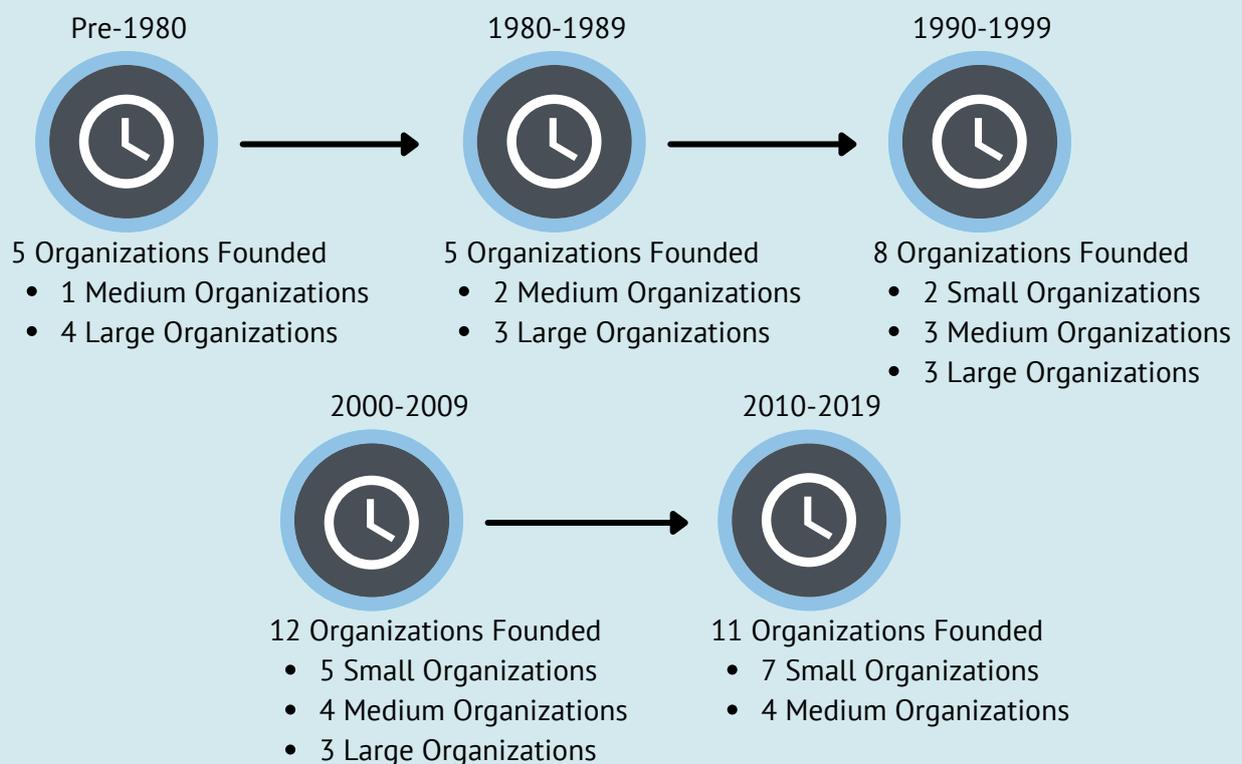
Table 1.2
Organizational Size by Budget

Budget	Small Organizations n=14	Medium Organizations n=14	Large Organizations n=13	All Organizations n=41
min	\$0	\$260,000	\$900,000	\$0
max	\$210,000	\$851,300	\$3,972,524	\$3,972,524
median	\$55,350	\$658,000	\$1,700,000	\$658,000
mean	\$64,121	\$591,375	\$1,907,755	\$828,725

YEAR FOUNDED

WHEN DID ATHENS AREA NONPROFITS FORM?

Figure 2: Organizations' Year Founded

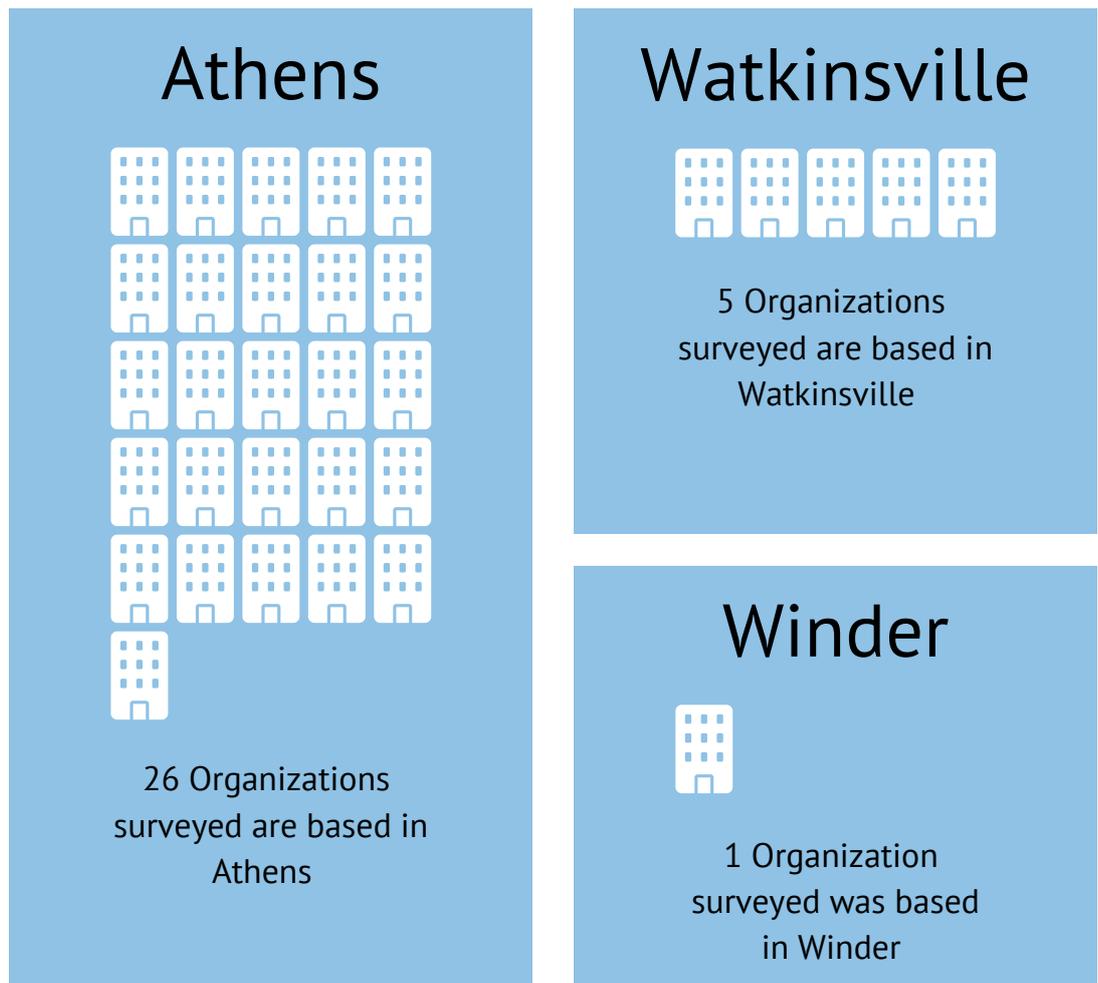


Overall, 12% of organizations started before 1980, 12% formed during 1980-1989, 20% between 1990-1999, 29% between 2000-2009, and 27% between 2010-2019. A strong majority of organizations (56%) were founded in the past 20 years,

The majority of organizations surveyed are 20 years old and younger. Small organizations are predominantly new, with 50% of small organizations being formed between 2010 and 2019. Medium organizations' founding is split more evenly with 21% formed between 1990-1999, 29% between 2000-2009, and 29% between 2010-2019. Large organizations skew older with 29% being formed prior to 1980.

HEADQUARTERS

Figure 3: Organizations' Headquarters



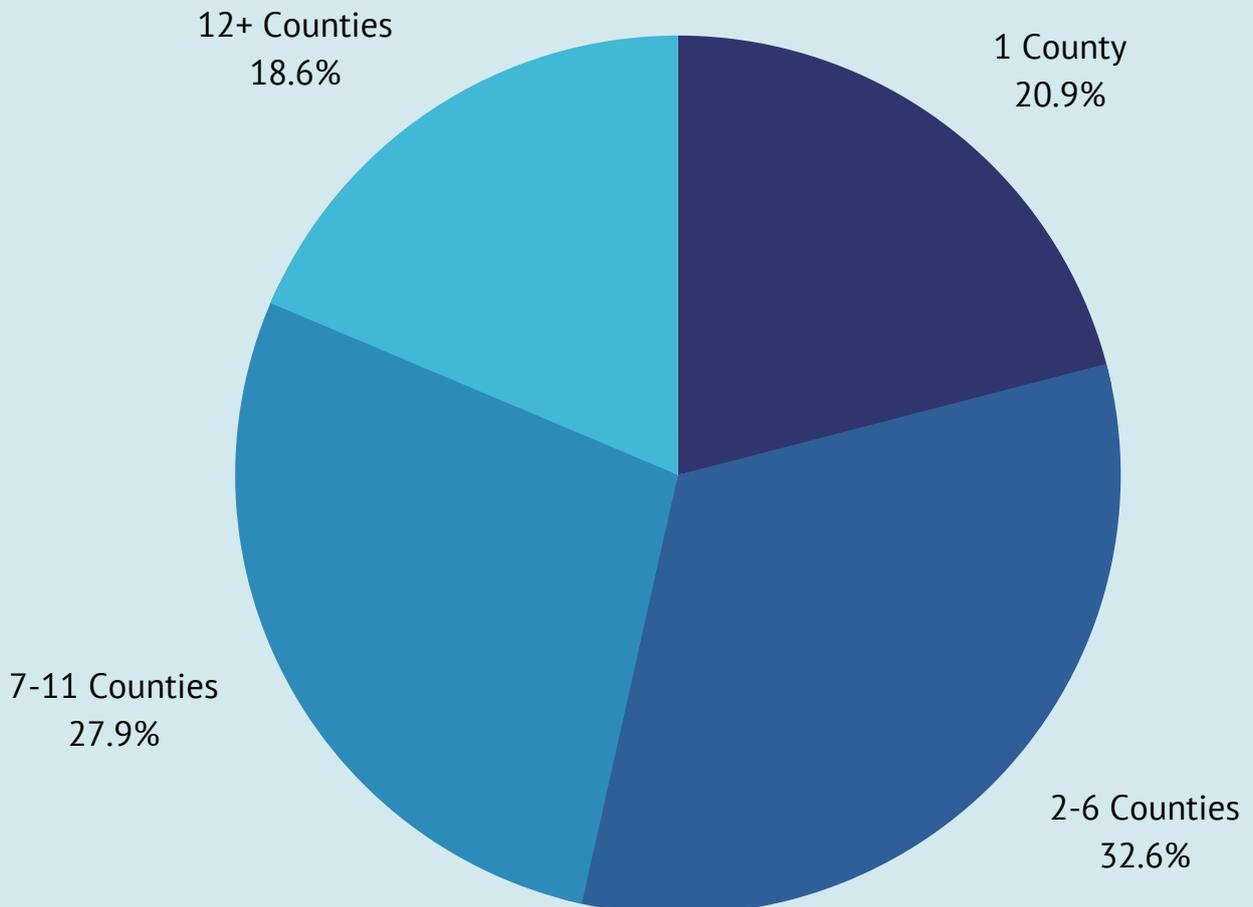
Sixty-three percent of participating organizations are based in Athens, 12% in Watkinsville, and 2% in Winder. Eighty-five percent of the large organizations surveyed are based in Athens compared to 57% and 47% for small and medium organizations, respectively.

COUNTIES SERVED

Sixty-three percent of the organizations surveyed serve between 2 and 11 counties in Georgia.

Large organizations are likely to serve more counties while smaller organizations are more county specific. Forty-three percent of small organizations only serve one county while 62% of large organizations serve 7+ counties. Small organizations can have a wide geographic reach with 21% of small organizations serving 7 or more counties. In addition, at least three of the organizations serve all the counties in Georgia.

