DeKalb County Nonprofit Study 2015

Northern Illinois University Center for Non-Governmental Organization Leadership and Development

DeKalb County Nonprofit Partnership

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NORTHERN ILLINOIS UNIVERSITY
Center for Non-Governmental Organization Leadership and Development

dcnp
DEKALB COUNTY NONPROFIT PARTNERSHIP

Acknowledgements

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The idea for this study came from nonprofit leaders—board members, staff, and volunteers—in DeKalb County. We are grateful for the commitment of these individuals to the nonprofit organizations they work with and for recognizing the need for this project.

Many individuals contributed to this initiative. In particular, we would like to thank the following:

DCNP members who offered insight about what should and should not be included in the survey. Your feedback helped ensure the relevancy of the data presented here.

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All of those who contributed valuable feedback during the development and testing of the online survey.

Tony Wedick from Northern Illinois University for designing and creating the graphic art for this report.

The 64 nonprofit leaders who responded to this survey. We recognize the time and effort required for you to participate. Thank you!

Our hope is that the information contained here will help you make informed decisions within your organization for the betterment of our community.

DCNP Steering Committee, Summer 2015

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ABOUT DCNP

The DeKalb County Nonprofit Partnership (DCNP) is a membership-based network of nonprofit organizations and resource providers serving DeKalb County. Established in 2012, DCNP evolved from an engaged group of partners committed to maximizing collaborative opportunities for nonprofits in the county. Today, DCNP is directed by a steering committee representing the areas of art and culture, education, health and human services, advocacy, community development and civic engagement. DCNP's mission is to strengthen the nonprofit sector through leadership, professional development, and collaboration.

NIU
NORTHERN ILLINOIS UNIVERSITY
Center for Non-Governmental Organization Leadership and Development

ABOUT NGOLD

The Center for NGO Leadership and Development (NGOLD) is an interdisciplinary unit at Northern Illinois University that works with students, faculty, researchers, and nonprofit leaders. Created in 2010, NGOLD offers an undergraduate major, minor, and certificate in Community Leadership and Civic Engagement to educate the next generation of nonprofit and community leaders.

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Executive Summary

General

As of 2012, DeKalb County has **490** nonprofit organizations registered with the Internal Revenue Service.

The DeKalb County nonprofit sector has total revenue in excess of **$523 million** and total assets over **$847 million**.

In early 2015, a survey was conducted to learn more about nonprofit organizations in DeKalb County. The responses collected through that process are presented in this report, providing unprecedented insight about nonprofits in our local communities.

Survey says...

Respondent Details

Most respondent organizations were created in the last half of the 20th century.

46.6% of respondents represent Human Services organizations.

65.6% of respondents indicate they serve all of DeKalb County.

Social Media

90.5% of those surveyed use social media.

Top three social media sites used:

- **Facebook (89.1% of respondents)**
- **Twitter (45.3% of respondents)**
- **YouTube (23.4% of respondents)**

Funding and Finance

The annual operating budget of respondents ranges from **$1,000 to $8.35 million**.

39.0% expect their organizations' financial health to improve in the next year.

Organizations from the Education and Human Services subsectors have the largest operating budgets, on average.

Clients and Programs

95.3% of respondents say that demand for services was about the same or increased last year.

The most common way DeKalb County nonprofits determine what kinds of programs and services to offer is by getting feedback from their clients.

Some organizations are not tracking client demographics:
25.0% do not know client race/ethnicity;
21.9% do not know client gender/sex; and,
26.6% do not know the typical client age.

Volunteers and Staff

98.1% of respondent organizations use volunteers.

There are nearly **7,000** nonprofit employees in the county with combined payroll taxes of over **$12.5 million**.

The median nonprofit employee in DeKalb County earns **$40,327** which exceeds the national median individual income.

When compared to the Rockford area and the rest of the United States, DeKalb County nonprofit employees tend to **receive fewer benefits with their compensation package, on average.**

Boards and Governance

Survey respondents had a high opinion of their boards overall.

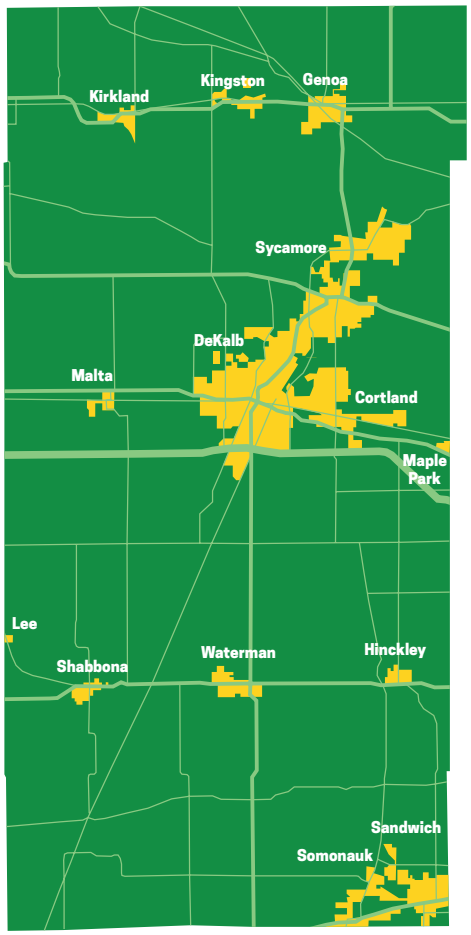
81.1% consider the board of directors to be a strong asset of their organization.

65.3% rate their board average or above average in terms of fundraising performance and, for many respondents, board members are vital when deciding what programs and services to offer.

74.6% report having a strategic plan in place and 68.8% are currently implementing their strategic plan.

"I am proud of what we have in DeKalb County."

DeKalb County at a Glance



Map of DeKalb County[4]

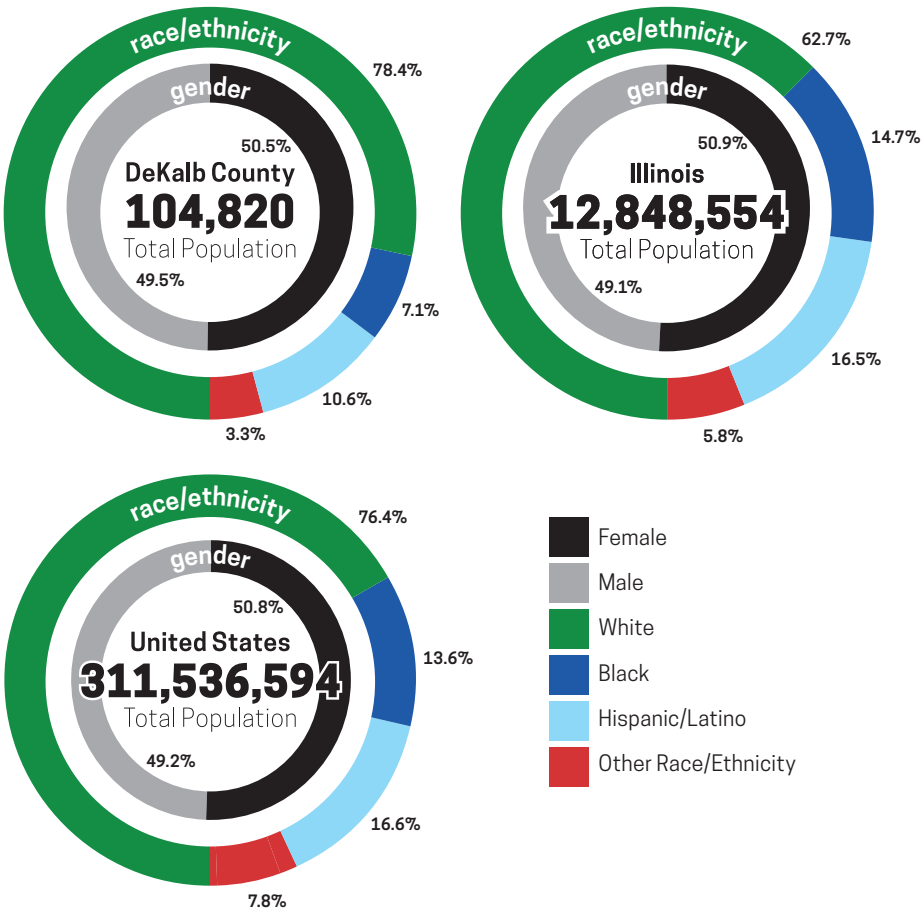
Established in 1837, DeKalb County is home to DeKalb, Genoa, Hinckley, Kingston, Kirkland, Lee, Malta, Maple Park, Sandwich, Shabbona, Somonauk, Sycamore, and Waterman.[1]