Figure 4: Number of Counties Organizations Served

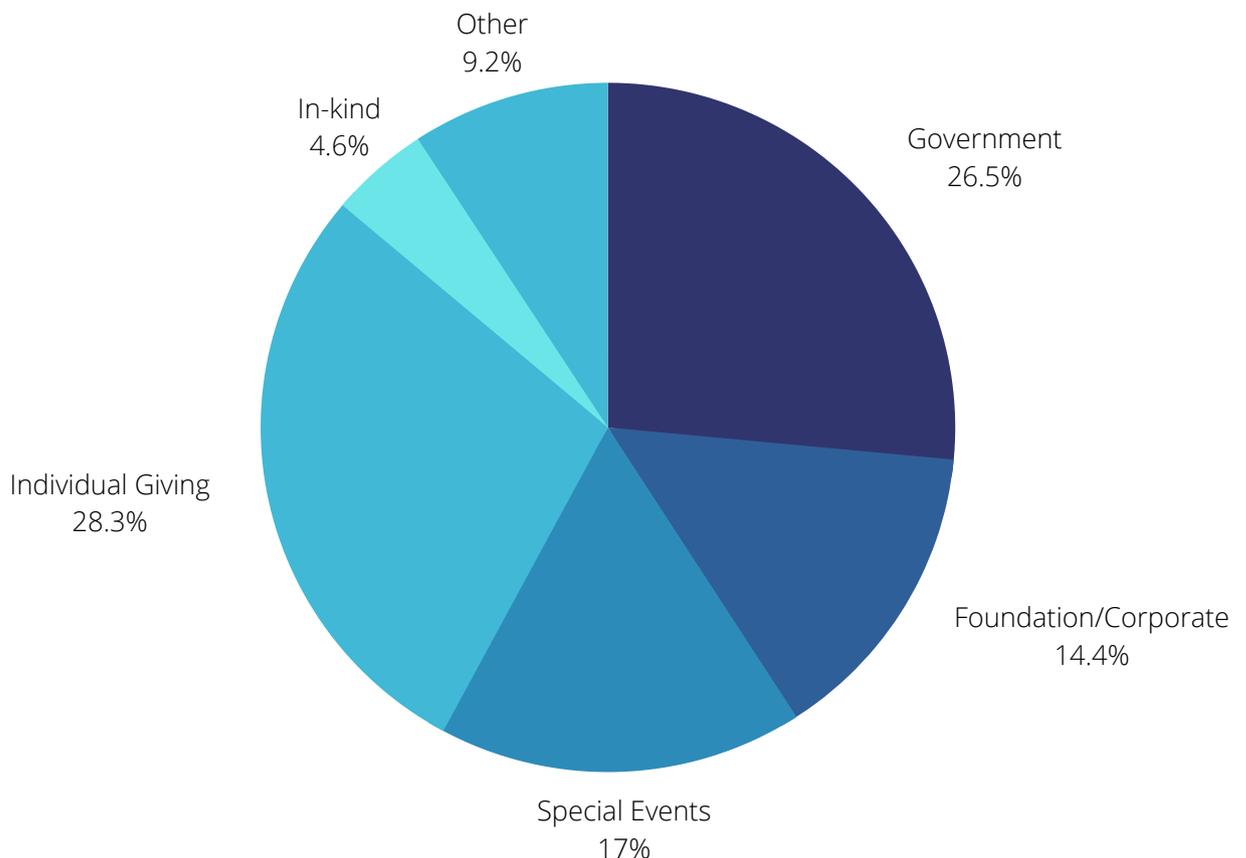


PART 2: DETAILED ORGANIZATIONAL INFORMATION

Part 2 of the survey addresses two organizational aspects more deeply: revenue sources and number of employees. Athens area nonprofits benefit from a variety of revenue sources. It is important to understand the relationship between revenue sources and organizational size. In addition, with nearly 700 employees represented by the 41 organizations, understanding the work classifications between hundreds of employees can show organizational strength, strategy, and stability.

Figure 5 below examines revenue sources by organization size, represented by its average percentage of the total budget. Overall, the nonprofits surveyed reported revenues spread across different areas, with the largest portion of revenues coming from Individual Giving (28%) and Government (26%). Together those two sources represent over half of the revenues across all participating organizations.

Figure 5: Average Percent of Total Budget by Revenue Source



REVENUE SOURCES

Table 2.1
Revenue Sources-Average Percentage of Budget

Category	Small	Medium	Large	All Organizations
Government	12%	22%	44%	26%
Foundation/Corporate	12%	19%	12%	14%
Special Events	19%	19%	9%	16%
Individual Giving	39%	20%	26%	28%
In-kind	7%	2%	1%	3%
Other	5%	14%	9%	9%

Small organizations reported that Individual Giving occupies the largest percentage of their revenue (39%) while medium and large organizations reported government as the largest percentage (22% and 44% respectively). Overall, small and large organizations rely on a single area of revenue for about 40% of their revenue. However, medium organizations rely on a more equal spread of income areas, with no area representing more than 25% of their revenue.

While most revenue sources increase or decrease proportionally as organization size increases, Foundation/Corporate and Individual Giving do not. Foundation/Corporate revenue starts at 12% for small organizations, climbs to 19% for medium organizations, but falls to 12% for large organizations. Small and medium organizations rely on Special Events more than large organizations. Special Events make up 19% for small and medium organizations and only 9% for large organizations.

For small organizations, individual giving comprises, on average, 39% of the budget. The percentage decreases to 20% for medium organizations but increases to 26% for large organizations. This could indicate small organizations' reliance on personal relationships and individual donors while showing that large organizations perhaps have greater capacity to solicit individual donations.

ADDITIONAL CONTEXT

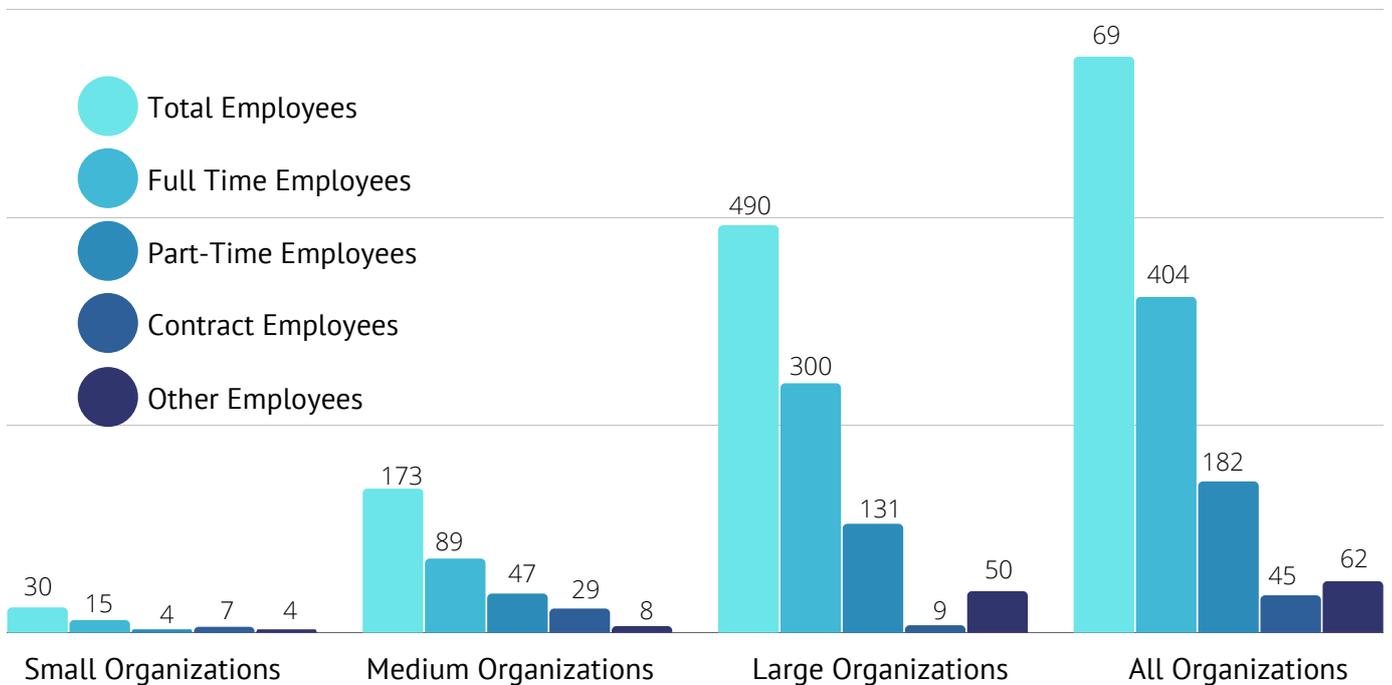
To provide more context for our findings regarding revenue sources, we compared our results to those from national surveys. Nationally, 80.8% of revenue for all sizes of nonprofits came from Private Fees for Services (49%) and Government Grants/Contracts (31.8%) (National Council of Nonprofits, 2019). In addition, Individual Giving only accounts for 8.7% of revenue for nonprofits nationally (National Council of Nonprofits, 2019).

In comparison, the Athens area nonprofits surveyed said that Individual Giving represents 28% of revenue. However, higher education establishments or hospitals make up a large portion of the private fees for service (National Council of Nonprofits, 2019) and none of the Athens area nonprofits surveyed are either higher education institutions or hospitals. Therefore, it is not surprising that the Athens area results differ from the national data.

EMPLOYEE CLASSIFICATION

Figure 6 visually shows the total number of employees for each organization size category and the breakdown of employees by classification: Full Time, Part Time, Contract, and Other. Across all organizations surveyed, the total number of employees was 693. This includes 404 Full Time employees, 182 part time employees, 47 contract employees, and 62 other employees.

Figure 6: Organization's Employees by Work Classification



For all organizational sizes, Full Time workers comprise the majority of the workforce, 61% for all organizations, 50% for small organizations, 51% for medium organizations, and 61% in large organizations. Appendix B shows more detailed employee breakdowns by organization size.

There are slight differences in employee use across organizations of different sizes. For large and medium organizations, part-time workers were the second largest group. For the small organizations, contract employees were the second largest group. Large organizations have very few contract employees, only 9/490 employees (2%), in comparison with 23% and 17% respectively for small and medium organizations (Appendix B).

AMOUNT OF EMPLOYEES

Table 2.2 breaks down the range of the amount of employees for each size of organization. The average amount of employees for all organizations is 17. By organizational size, the average amount of employees is 2 for small organizations, 12 for medium organizations, and 38 for large organizations.

Table 2.2
Amount of Employees

Budget	Small Organizations n=14	Medium Organizations n=14	Large Organizations n=13	All Organizations n=41
min	0	3	12	0
max	5	27	94	94
median	2	14	29	12
mean	2	12	38	17

PART 3: EXECUTIVE DIRECTOR INFORMATION

With organizational details fleshed out, the next section of the report addresses executive directors' salaries, education, experience, and benefits. The survey responses clearly indicate diverging situations for executive directors, depending on organizational size.

In Table 3.1, executive directors' salaries are broken down by organizational size. The executive directors with \$0 salaries are not included in this table or Figure 7 in order to accurately represent compensation levels.

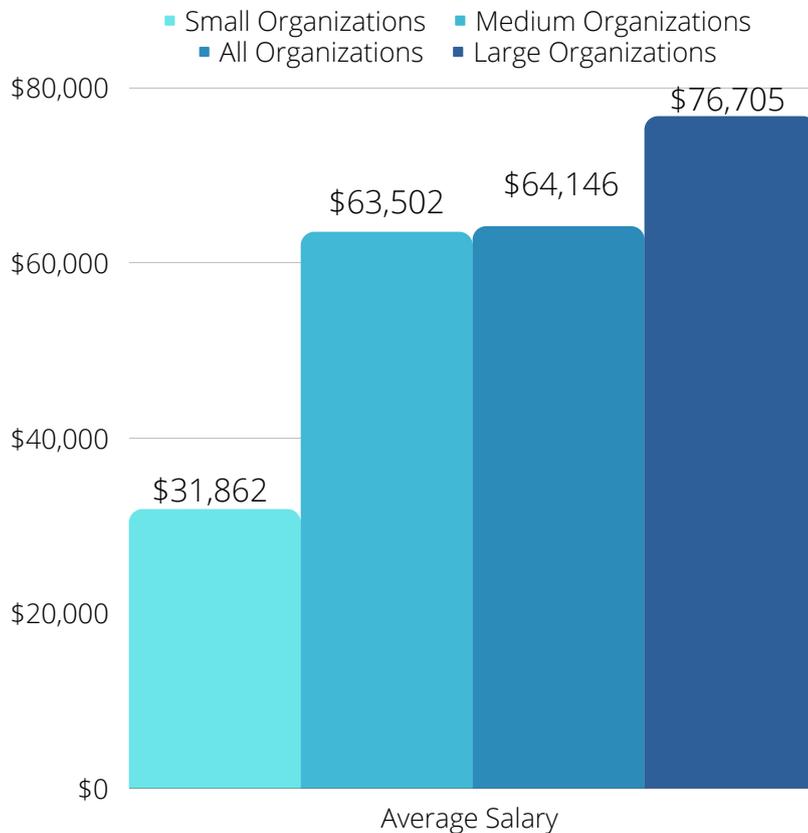
Executive directors' salaries range widely across small, medium, and large nonprofits. For all organizations, the average salary for executive directors was \$64,146. By organizational size, the average executive director salary was \$31,862 for small organizations, \$63,502 for medium organizations, and \$76,705 for large organizations. Salaries ranged from \$6,000 to \$50,000 in small organizations, \$50,000 to \$90,000 in medium organizations, and \$37,500 to \$98,000 for large organizations.

Table 3.1: Executive Director's Salary

Salary	Small Organizations	Medium Organizations	Large Organizations	All Organizations
min	\$6,000	\$50,000	\$37,500	\$6,000
max	\$50,000	\$90,000	\$98,000	\$98,000
median	\$35,724	\$63,000	\$79,000	\$63,500
mean	\$31,862	\$63,502	\$76,705	\$64,146

EXECUTIVE DIRECTOR SALARY

Figure 7: Executive Director Average Salary



Indicated by Figure 7, the mean salary rises as the organizational size increases. However, small organizations' executive director salaries consume more of the budget proportionally compared to medium and large organizations. Using the mean budget sizes and executive director salary, ED salaries represent 50% of the small organizations' budgets, 11% of medium organizations' budgets, and only 4% of large organizations' budgets.