Population

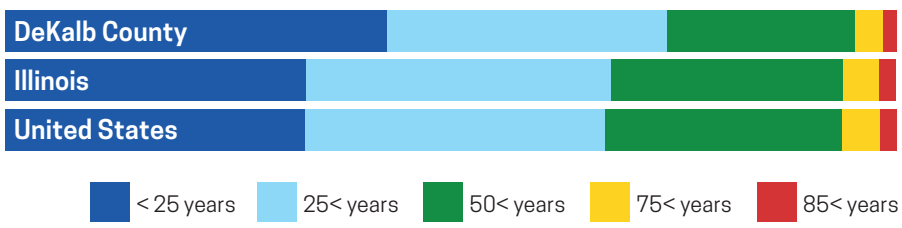
Overview

DeKalb County is one of over 100 counties in the state of Illinois.[2] With an estimated population of more than 104,000, the county had approximately 106.6 persons per square mile in 2010. Further, its land area comprises about 1.1% of the entire state.[3]

Gender and Racial Distribution[5]



Distribution by Age[6]

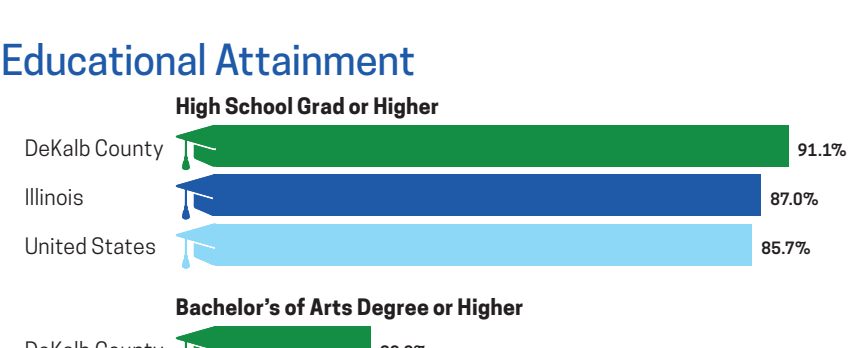


Education[7]

DeKalb County has...

- A higher high school graduation rate than either the state or the nation.
- Less citizens with a college diploma than the rest of the state, but exceeds the percentage of the total US population with a bachelors degree.

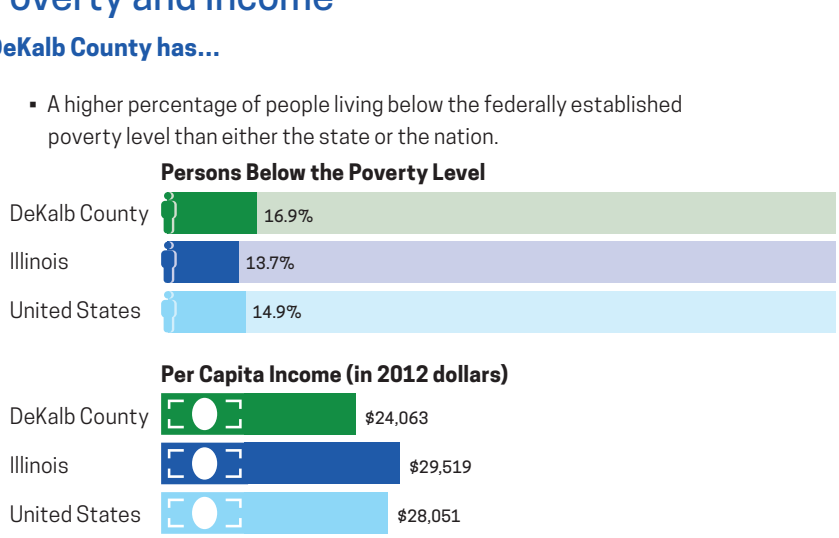
Educational Attainment



Poverty and Income[8]

DeKalb County has...

- A higher percentage of people living below the federally established poverty level than either the state or the nation.



Nonprofit Sector in Illinois

"Nonprofits are essential to the culture we know in DeKalb County.
It is important we support one another whenever possible...
So many organizations doing so much great work in such a variety of areas makes the lives of our residents that much richer."