For 7 of the 14 of the small organizations surveyed, executive directors are not taking salaries at all, indicated by the median salary of \$0 for the small organizations. Two executive director donates their salary back to the organization. In addition, it is surprising to see the minimum salary \$0 for large organizations. However, this might indicate that directors are using the leadership role as a philanthropic effort rather than a purely professional role. Medium organizations have no \$0 salaries as compared to the small and large organizations, indicating that the directors are relying on this salary for their livelihood.

AVERAGE SALARY INCREASE

Table 3.2 displays the average increase in salary across small, medium, and large organizations in the sample. Annual salary increases were small. Twelve percent of executive directors receive less than 1% salary increases, 34% receive increases between 1-3%, and 15% receive increases between 3-5%, and 15% said Other. For the survey respondents that selected “Other”, their responses indicated that raises are irregular, based on the financial position of the organization, or that there are no paid positions (Appendix C). One response noted that raises are based on performance rather than cost-of-living increases.

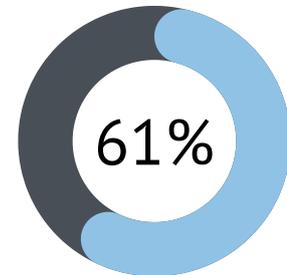


Figure 8: Percent of Respondents who receive annual increases in salary

The most common increase in salary every year is 1-3%. However, 13 of 14 of those responses were split between the medium and large organizations. For small organizations, regular salary increases were only reported by 3 out of 14 organizations. For medium organizations, executive director salary increases are very common with 93% of executive directors receiving some sort of salary increase each year.

Table 3.2
Executive Director's Salary

Percent Increase	Small		Medium		Large		Totals	
	Number	%	Number	%	Number	%	Number	%
< 1%	2	14%	1	7%	2	15%	5	12%
1-3%	1	7%	9	64%	4	31%	14	34%
3-5%	0	0%	3	21%	3	23%	6	15%
Other (please explain)	4	29%	0	0%	2	15%	6	15%
Blank	7	50%	1	7%	2	15%	10	24%
Total	14	100%	14	100%	13	100%	41	100%

DETERMINATION OF SALARY INCREASES

Table 3.3 shows how executive directors' salary increases are determined. For executive directors' salary increases at all organizations, 27% are determined by cost of living, 20% by employee performance, and 37% by "Other."

Salary increases are more likely to be determined by the performance in larger organizations. Seven percent of small organization executive directors' salary increases are based on performance in comparison to 21% in medium organizations, and 31% in large organizations. Fifty percent of the medium organizations responded that cost of living determines the salary increases, in comparison to 14% and 15% respectively in small and large organizations.

Table 3.3
Determination of Executive Directors' Salary Increases

Determining Factor	Small		Medium		Large		Totals	
	Number	%	Number	%	Number	%	Number	%
Cost of Living	2	14%	7	50%	2	15%	11	27%
Employee Performance	1	7%	3	21%	4	31%	8	20%
Other (please explain)	5	36%	4	29%	6	46%	15	37%
Blank	6	43%	0	0%	1	8%	7	17%
Totals	14	100%	14	100%	13	100%	41	100%
Total	14	100%	14	100%	13	100%	41	100%

For the 15 "Other" answers, two respondents indicated that their organizations determine raises by both cost of living and employee performance (Appendix D). An additional four respondents said that the director does not get paid nor get raises. In addition, other respondents said that their organizations usually have some sort of salary increase determination system in place but due to difficulties in 2020, they had to hold off on salary increases.

OTHER SALARY INFORMATION

Appendix E outlines all the “Other” answers that respondents gave regarding salary and benefits. Regarding executive direct salary and benefits, many organizations (particularly the small organizations) indicated that they were an all-volunteer organization with no pay benefits. Two of the executive directors said that they donated their salary back to their organizations. Other benefits include reimbursement for continuing education, stipends for health insurance, and professional development.

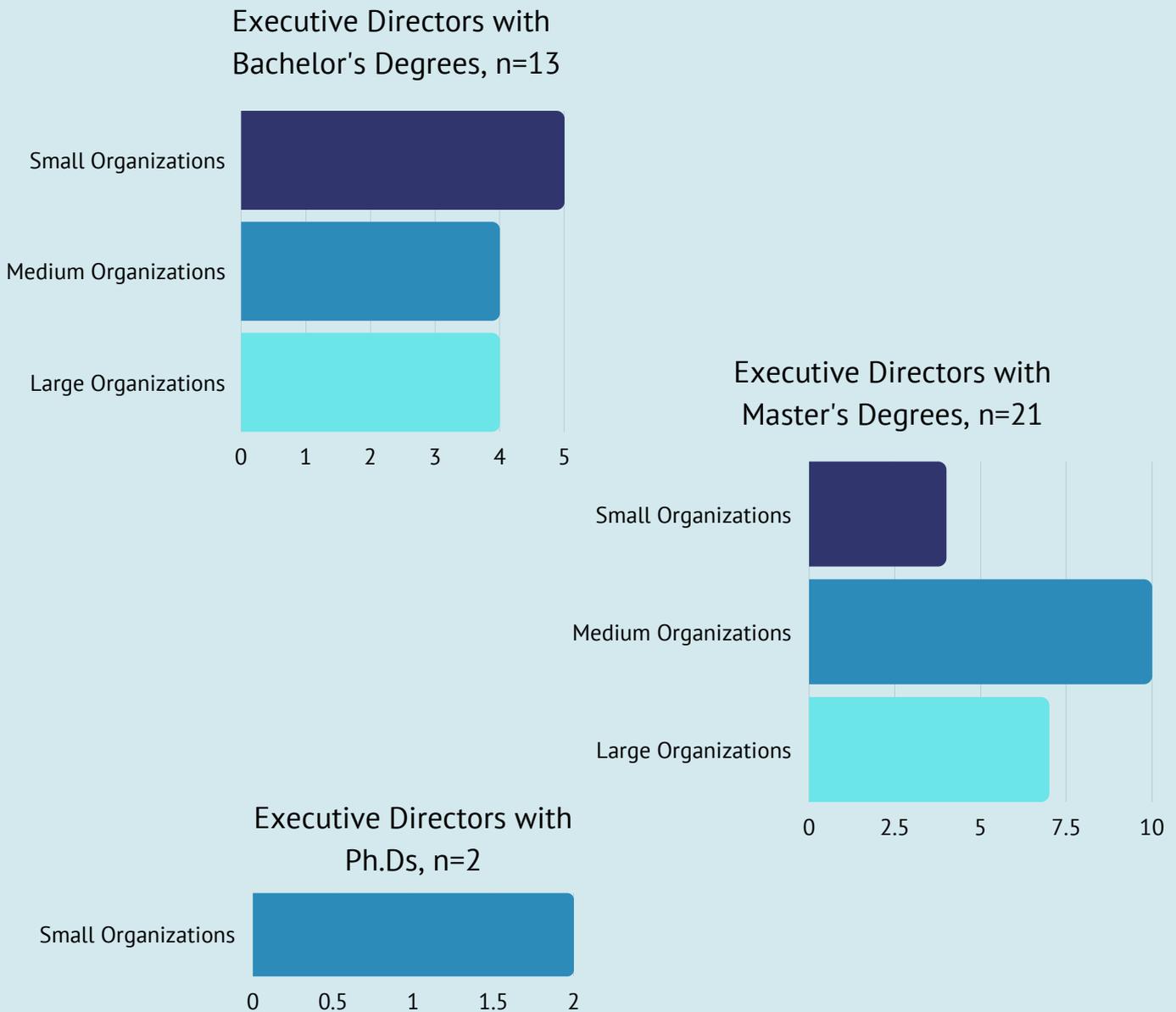
EDUCATIONAL ACHIEVEMENT

Table 3.4 presents educational attainment for the executive directors in the sample. Overall, the executive directors are extremely educated, with 88% possessing a Bachelor’s degree or higher. Thirty-two percent of the executive directors have a Bachelor’s degree, 51% have a Master’s degree, and 5% have a PhD. The executive directors with PhDs were concentrated in the small organizations. Across all organizations, the percentage of executive directors with Bachelor’s degrees is relatively stable, with small organizations at 36%, medium organizations at 33%, and large organizations at 31%. The biggest discrepancy across organization size is the Master’s degree achievements: small organizations 29%, medium organizations 71%, and large organizations 54%.

Table 3.4
Level of Educational Achievement for Executive Directors

Degree Level	Small		Medium		Large		Total	
	Number	%	Number	%	Number	%	Number	%
Bachelor’s	5	36%	4	29%	4	31%	13	32%
Master’s Degree	4	29%	10	71%	7	54%	21	51%
Ph.D.	2	14%	0	0%	0	0%	2	5%
Blank	3	21%	0	0%	2	15%	5	12%
Total	14	100%	14	100%	13	100%	41	100%

Figure 8: Level of Education Achievement for Executive Directors



ADDITIONAL CREDENTIALS

Seven of the executive directors hold additional credentials: Certificate in Nonprofit Management, Certificate in Diversified Fund Development, Certificate in Marriage and Family Therapy, Licensed Master Social Worker, and Group Fitness and Yoga Instructor. Executive directors of medium organizations were more likely to have additional certifications. Twenty-one percent of executive directors in medium organizations have additional certifications compared to 16% of large organization executive directors and 7% of small organization executive directors.

TENURE IN POSITION

Forty-one percent of executive directors have been in their position for 0 to 4 years, 22% have been in their position for 5 to 9 years, 20% have been in their position for 10 to 19 years, and 7% have been in their position for 20 to 30 years.

Figure 9: Years Served in Current Position

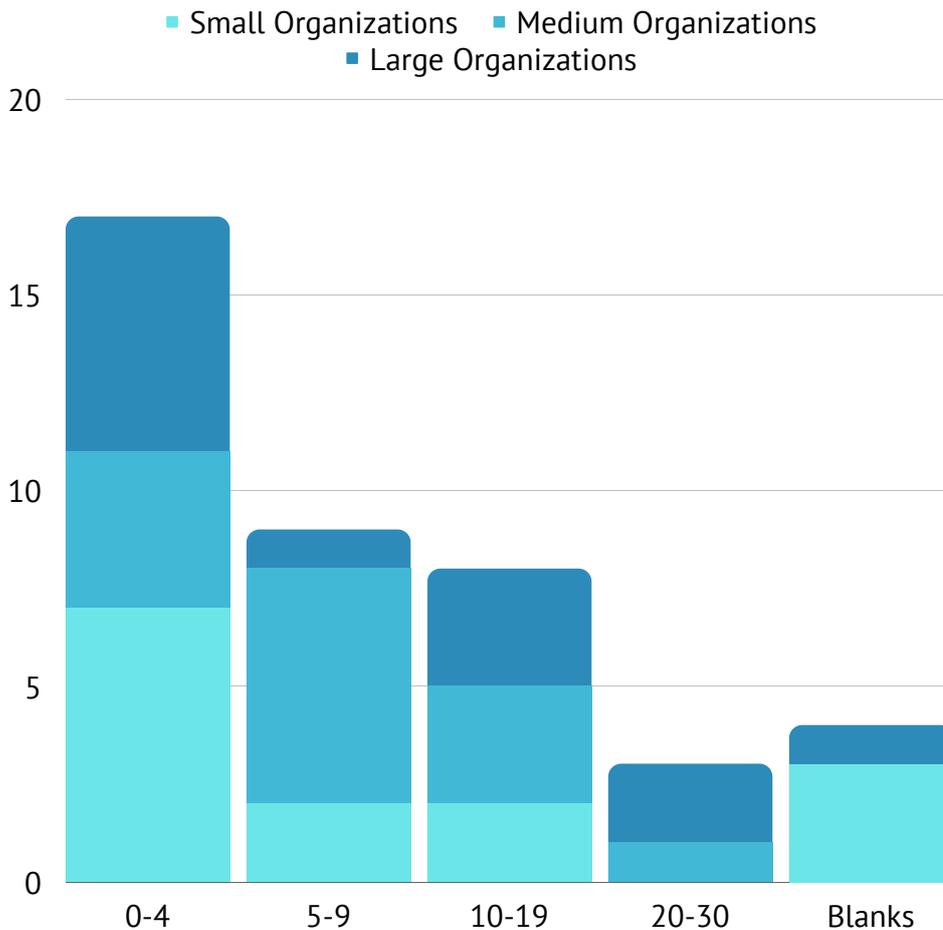


Figure 9 shows the length of time that executive directors in the sample have spent in the current position in their organization. In small organizations, 50% of executive directors have only served in their current position for 0 to 4 years. Medium organizations are more likely to have executive directors who have served longer with 43% of executive directors serving 5 to 9 years. While 46% of executive directors in large organizations have served 0 to 4 years in their position, 15% of the executive directors of large organizations have served 20-30 years in their position, compared to 7% in medium organizations, and 0% in small organizations.

Table 3.7
Executive Director Tenure in Position

Years	Small		Medium		Large		Totals	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0-4	7	50%	4	29%	6	46%	17	41%
5-9	2	14%	6	43%	1	8%	9	22%
10-19	2	14%	3	21%	3	23%	8	20%
20-30	0	0%	1	7%	2	15%	3	7%
Blanks	3	21%	0	0%	1	8%	4	10%
	14	100%	14	100%	13	100%	41	100%

CURRENT TENURE

Several things might explain these results. First, larger organizations are more likely to have been started earlier. Second, the organization gains professional stability as the size increases. Third, large organization executive salaries cause less budgetary strain, even as salaries increase. In addition, the executive directors of small organizations have more incentive to leave the organization for professional growth.

The plurality of executive directors, 41%, have served in their current position between 0-4 years, despite 66% of executive directors having at least 11-50 years of experience working in the nonprofit sector. Because none of the small organizations were founded prior to 1990, it makes sense that they have higher turnover in executive directors and that current directors have been at the position less time than executive directors at medium and large organizations.

NONPROFIT EXPERIENCE

Nonprofit executive director experience working in nonprofits increases as organization size increases. Typically, small organizations' executive directors have the least experience in the nonprofit sector. Fifty percent of the executive directors in small organizations have 0-10 years of experience as compared to 14% of medium organizations and 8% of large organizations. For medium organizations, 57% of executive directors have 11-20 years of experience as compared to 21% for small organizations and 23% for large organizations. The large organizations' executive directors have the most experience in nonprofit. 46% have 21-30 years of experience.

EXECUTIVE DIRECTOR NONPROFIT EXPERIENCE

Figure 10: Executive Directors' Years of Experience in Nonprofit



NONPROFIT EXPERIENCE

Table 3.5 breaks down the nonprofit experience level for executive directors in the sample. For all organizations, 24% executive directors have 0-10 years of experience in Nonprofit, 34% have 11-20 years of experience, 24% have 21-30 years of experience, and 7% have 31-50 years of experience. For small organizations, 50% executive directors have 0-10 years of experience in Nonprofit, 21% have 11-20 years of experience, and 7% have 21-30 years of experience. For medium organizations, 14% executive directors have 0-10 years of experience in Nonprofit, 57% have 11-20 years of experience, 21% have 21-30 years of experience, and 7% have 31-50 years of experience. For large organizations, 8% executive directors have 0-10 years of experience in Nonprofit, 23% have 11-20 years of experience, 46% have 21-30 years of experience, and 15% have 31-50 years of experience.

Table 3.5
Years of Nonprofit Experience for Executive Directors

Years	Small		Medium		Large		Totals	
	Number	%	Number	%	Number	%	Number	%
0-10	7	50%	2	14%	1	8%	10	24%
11-20	3	21%	8	57%	3	23%	14	34%
21-30	1	7%	3	21%	6	46%	10	24%
31-50	0	0%	1	7%	2	15%	3	7%
Blank	3	21%	0	0%	1	8%	4	10%
Total	14	100%	14	100%	13	100%	41	100%

FOR-PROFIT EXPERIENCE

Table 3.6 breaks down the executive directors' years of experience working at a for-profit organizations. For all organizations, 51% executive directors have 0-4 years of experience in the For-Profit sector, 15% have 5-10 years of experience, and 15% have 11-20 years of experience. Regarding experience in the for-profit sector, the executive directors have much less for-profit experience compared to their years of nonprofit experience. Sixty-six percent of executive directors have 0-10 years of For-Profit experience in comparison to only 24% of directors having that same amount of experience in the nonprofit sector.

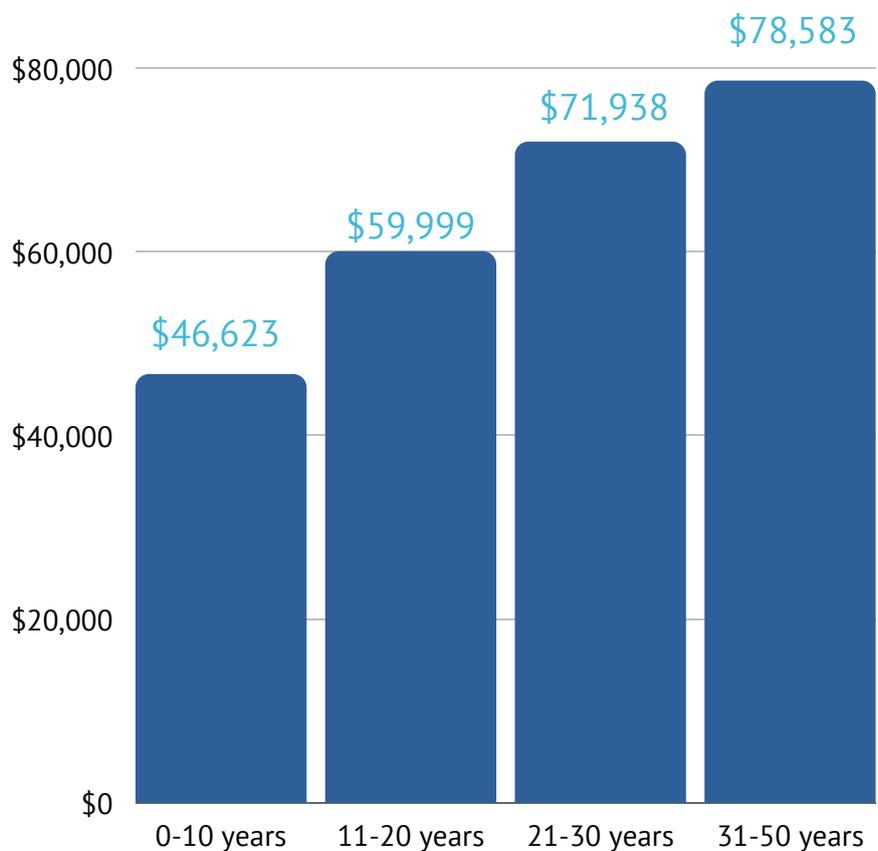
Fifty-one percent of organizations have executive directors with only 0-4 years of for-profit experience. Small organizations are more likely to have executive directors with more for-profit experience. Twenty-one percent of small organizations have executive directors with 11-20 years of for-profit experience compared to 7% for medium organizations and 15% for large organizations.

Table 3.6
Years of For-Profit Experience for Executive Directors

Years	Small		Medium		Large		Totals	
	Number	%	Number	%	Number	%	Number	%
0-4	4	29%	10	71%	7	54%	21	51%
5-10	2	14%	1	7%	3	23%	6	15%
11-20	3	21%	1	7%	2	15%	6	15%
Blank	5	36%	2	14%	1	8%	8	20%
Total	14	100%	14	100%	13	100%	41	100%

AVERAGE SALARY BY NONPROFIT EXPERIENCE

Figure 11: Executive Directors' Average Salary By Nonprofit Experience



The salary average for executive directors with 0-10 years of experience in nonprofit is \$46,623, \$59,999 for 11-20 years of experience, \$71,938 for 21-30 years of experience, and \$78,583 for 31-50 years of experience.

This coincides with the data showing the wage differences between the sizes of organizations, with years of experience in nonprofits positively correlating with salary.

HEALTH BENEFITS FOR EXECUTIVE DIRECTORS

Table 3.8 shows the percent of the executive directors' health, dental, and vision benefits paid by the organization. A relatively small percentage of organizations provide all or nearly of health benefits. 24% of organizations provide 75-100% of health insurance to executive directors, 7% of organizations provide 75-100% of dental benefits, and 17% of organizations provide 75-100% of vision benefits.

Table: 3.8 Percent of Health Benefits Paid by the Organization for the Executive Director

Category	Small		Medium		Large		Totals	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Health Insurance								
0	0	0%	2	14%	1	8%	3	7%
1-50%	0	0%	0	0%	2	15%	2	5%
51-75%	0	0%	1	7%	4	31%	5	12%
76-100%	1	7%	6	43%	3	23%	10	24%
Blank	13	93%	5	36%	3	23%	21	51%
	14	100%	14	100%	13	100%	41	100%
Dental Insurance								
0	0	0%	0	0%	1	8%	1	2%
1-50%	0	0%	0	0%	1	8%	1	2%
51-75%	0	0%	2	14%	1	8%	3	7%
76-100%	0	0%	2	14%	1	8%	3	7%
Blank	14	100%	10	71%	9	69%	33	80%
	14	100%	14	100%	13	100%	41	100%
Vision Insurance								
0	0	0%	0	0	1	8%	1	2%
1-50%	0	0%	0	0%	1	8%	1	2%
51-75%	0	0%	2	14%	1	8%	3	7%
76-100%	1	7%	3	21%	3	23%	7	17%
Blank	13	93%	9	64%	7	54%	29	71%
	14	100%	14	100%	13	100%	41	100%

As many respondents left this question blank, 51%, 80%, and 71%, for health, dental, and vision, respectively, it is difficult to know how many organizations truly do not offer any sort of health benefits. In addition, respondents were asked if they negotiated for higher salary in lieu of medical or other benefits. Only one respondent said yes and elaborated that they were the founder of the organization.

Figure 12 shows the percent of organizations providing 51-100% of health benefits for directors. Thirty-six percent of organizations provided 51% or more of health insurance benefits for executive director. This is especially true for large organizations. Fifty-four percent of large organizations provide 51-100% of health insurance to their executive directors, as compared to 7% of small organizations and 50% of medium organizations. Only one small organization provided benefits for health insurance or vision. Organizations do not all provide the full range of medical benefits, including health, dental, and vision.

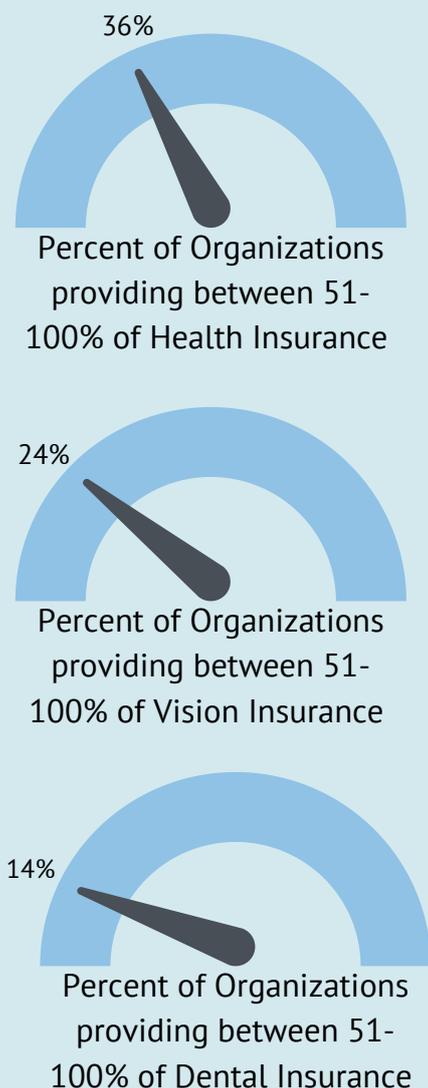


Figure 12: Percent of Health Benefits Paid by the Organization for the Executive Director

RETIREMENT BENEFITS

Figure 13 shows whether organizations provide retirement benefits for their executive directors. For all organizations, 44% indicated that retirement benefits are provided for executive directors while 39% do not provide retirement benefits. Seventeen percent left this blank.

Across organizational size, there is significant discrepancy. Only 7% of small organization executive directors reported retirement benefits in comparison with 50% of medium organization executive directors, and 77% of large organization executive directors. The larger an organization's budget, the more likely the organization is to provide retirement benefits. Presumably, it is easier for large organizations to budget in those additional expenses.