Map of Illinois[9]

Illinois

There are approximately

14,000

charitable 501(c)3 nonprofit organizations in Illinois. These organizations employ **9%** of the state's workforce and represent nearly $20 billion in combined payroll.[10]

Illinois is home to

32 counties

where 501 (c)3 organizations have assets exceeding $100 million. DeKalb County is one of those 32 counties.[11]

Nonprofit sector payroll taxes paid in Illinois are

$1,521,034,754[12]

Nonprofit assets in Illinois are

$121,528,944,780[13]

Volunteerism in Illinois 2013[14]

26.7%
of residents volunteer, ranking them 26th among the 50 states and Washington, DC.

2.57 million volunteers.

317.8 million hours of service.

$7.2 billion of service contributed.

32 volunteer hours per capita.

and DeKalb County

DeKalb County

In 2012 there were **490** registered nonprofit organizations in DeKalb County, according to the Internal Revenue Service (IRS). These range in size from hundreds of employees and over $200 million in annual revenue to volunteer-based organizations with no financial activity.

Of the 490 organizations, 211 had some level of revenue in fiscal year 2012. This means that nearly **68%** of nonprofit organizations in DeKalb County generated no revenue in 2012, according to the IRS. This suggests many of our nonprofit organizations are operated solely by volunteers. Yet, the nonprofit sector should not be overlooked.[15]

Direct, Indirect, Induced, and Catalytic Effects

Total revenue of nonprofit organizations in DeKalb County in 2012

$523,088,217[16]

Total assets of nonprofit organizations in DeKalb County in 2012

$847,588,226[17]

Nonprofit Data by State Representative in DeKalb County[18]

Tom Demmer 90th District

Number of Nonprofits in District:	**107**
Total Revenue:	**$256,786,695**
Program/Service Revenue:	**$231,326,742**
Total Contributions, Gifts & Grants:	**$19,783,191**
Total Nonprofit Wage/Salary Workers:	**4,000**
Nonprofit Employees as Percentage of Total Workforce:	**7.6%**
Total Nonprofit Payroll Taxes:	**$7,120,047**
Total Median Earnings:	**$41,071**

Robert Pritchard 70th District

Number of Nonprofits in District:	**122**
Total Revenue:	**$280,116,218**
Program/Service Revenue:	**$206,599,379**
Total Contributions, Gifts & Grants:	**$56,376,476**
Total Nonprofit Wage/Salary Workers:	**2,992**
Nonprofit Employees as Percentage of Total Workforce:	**5.5%**
Total Nonprofit Payroll Taxes:	**$5,430,035**
Total Median Earnings:	**$39,583**

Nonprofit Data by State Senator in DeKalb County[19]

Tim Bivins 45th District

Number of Nonprofits in District:	**238**
Total Revenue:	**$511,785,164**
Program/Service Revenue:	**$457,508,793**
Total Contributions, Gifts & Grants:	**$44,418,542**
Total Nonprofit Wage/Salary Workers:	**8,746**
Nonprofit Employees as Percentage of Total Workforce:	**8.3%**
Total Nonprofit Payroll Taxes:	**$13,164,443**
Total Median Earnings:	**$38,864**

Dave Syverson 35th District

Number of Nonprofits in District:	**194**
Total Revenue:	**$316,337,059**
Program/Service Revenue:	**$227,668,757**
Total Contributions, Gifts & Grants:	**$68,736,031**
Total Nonprofit Wage/Salary Workers:	**6,542**
Nonprofit Employees as Percentage of Total Workforce:	**6.3%**
Total Nonprofit Payroll Taxes:	**$6,701,924**
Total Median Earnings:	**$45,000**

Respondent Demographics

DeKalb County is rich with community-based nonprofit resources. A representative cross-section of these organizations responded to the DeKalb County Nonprofit Study in 2015. The following depicts some demographic information about the organizations that provided data for this study.

Organization Age

Nonprofit organizations have a long history in DeKalb County, and new organizations continue to emerge.

Of those that reported the year their organization was created, the majority were initiated in the last half of the 20th century, although two were developed prior to 1900.

Year Range	Number
1850-1899	2
1900-1949	4
1950-1999	36
2000-2013	15

The average respondent's organization was created in 1981.