Figure 13: Retirement Benefits Provided For Executive Director

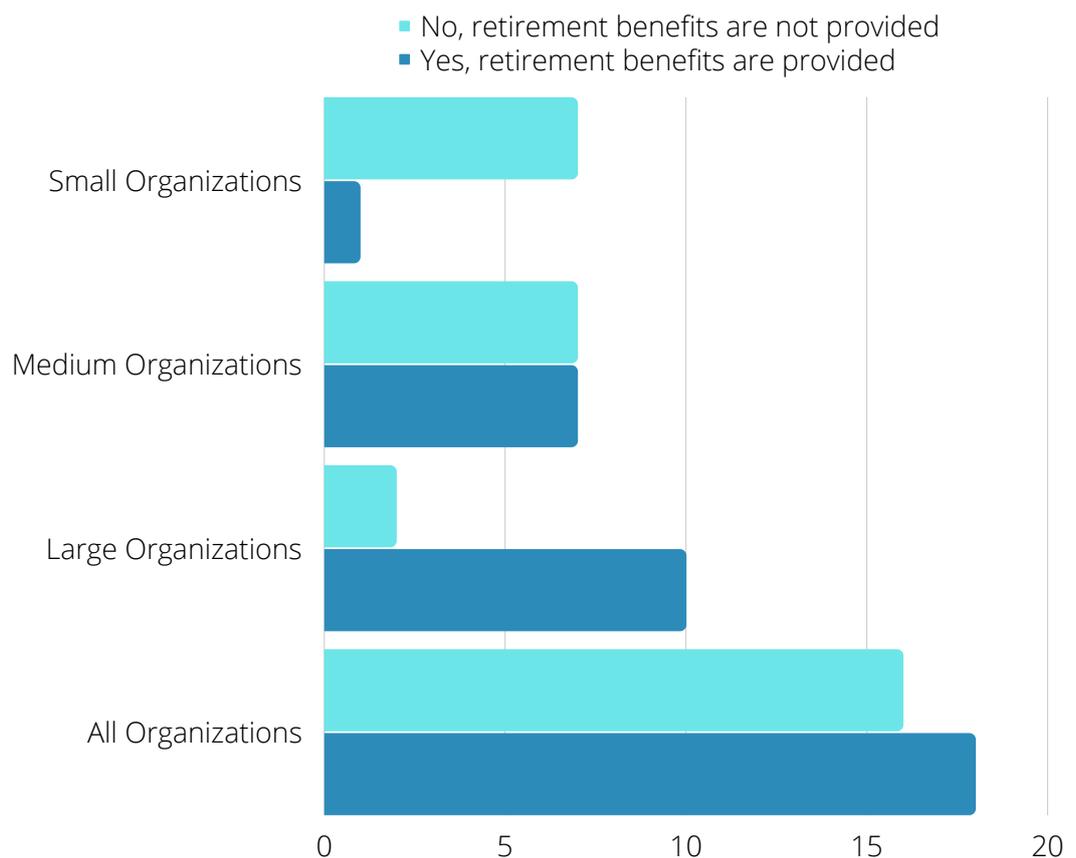
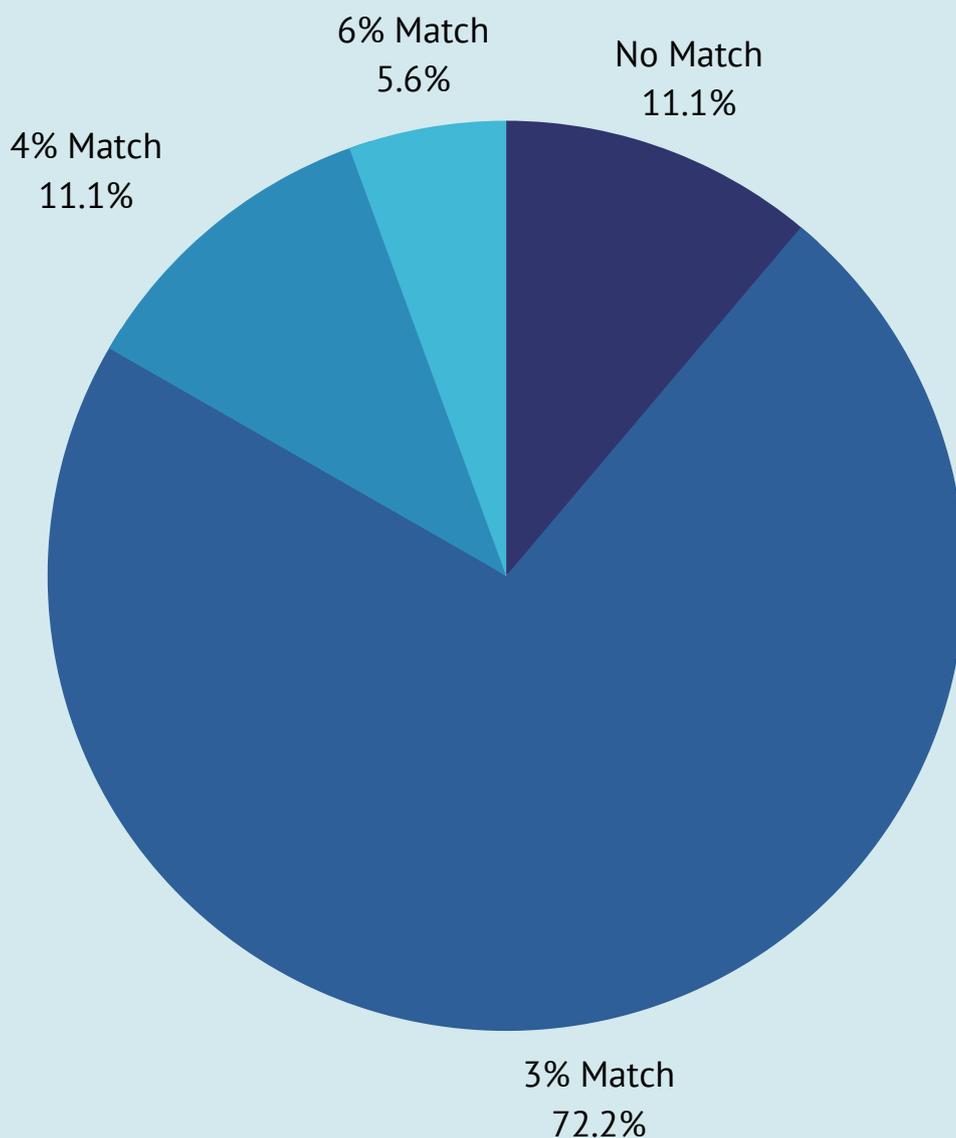


Figure 14 shows the amount of retirement match benefits executive directors receive. Of the 18 executive directors who indicated that they receive retirement benefits, 89% receive some kind of match in retirement contributions from their organizations. Seventy-two percent of executive directors receive retirement benefits at least a 3% match on their retirement contributions, 11% receive a 4% match, and 6% receive a 6% match.

Figure 14: Retirement match percentage for organizations providing retirement benefits



SCHEDULING BENEFITS

Table 3.9 identifies the scheduling benefits provided to executive directors. Ninety-one percent of organizations provided paid time off to their executive directors. Sixty percent of organizations provide holidays, 28% provide Alternative Work Schedules, 28% provide Flex Time, 5% provide a Sabbatical, and 12% provide no scheduling benefits at all.

Table 3.9*
Scheduling Benefits Provided for Executive Director

Category	Small		Medium		Large		Totals	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Paid Time Off (Including Annual and Sick Leave)	13	93%	14	33%	12	28%	39	91%
Holidays	3	7%	11	26%	12	28%	26	60%
Alternative Work Schedule	3	7%	5	12%	4	9%	12	28%
Flex Time	0	0%	5	12%	7	16%	12	28%
Sabbatical	0	0%	0	0%	2	5%	2	5%
None	5	12%	0	0%	0	0%	5	12%
Blank	4	9%	0	0%	1	2%	5	12%

*Respondents could select more than one answer. Percentages will not add up to 100%

This number of organizations providing paid time off is relatively constant across organization size with 30% for small organizations, 33% for medium organizations, and 28% of large organizations. However, the organizations providing holidays is not consistent. Twenty-six percent and 28% of medium and large organizations, respectively, provide paid holidays while only 7% of small organizations provide this scheduling benefit.

Nearly a third of organizations provide flexibility in work arrangements to their directors. 56% provide either Alternative Work Schedules or Flex Time. However, small organizations are the least likely to provide these work arrangements, with only 7% providing Alternative Work Schedules and none providing Flex Time.

ANNUAL AND SICK LEAVE DAYS

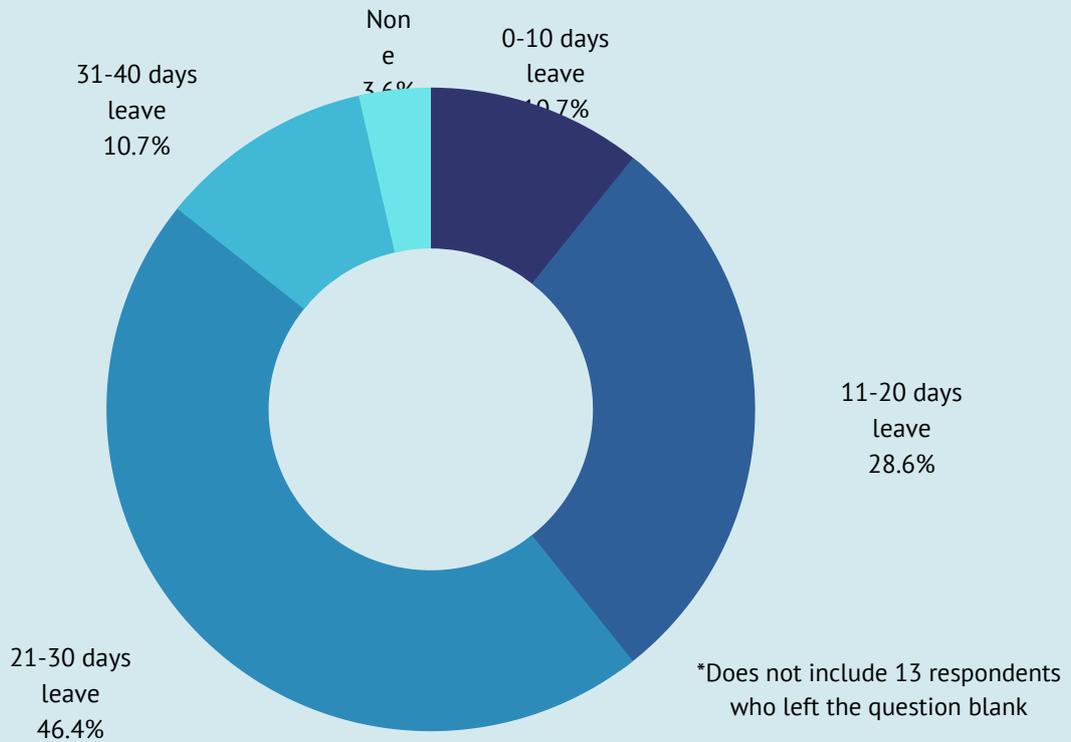
Table 3.10 shows the amount of annual and sick leave days provided for executive directors by the organizations in the sample. Annual paid leave is a common benefit for organizations with 59% of organizations providing at least some days of leave. Seven percent of organizations provide 0 to 10 days of leave, 20% provide 11 to 20 days of leave, 32% provide 21 to 30 days of leave, and 7% provide 31 to 40 days of leave.

Medium and large organizations offer more generous paid leave than small organizations. For medium organizations, 44% organizations provide between 21 to 40 days of leave. For large organizations, 69% provide between 21 to 40 days of leave. Small organizations do not offer this benefit as much as medium and large organizations, with only 14% of organizations providing days of leave. However, small organizations might not have a set amount of days, even though they indicate that they receive annual and sick leave.

Table 3.10
Annual and Sick Leave Days Provided for Executive Director

Amount of Leave	Small		Medium		Large		Totals	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0-10 days leave	0	0%	3	21%	0	0%	3	7%
11-20 days leave	2	14%	3	21%	3	23%	8	20%
21-30 days leave	0	0%	6	43%	7	54%	13	32%
31-40 days leave	0	0%	1	7%	2	15%	3	7%
None	1	7%	0	0%	0	0%	1	2%
Blank	11	79%	1	7%	1	8%	13	32%
Totals	14	100%	14	100%	13	100%	41	100%

Figure 15: Annual and Sick Leave Days Provided for Executive Director*



HOLIDAYS

Table 3.11 shows the amount of days off for holidays for organizations in the sample. Similar to the annual paid leave information, 61% of organizations offer paid holiday time for their executive director. Thirty-four percent of organizations give 0 to 10 days off and 27% give 11 to 20 days off for holidays. Medium and large organizations provide paid holidays benefit at high levels, 79% and 92% respectively. However, the provision of this benefit drops to 14% for small organizations. Only two (14%) small organizations indicated that they offer paid holidays.

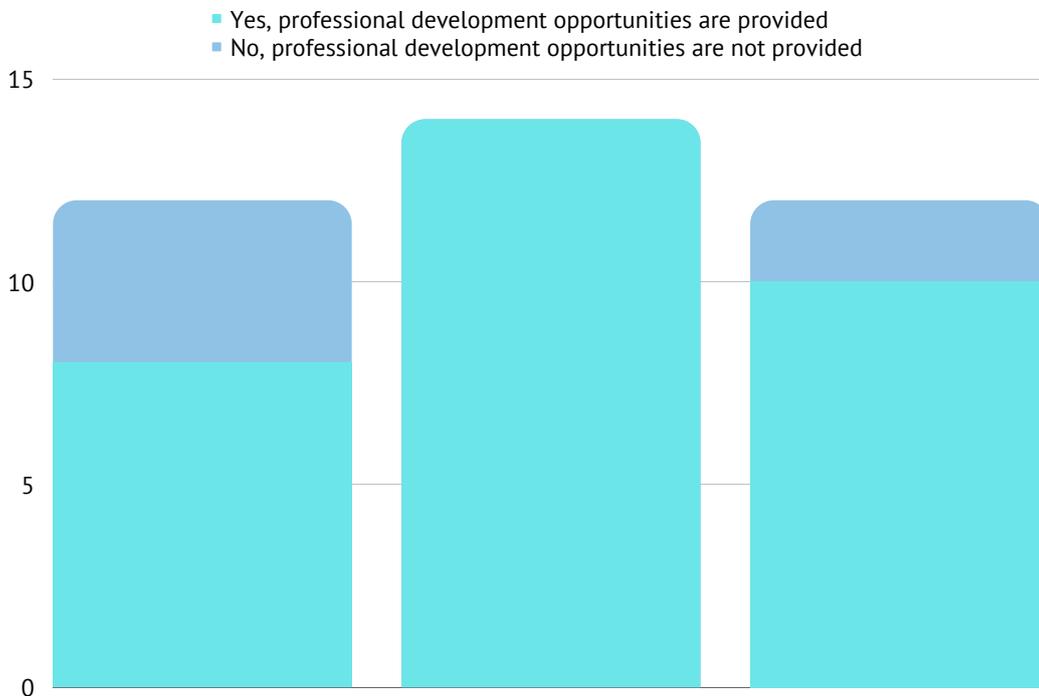
Table 3.11: Holidays-Time Off for Executive Director

Amount of Holidays	Small		Medium		Large		Totals	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
0-10 Days Off	2	14%	6	43%	6	46%	14	34%
11-20 Days Off	0	0%	5	36%	6	46%	11	27%
Blank or N/A	12	86%	3	21%	1	8%	16	39%
Totals	14	100%	14	100%	13	100%	41	100%

PROFESSIONAL DEVELOPMENT

Professional development is a widely provided benefit for executive directors. Seventy-eight percent of organizations provide professional development for their executive directors while only 15% do not. Fifty-seven percent of small organizations provide professional development opportunities, 100% of medium organizations, and 77% of large organizations.

Figure 16: Professional Development Availability For Executive Directors



Professional Development Availability for Executive Directors

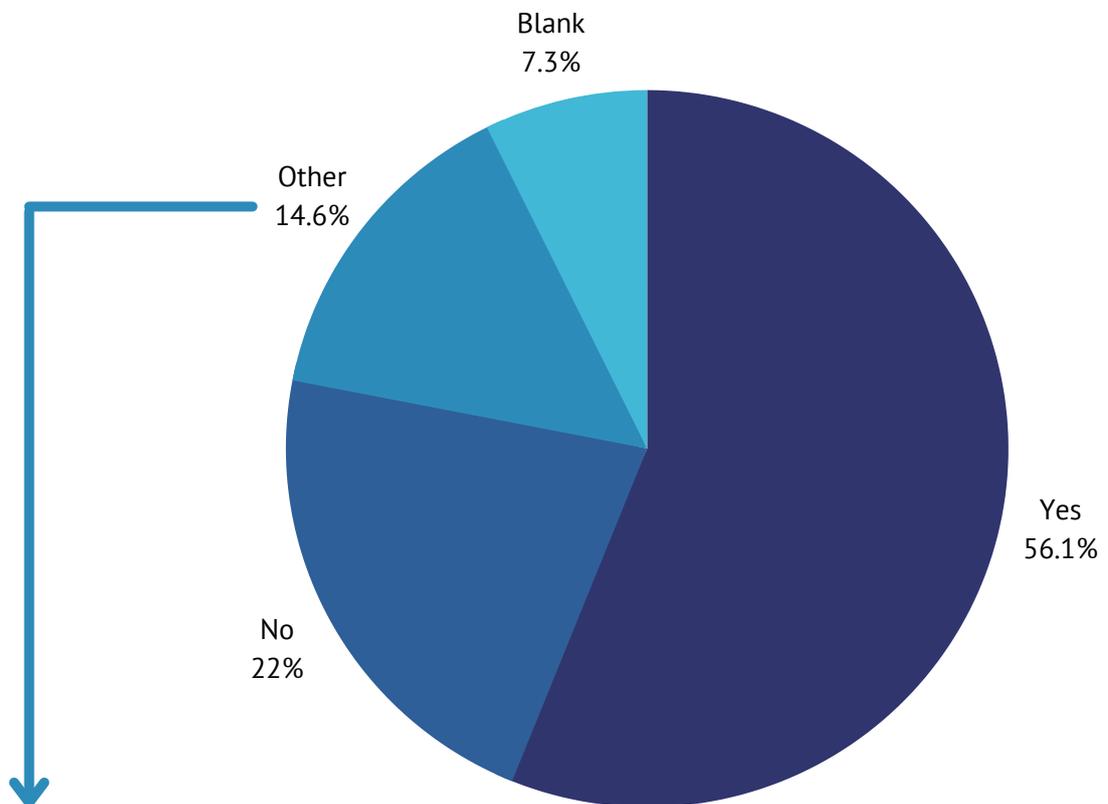
OTHER BENEFITS

The salary respondents outlined other benefits provided for executive directors including: life and disability insurance, cell phone and laptop reimbursement, mileage and expense reimbursements, company owned vehicles, and bonuses (one dependent on revenues, one dependent on time served in the job). All the responses to this question can be found in Appendix F.

EXECUTIVE DIRECTORS AND ANNUAL REVIEWS BY THE BOARD

A majority of executive directors are subject to annual reviews by the board. Fifty-six percent indicated the presence of an annual board review in comparison to 22% that do not have annual reviews by the board. Executive directors in medium and large organizations are more likely to receive an annual review, 71% and 69% respectively, compared to only 29% of small organizations.

Figure 17: Is there an annual review by the board for the executive director?



"There is no board. We are a religious organization.

Board was recently created. Performance review will be conducted this year."

"The Board headed by the Vice Chair conducts an annual compliance review."

"Should, but haven't"

"Yes, however it's inconsistent"

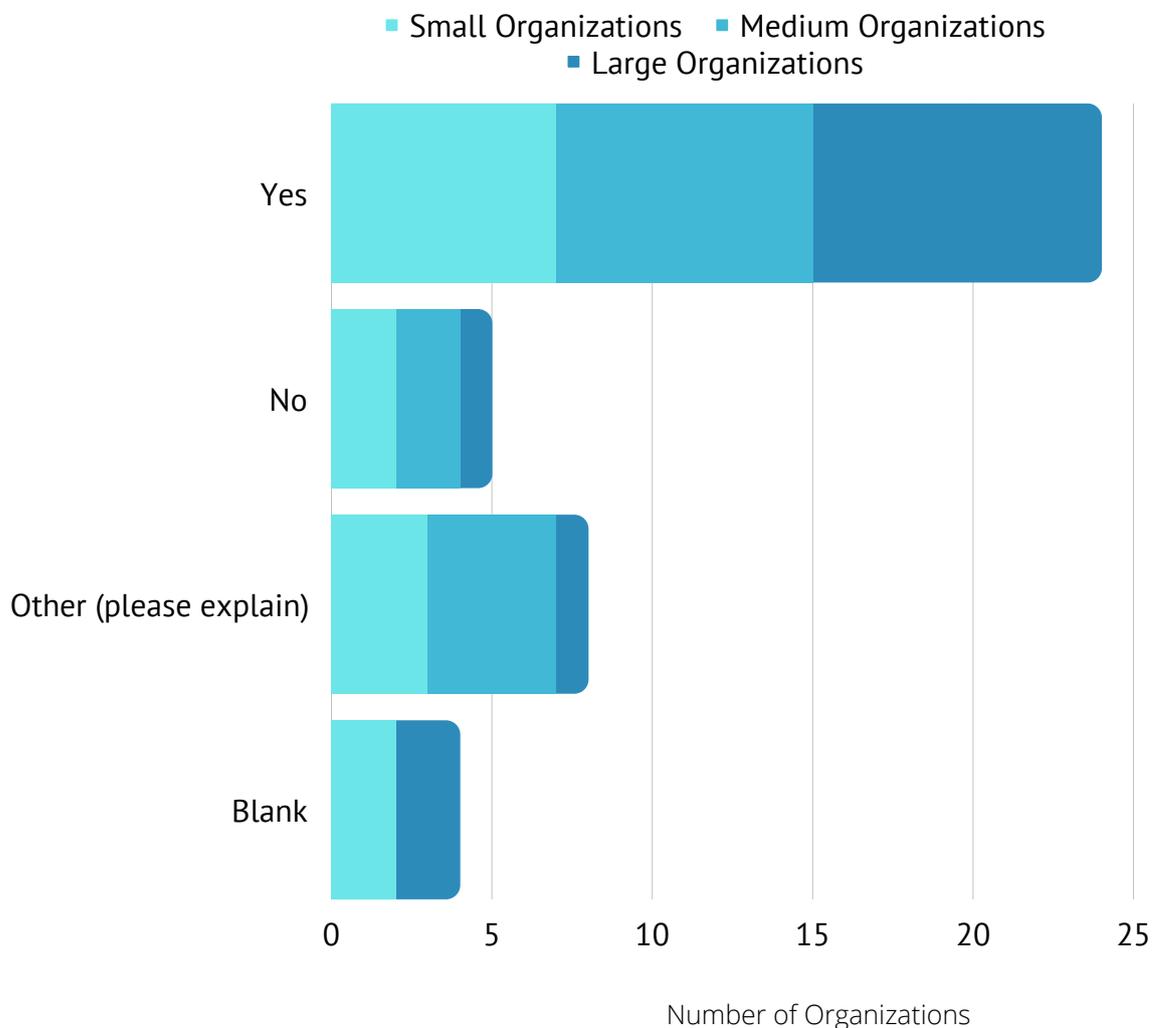
"Generally every other year."

PART 4: COVID-19'S EFFECT ON NONPROFIT ORGANIZATIONS

COVID-19 drastically impacted the nonprofit world, financially, structurally, and programmatically. In Part 4 of the survey, we explore the financial impact of COVID-19 and how organizations responded to the obstacles presented. While many pandemic-related factors have affected organizations negatively, there are silver linings in the outcomes, including new sources of funding and easier access to board meetings through technology.

COVID-19 has made financial impact on all sizes of organizations.

Figure 18: "Has your organization experienced a change in funding due to COVID-19?"

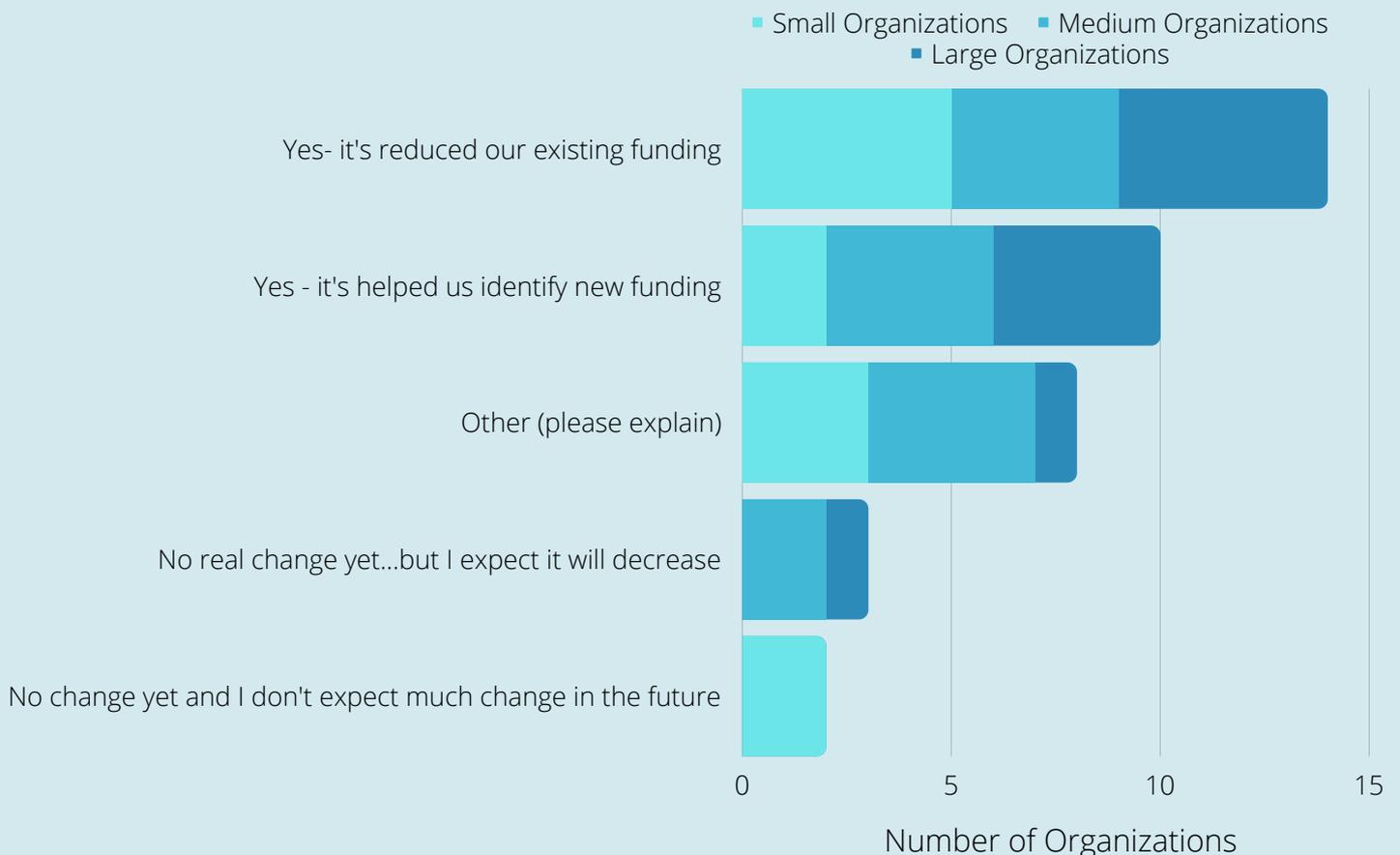


COVID-19'S IMPACT

Fifty-nine percent of organizations indicated that COVID-19 has impacted their funding in some way. Thirty-four percent of organizations said that the pandemic has reduced their existing funding. By organization size, 36% of small organizations, 29% of medium organizations, and 38% of large organizations report that they lost funding due to COVID-19.