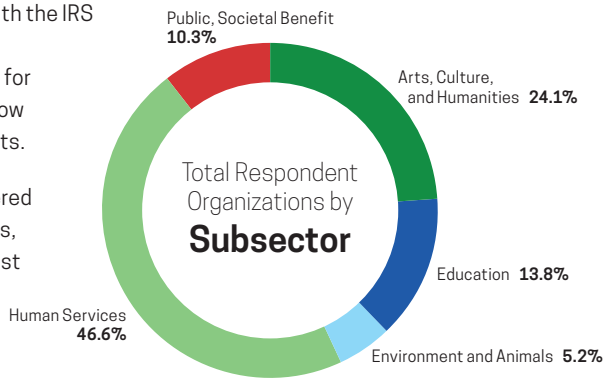
Sector

The National Taxonomy of Exempt Entities (NTEE) is the system used by the Internal Revenue Service (IRS) since the mid-1990s to categorize the nonprofit sector. The NTEE classification system includes 26 major groups that fall under ten general subsectors:

- Arts, Culture, and Humanities
- Education
- Environment and Animals
- Health
- Human Services
- International, Foreign Affairs
- Public, Societal Benefit
- Religion Related
- Mutual/Membership Benefit
- Unknown, Unclassified

All nonprofit organizations registered with the IRS are classified according to NTEE categories, although it is common for organization leaders and staff to not know under which subsector their nonprofit fits.

The majority of respondents who answered represent Human Services organizations, which is unsurprising considering the vast size of the subsector nationally.



Service Area

65.6% of respondents indicate they serve all of DeKalb County.

More respondents offer programs and services in DeKalb and Sycamore than any other municipality. **39.1%** serve DeKalb while **32.8%** serve Sycamore.

6.3% of respondents serve areas outside of DeKalb County.

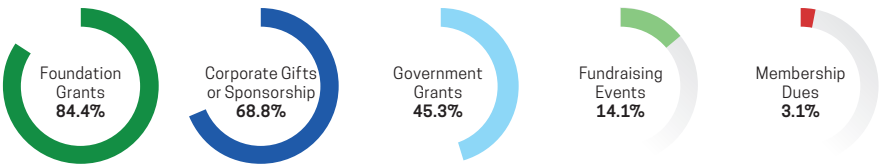
"Funding is always a challenge."

Funding and Finance

DeKalb County nonprofit leaders face tough challenges related to balancing budgets. The data from this survey was collected prior to some recent funding changes in the state of Illinois, but the results still provide insight regarding budget size, revenue sources, financial outlook, and more.

Budget Size of Respondents

Where do DeKalb County nonprofits get their revenue?



Financial Outlook

39.0% of respondents expect their organizations' financial health to improve in the next year, while **8.5%** anticipate it will be worse. The majority, **52.5%**, predict their finances will be about the same as it is today.

Of those that expect funding changes in the next year, **92.0%** are actively making adjustments to accommodate the changes:

"We are working with a fundraising consultant and developing a formal fundraising plan and ways to improve record keeping."

"We've previously cut paid positions and hours. With an increase in donations and earned income we will be able to provide more hours, thus better service to our clients."

"We are doing well right now and we look to hire in the spring. However, in light of the possibility of cuts to Human Services in the FY16 state budget, we continue to be conservative."

"In order to fund a technology transformation launched six months ago, we have started a new initiative to increase major giving from individuals, expanding fundraising and stewardship efforts to support a larger, more engaged donor base."

Operating Budget By Subsector

Sector	Average	Minimum	Maximum
Arts, Culture and Humanities	$81,927	$5,000	$350,000
Education	$1,148,233	$46,000	$2,000,000
Environment and/or Animal-Related	$365,666	$25,000	$1,000,000
Human Services	$1,496,626	$25,000	$8,350,000
Public, Societal Benefit	$112,000	$1,000	$250,000
Mutual Membership Benefit	$307,500	$275,000	$340,000

Clients and Programs

Demand for Services

Clients are vital to many nonprofit organizations and, like similar nonprofits nationwide, the organizations in DeKalb County work hard to anticipate and meet client needs.

95.3% of respondents say that demand for services was about the same or increased over the last year.

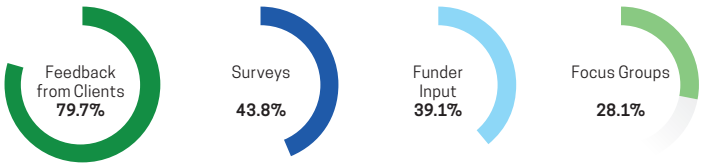
91.2% anticipate this to be the case over the next three years as well.

"We are hiring additional staff, increasing the number of volunteers, increasing our donor base and tripling our fundraising efforts."

Designing Programs And Services

Determining what kinds of programs and services best meet community needs can be challenging, but it is important to help ensure needs are being met.