Altogether, only 12% of all organizations report no changes in their funding. Of those 12% (5 organizations), two expected no change in funding for the future and three reported that they expected their funding to decrease in the future. Three of these organizations rely heavily on governmental revenue sources (45%, 71%, and 97% of their revenue sources). The other two organizations rely on special events and individual giving.

Figure 19: COVID-19's Impact on Organizations' Funding





COVID-19'S IMPACT

Not all effects of COVID-19 were negative as shown by the 24% of organizations saying that they identified new funding through the pandemic. By organization size, 14% of small organizations, 29% of medium organizations, and 31% of large organizations said they identified new funding sources. While it is encouraging to see positive outcomes from the pandemic, the survey does not cover whether that funding is short-term (federal aid for recovery) or long-term. More information is needed to understand which long-term funding sources COVID-19 has revealed for these organizations.

ADDITIONAL IMPACTS

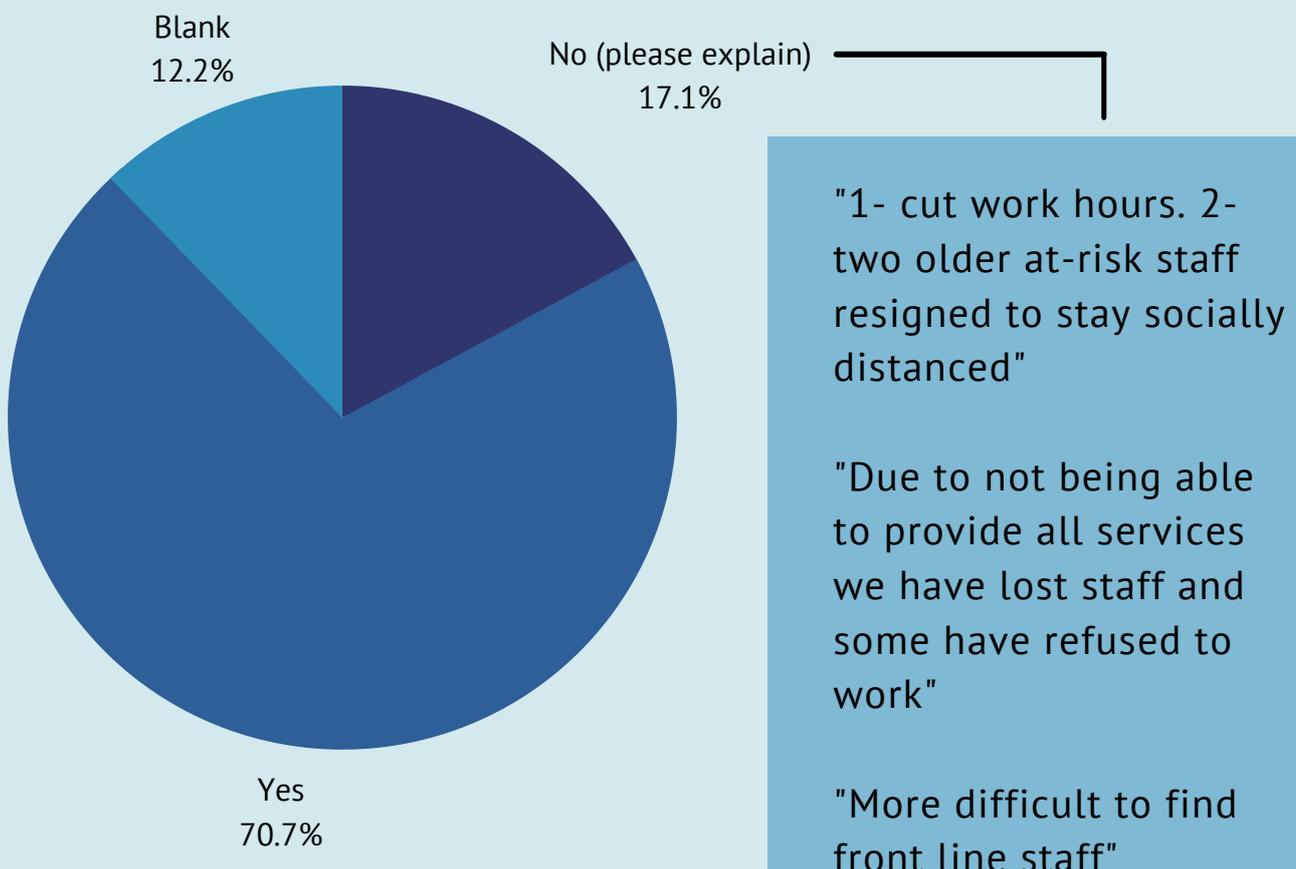
In addition, survey respondents voiced a wide array of effects from the pandemic, outlined in Appendix H. One organization completely shut down from the financial impact while another lost 40% of its funding. The CARES Act PPP loan was critical for paying staff salaries. However, because the loan could not be used for program costs, organizations noted an overall decrease in funding. A few organizations noted that the pandemic caused decreases in areas like special events and individual, increases were noted in foundation funding, grant funding, and client fees. For one organization, they saw needing to adapt as a benefit.

ABILITY TO MAINTAIN STAFF LEVELS

For ability to maintain Pre-COVID staff levels, 71% of organizations have been able to keep staff levels constant while 17% of organizations have not been able to maintain pre-pandemic staff levels. Maintenance of current staff levels is remarkably constant across organizational size, with 71% for small organizations, 71% for medium organizations, and 69% for large organizations.

COVID-19's financial impact affected the ability of nonprofits to retain staff. Seventeen percent of organizations have not been able to maintain pre-COVID staff levels. This number is also relatively consistent across all organization sizes. In addition to the financial impact affecting staffing levels, two organizations cited staff levels have been affected by workers' resignations due to pandemic health concerns while another organization cited the difficulty of finding front line staff (Appendix I).

Figure 20: Have you been able to maintain Pre-COVID Staff Levels?



CHANGE OF VOLUNTEER USE AND PROTOCOLS

“We eliminated a volunteer program to minimize the traffic coming into our office which is a shared space with another business.”



Out of 33 responses to the question of how organizations' volunteer use and protocols changed due to the pandemic, the majority of them (15 respondents) indicated that the change in volunteer use was simply that they used less volunteers. However, there is significant range in approaches nonprofits took to reducing volunteers:

“We reduced capacity for volunteers in a single shift (from up to 25 at one time to just 6 people at a time between April and December; and later allowing up to 12 volunteers at a time starting with MLK Day).”

“We continue to use volunteer however the number of volunteer decreased from around 1,100 to 840. Our volunteer hours though have increased significantly. We use less volunteers for more hours. Volunteers are now used 24 hours out of the day where as before they were primarily used for 18 hours a day.”

In addition, 11 respondents showed that while similar numbers of volunteers were utilized, new safety precautions were implemented.

“All volunteers, staff, and participants are required to follow COVID guidelines of completing a weekly affidavit, social distancing, wearing masks, hand washing, and using hand sanitizer.”

“We will require acknowledgment of vaccination before returning to our pre-covid use of volunteers.”

“Yes- full PPE when in patient contact, always masked, temperatures taken daily”

CHANGE OF FUNCTION OR WORKING OF THE BOARD

“We lost board members to due changes in their careers and changes in life due to COVID.”

The biggest change to the function of the board is the format of the meeting. Twenty-three survey respondents indicated that they moved their meetings to online, zoom, or outside. The online meeting can provide easier access to meetings but also can be detrimental to the board meeting’s effectiveness:

“Zoom....nearly every meeting is now online. However, attendance is actually up. Zoom is apparently easier to get to and accessible from vacations and other locations. That said, meetings are less interactive and more “report/listen” than discussion.”

“More virtual connections which has caused it’s own fair share of challenges, risk for lower engagement, need for more communication etc.”

BOARD IMPACTS

THE PANDEMIC HAS ALSO STRAINED THE BOARD MEMBERS AND HAS RESULTED IN LESS ACTIVE BOARDS.

“Our board has been more disconnected this past year than they had previously, and is working to reengage.”

Three organizations said that their boards are less engaged than they used to be.

“Added a new board member. But, overall, a less active board now.”

“It slowed down dramatically and put a strain on Board-staff relations because of incomplete communication.”

Lastly, two organizations lost board members due to the pandemic:

“We lost board members to due changes in their careers and changes in life due to COVID.”

“Most board members resigned.”

Overall, the biggest impact to organizations’ boards was the format of the meeting. In addition, the pandemic caused boards to be less active and engaged, caused by either the pandemic itself or by the new format of meetings. Lastly, pandemic-caused life changes impact boards and members.



DISCUSSION/CONCLUSION

Overall, nonprofits are an incredibly vital part of the Athens community. They span in organizational focus and serve communities throughout Athens and the surrounding counties. The nonprofits are not a monolith and this survey helps in identifying the specific challenges and unique characteristics in each of the organizational sizes.

However, the smaller organizations are often operating off of much smaller resources. Small organizations operate with more flexible staff and lower costs and benefits for employees. Twenty-three percent of employees at the small organizations are contract workers, a larger percentage than medium or large organizations. Executive directors are paid much lower and are more likely to volunteer their time in small organizations. They receive less in salary increases, retirement benefits, and health benefits compared to executive directors at larger organizations. However, these executive directors at small organizations are incredibly experienced in the nonprofit field and are highly educated. They are also more likely to have more for-profit experience than executive directors in medium or large organizations.

Next, this survey has clarified that many organizational elements are positively correlated with the size of the organization. The larger the nonprofit is, the more likely that they will:

- Serve more counties
- Have a larger percentage of full-time workers
- Pay the executive directors more (though not as a percentage of the budget)
- Provide larger salary increases
- Provide better health, retirement, days off, and scheduling benefits
- Have executive directors with more nonprofit experience and more time spent in their current role
- Have an annual review by the board for the executive director

PAY STRUCTURE

This survey can help nonprofits and board members adjust their pay structures and benefit packages in order to fairly compensate executive directors. However, small nonprofits have room to offer better benefits while not increasing expenditures. While they cannot offer large pay raises, small organizations have room to offer more paid leave, holidays, and scheduling benefits. In addition, the survey suggests that providing more market-level compensation and better benefits might keep executive directors from leaving small organizations. In small organizations, 28% of executive directors have served more than four years in their current position. In contrast, 71% of executive directors in medium organizations and 46% in large organizations have served more than four years in their current position.

FISCAL DIVERSITY

In addition to clarifying the overall picture of Athens area nonprofits, the survey has demonstrated the crucial characteristics of adaptation and flexibility for organizations. COVID drastically changed structures and programming decisions for Athens area nonprofits. Board member meetings were canceled or moved online, special events were shut down, and uses of volunteers changed dramatically. While planning for this kind of event is difficult, nonprofits must be flexible and adaptable as challenges arise.

A fundamental part of this organizational preparation is fiscal diversity. Nonprofits must diversify their revenue streams. The nonprofits in the survey rely on many different funding sources, setting them up for better fiscal stability. This might account for the 71% of respondents who said they were able to keep their pro-COVID level staffing.

LEADERSHIP

“

COVID-19 has also been a test of leadership and has thrown the spotlight on the nonprofit governance.

”

COVID-19 has also been a test of leadership and has thrown the spotlight on the nonprofit governance. Organizational crises require leadership and support from the board. However, as the survey highlighted, these types of crises can cause disengagement from the board, whether by societal or economic pressure or immense technological change. Executive directors and nonprofits should consider how these emergencies and societal challenges affect the board and its governance of the nonprofit.

However, in the wake of the bad news of the pandemic, the survey illustrates the opportunities that flexible thinking and creative problem solving might lead to. While COVID-19 negatively impacted many organizations financially, the pandemic provided a path for nonprofits to find new funding sources and opportunities. COVID-19 was disruptive to organizational volunteer use, so it is important that nonprofits invest sufficient time and money into maintaining their volunteer pool. As organizations ponder their path out of COVID-19 and into the next set of challenges, their executive directors must be able to pivot and find imaginative solutions.



CONCLUSION

While this survey is not all-encompassing, it does help paint a clearer picture of these important institutions. They help address societal problems and provide needed services for the community. This survey will hopefully provide insights to help nonprofits function more effectively for future challenges, provide better compensation to qualified leaders, and understand their impact on Athens and beyond.

APPENDIX A: LIST OF PARTICIPATING ORGANIZATIONS

A Kid's Dream Inc.	Ciné
A-CC High School Completion Initiative, Inc	College Factory
Acceptance Recovery Center	Downtown Ministries, Inc.
AIDS Athens, Inc d/b/a Live Forward	ESP
Ashton Hope Keegan Foundation	Family Connection-Communities In Schools of Athens
Athens Area Diaper Bank	Family Counseling Service of Athens, Inc
Athens Area Habitat for Humanity	Family Promise of Athens
Athens Area Homeless Shelter	Food Bank of Northeast Georgia
Athens Area Pagans, Inc	Georgia Options
Athens Community Council on Aging, Inc	Hope Haven of Northeast Georgia, Inc
Athens Nurses Clinic	Humble Warrior Wellness & Yoga, Inc
Bethel Haven, Inc.	Juvenile Offender Advocate Inc. JOA
Bigger Vision	LoveCraft Athens
BikeAthens	Mercy Health Center, Inc.
Books for Keeps	Nuci's Space
Bread for Life	Prevent Child Abuse Athens
Butterfly Dreams Farm Therapeutic Riding Program, Inc.	Project Safe Inc.
Cat Zip Alliance	The Ark United Ministry Outreach Center
Children First Inc	The Cancer Foundation
Chosen for Life Ministries	The Cottage, Sexual Assault Center & Children's Advocacy Center
	The Tree House, Inc.

APPENDIX B: ORGANIZATIONS' EMPLOYEES BY WORK CLASSIFICATION

Category of Employees	Small Organizations		Medium Organizations		Large Organizations		All Organizations	
	Number	%	Number	%	Number	%	Number	%
Number of Full Time Employees	15	50%	89	51%	300	61%	404	58%
Number of Part Time Employees	4	13%	47	27%	131	27%	182	26%
Number of Contract Employees	7	23%	29	17%	9	2%	45	6%
Number of Other Employees	4	13%	8	5%	50	10%	62	9%
Total Number of Employees	30	100%	173	100%	490	100%	693	100%

APPENDIX C: WHAT IS THE AVERAGE INCREASE IN SALARY (FOR COST OF LIVING OR OTHERWISE)?

Other (please explain)
No paid positions.
We have no paid employees, to include the Executive Director
none
Increases based upon the revenue and financial position of the organization.
no CoL increases, only performance
some years, no increase is affordable

APPENDIX D: ARE INCREASES IN SALARY TIED TO THE EXECUTIVE DIRECTOR'S PERFORMANCE OR GENERALLY GIVEN TO ALL STAFF (COST OF LIVING)?

Other (please explain)
No one gets paid anything.
ED set salary at \$6,000 five years ago.
no salary for board of directors
We did do a cost of living this year but that is not true ever year.
Merit Increases are offered to staff annually except none was offered in 2020 due to low revenue
Both
Both - we give cost of living increases and performance increases as able and warranted.
Our prior Director was here 30 years and would do incentive work (see a few clients or doing guest lectures) in lieu of raises. I have been in the position for over a year and will do the same.
Salary increases are evaluated yearly in light of available funds within the budget.
Theoretically tied to performance but generally more related to budget.
If the budget allows
I give staff performance raises but do not take raises for myself
System for increases is in the works. ED has never had an increase.

APPENDIX E: WHAT ADDITIONAL INFORMATION CAN YOU PROVIDE REGARDING SALARY AND BENEFITS TO PROVIDE CONTEXT FOR YOUR RESPONSES?

My husband and I gave in-kind donations of our salary to the organization
Our organization is 100% volunteer
The only staff paid is our Communications Coordinator - Contracted Professional.
This is an all-volunteer organization. There are no salaries.
We do not have a paid executive director
We have an all-volunteer group.
We have been more focused on meeting the needs of youth than paying staff. The executive director has donated his "salary" back to the organization.
We have no paid employees, to include the Executive Director
Bethel Haven, Inc. provides all staff with half of the cost of CE credits as well as half of cost for Clinical Supervision and all of the cost for their annual AACC certification. Bethel Haven, Inc. provides all interns with the cost of Clinical Supervision.
I have negotiated for a high salary threshold for staffing during our annual budgeting so that I can attract and retain qualified and valuable staff members. The staff tenure at my organization is higher (I believe) than many of my counterparts. I am willing to take a smaller salary as long as I can participate in teaching at the university level and surround myself with knowledgeable and talented staff.
In normal times, staff would be offered between 3-5% increases based on merit/performance to Annual Plan Goals. In 2020, no such increase was offered as the organization did not meet Annual Income goals and instead relied on PPP and reserve funds to make budget.

APPENDIX E (CONTINUED)

It's performance, cost of living and available funding.

When first created, Clinic was 1 evening per week. The majority of practitioners only work 1-2 days per week, and are retired. The Clinic is only open 3 days weekly due to the pandemic, but has never been full-time

Benefits described here are provided to other employees, not just executive director.

We do not provide a group health insurance plan. Rather, we provide a stipend to employees to offset their own purchase of health insurance coverage. The annual stipend is \$3,000 for the first three years of employment, and it increases to \$6,000 beginning with the employee's fourth year of employment.

We offer a very flexible schedule and generous PTO to create an overall competitive compensation package for staff, even with salary limitations - while our cash for salaries is limited, we have tried to be very creative in building an overall compensation package that is appealing and competitive. We also have a staff development program that sets aside one day per month for team building and personal development, in addition to professional development opportunities.

We provide full medical benefits to all employees who need them, 403B matches up to 3% for all employees who participate, 10 paid holidays and 11 PTO days with a max of 25 PTO days raised over time. 403B matches and vacations were suspended during the pandemic but should be reinstated this fiscal year.

APPENDIX F: DOES YOUR ORGANIZATION OFFER OTHER BENEFITS TO THE EXECUTIVE DIRECTOR? PLEASE EXPLAIN.

We provide all full-time employees with basic life insurance coverage of \$25,000, with the option to purchase additional coverage at the employee's expense. We also provide all full-time employees with long-term disability coverage.
gas/food/travel
Discounts and wholesale pricing for bike parts
Depending on revenues, our board has given all staff bonuses...typically 5%.
Retention Bonus eligible after completion of year 5
cell phone reimbursement; mileage reimbursement
Cellphone, laptop and ability to work from home.
Short and Long Term Disability as well as Life Insurance Coverage
Mileage
Childcare reimbursement

APPENDIX G: DOES YOUR BOARD CONDUCT AN ANNUAL REVIEW OF THE EXECUTIVE DIRECTOR'S PERFORMANCE?

Other Answers
There is no board. We are a religious organization.
Board was recently created. Performance review will be conducted this year.
The Board headed by the Vice Chair conducts an annual compliance review.
Should, but haven't
Yes, however it's inconsistent
Generally every other year.

APPENDIX H: HAVE YOU FELT ANY CHANGE IN YOUR FUNDING IN THE PAST FEW MONTHS?

Other (please explain)
<p>Sadly, It shut us down. Schools closed and our corporate funders could no longer give funding.</p>
<p>Donations are significantly down during COVID and the demand for services (wellness practices) is higher.</p>
<p>Covid has reduced our fundraising income across the board but most noticeable in the Special Event category. The CARES Act PPP loan has mitigated some salary needs in the budget but cannot be used for program costs so overall still a down year from 2020 to 2021 in Q1.</p>
<p>Our primary funder-Piedmont Hospital- cancelled all community last May. They covered almost 40% of funding. Additionally, our primary fundraiser was cancelled, and two additional fundraisers to benefit the clinic were cancelled. The Clinic has struggled to obtain replacement funding, decreased operating hours, taken pay cuts.</p>
<p>The need to adapt during the pandemic was a blessing in disguise for our organization.</p>
<p>We have experienced an increase in foundation and grant funding and an increase in client fees. But a decrease in individual giving.</p>
<p>It has reduced funds in some areas (i.e. events) but increased in most others for overall net gain.</p>

APPENDIX I: HAVE YOU BEEN ABLE TO MAINTAIN PRE-COVID STAFF LEVELS?

No (please explain)
1- cut work hours
2- two older at-risk staff resigned to stay socially distanced
I'm proud to say that 100% of my staff have received all paychecks and maintained their pre-covid income (including part-time staff) during the pandemic.
due to not being able to provide all services we have lost staff and some have refused to work
More difficult to find front line staff

APPENDIX J: HOW HAVE YOUR VOLUNTEER USE AND PROTOCOLS CHANGED BECAUSE OF THE PANDEMIC?

We had to cancel our major annual fundraiser, and have not had any in-person events in the last year. When presenting grants and scholarships, they are done at a distance.

We have cancelled our regular volunteer sessions and restricted access inside our building.

YES. We could no longer get volunteers due to covid

We do a lot more gardening and a lot less public outreach.

We use our mentors and volunteers more.

All volunteer sessions are still on-hold until COVID numbers and vaccinations improve.

Accepted less volunteers due to COVID guidelines.

most of our vols are typically in person in the hospitals on with families. The pandemic has made it very difficult to engage volunteers.

We continue to use volunteer however the number of volunteer decreased from around 1,100 to 840. Our volunteer hours though have increased significantly. We use less volunteers for more hours. Volunteers are now used 24 hours out of the day where as before they were primarily used for 18 hours a day. We have had to move to a static shelter site and have required volunteers to wear a mask and to socially distance. Their interaction with guests have dropped significantly. Where as before meals were served buffet style, they are now divided up into separate packaging for each family. We are utilizing ride share more now as well instead of using volunteer drivers.

Yes, we are limited in our sports programs, and our after-school programs are limited for volunteers, as well.

APPENDIX J: CONTINUED

We deeply scaled back who could volunteer with us from April through December of the past year, only allowing past volunteers (or people otherwise affiliated with partner organizations). We reduced capacity for volunteers in a single shift (from up to 25 at one time to just 6 people at a time between April and December; and later allowing up to 12 volunteers at a time starting with MLK Day). Starting in April 2020, we added extensive protocols for hand-washing, sanitizing surfaces, mask-wearing, and not allowing shared use of materials like tape or rolling carts. We are one of the few organizations that allowed any sort of onsite volunteering during the spring and summer of 2020, and we credit these careful safeguards for the ability to continue operations because volunteers trusted us.

We eliminated a volunteer program to minimize the traffic coming into our office which is a shared space with another business.

we have not taken new volunteers, except for interns.

Yes, we can bring in less due to COVID

All of our COVID protocols have stayed in place but we have definitely seen a decrease in the number of people wanting to volunteer during this time.

Less use of in-person volunteers due to pandemic.

More in person volunteers in recent months.

no volunteers since it started

We had to stop utilizing volunteers due to the pandemic but were able to subsidize with National Guard Members

Yes - it is very limited now.

APPENDIX J: CONTINUED

Yes. Interns working remotely until recently, only a few volunteers allowed at thrift store.
Yes
Yes
Added PPE and only meet outdoors
All volunteers and riders must follow covid protocol, social distancing and mask wearing
All volunteers, staff, and participants are required to follow COVID guidelines of completing a weekly affidavit, social distancing, wearing masks, hand washing, and using hand sanitizer.
No changes other than the screening of people as they enter the building.
Yes. Volunteers not permitted to interact with guests
Added procedures to promote safety
Our original protocols changed temporarily, we've made adjustments to continue to support the families we serve.
We have not used our volunteer resources very much during the pandemic. We will require acknowledgment of vaccination before returning to our pre-covid use of volunteers.
Yes- full PPE when in patient contact, always masked, temperatures taken daily
Yes. We have more in placed and work looks drastically different.
They have changed immensely: check-in, protocols on number of kids served, how we serve them, procedures on cleaning etc.

APPENDIX K: HOW HAS THE FUNCTION OR WORKING OF YOUR BOARD CHANGED BECAUSE OF THE PANDEMIC?

All board meetings are conducted via zoom but have continued as scheduled on a monthly basis.
All over zoom and digital.
Meetings are zoom and not in person, but that has made it more convenient for board members
Online or outdoor meetings
Only meeting by Zoom meetings. Fundraising, in-person outreach to potential donors, etc have all stopped.
Virtual meetings of the board and committees instead of in person. No in person special events.
We meet virtually monthly vice quarterly in person.
All board meetings have been virtual and we have gone from bi-monthly meetings to monthly meetings to stay on top of finances and board decisions.
All meetings are virtual and more work has occurred.
Our board has continued to meet in an online format (either Google meetings or Zoom) since March 16th. The process of maintaining ongoing board committee functioning and progress has been more stilted largely because board members' brains and lives are fuller and more stretched now than they were a year ago.
The board now meets by conference call and by zoom. Email communication has increased significantly.
Virtual

APPENDIX K: CONTINUED

We have gone to virtual board meetings with less interaction.
Yes, all virtual meetings
yes, meetings are virtual now. function has not changed.
Zoom board meetings
Zoom....nearly every meeting is now online. However, attendance is actually up. Zoom is apparently easier to get to and accessible from vacations and other locations. That said, meetings are less interactive and more "report/listen" than discussion.
everything on zoom rather than in person and they have lost touch mostly
More virtual connections which has cause it's own fair share of challenges, risk for lower engagement, need for more communication etc.
No - only a move to virtual meetings.
only by Zoom
Virtual monthly meetings instead of in person.
We meet virtually for our quarterly meetings but also have monthly check ins via email.
Added a new board member. But, overall, a less active board now.
It slowed down dramatically and put a strain on Board-staff relations because of incomplete communication.

APPENDIX K: CONTINUED

Our board has been more disconnected this past year than they had previously, and is working to reengage.
We lost board members to due changes in their careers and changes in life due to covid
Most board members resigned
The Board has remained highly engaged and restructured two major fundraising events in response to the pandemic, actually netting more funds raised.
No
Our board is 5 months old. It is still learning how to function.
There is no board for our type of organization.
No
It has not.
No change

REFERENCES

National Council of Nonprofits. (2019). *Nonprofit Impact Matters: How America's Charitable Nonprofits Strengthen Communities and Improve Lives*. <https://www.nonprofitimpactmatters.org/site/assets/files/1/nonprofit-impact-matters-sept-2019-1.pdf>