DeKalb County nonprofits use a variety of methods to determine what programs and services to offer:



Others have this to say about how their organization develops programs and services:

"Evaluate changing needs in the community and look at what other organizations are offering."

"Clients are open about their needs; we try to meet them as best as possible through new, continued, or restructured programs."

"Programs and services are decided upon by the staff and executive director's analysis of what programs turn enough of a profit to continue, and how new services/ programs will fulfill the mission statement. Until recently, profit margins were not considered."

Client Demographics

DeKalb County demographics have changed noticeably over the past two decades, presenting nonprofits with a host of challenges and opportunities to meet a changing client population.

Some organizations are not tracking basic information about who they serve:

25.0% of organizations do not know the race/ethnicity of clients

21.9% do not know the gender/sex breakdown of clients

26.6% do not know the typical age of clients

The following table shows who respondent organizations are serving and the percentage of the total population in DeKalb County and Illinois for each type of group.

Demographic	Respondents	DeKalb County [20]	Illinois [21]
Average Age	35	30	37
Caucasian	69.7%	78.4%	62.7%
African-American	15.2%	7.1%	14.7%
Latino/a	13.3%	10.6%	16.5%
Other Race/Ethnicity	5.1%	3.3%	5.8%
Female	58.3%	50.5%	50.9%
Male	45.6%	49.5%	49.1%

Survey respondents serve clients that are slightly older than the typical resident of DeKalb County.

Caucasians make up over **78.4%** of the DeKalb population and are the largest group receiving services from responding nonprofits.

Nonprofits are reaching African-American, Latino/Latina and other racial/ethnic groups as well. When combined, these populations represent **33.6%** of all clients served by respondents.

Respondents are serving more females than their male counterparts on average. In fact, the percentage of females served is nearly **13%** higher than males.

Social Media

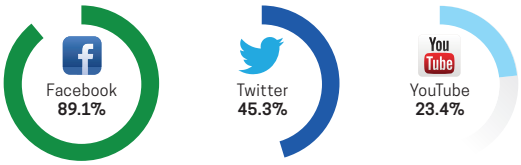
Technology has changed our world and the nonprofit sector is no exception.

A recent study from the Case Foundation and Social Media for Nonprofits finds that **88%** of nonprofits consider email and websites to be their most important tools for communicating and **97%** of those in the study are on Facebook.[22]

Social media is clearly an important consideration for nonprofit organizations in DeKalb County as well.

Of the nonprofits surveyed, **90.5%** of organizations use social media.

Top three social media sites used:



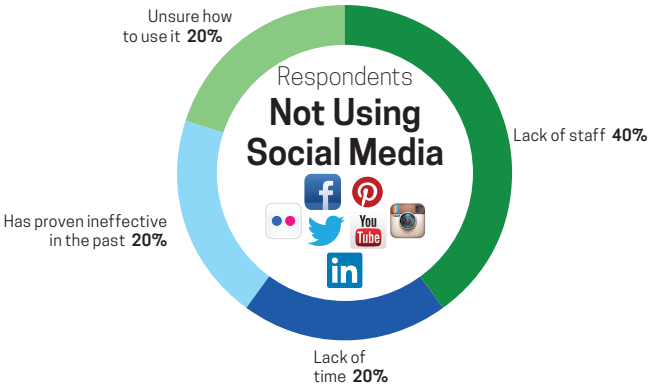
Top reasons to use social media:

Nonprofits in DeKalb County also use social media to share evaluation results **(25.0%)**, advertise volunteer opportunities **(43.8%)**, and promote job openings **(23.4%)**.

Although some organizations have embraced social media more than others

> ***"There has been a good amount of push back from members especially in the areas of social media."***

Some respondents report not using social media.
The main reasons include:



Volunteers

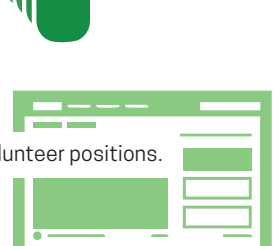
Volunteerism is a form of civic engagement that can connect individuals with their broader community. In the United States, over a quarter of the population volunteers on an annual basis. Volunteers are the heart of many nonprofit organizations, including those in DeKalb County.

98.1% of respondent organizations use volunteers.

70.0% require training for volunteers.

66.7% of those who utilize volunteers have volunteer position descriptions.

Of those organizations who utilize volunteers, an average of **95** volunteers are used each year. This ranges widely, however, from **10–600** volunteers used each year.



Websites and Facebook are overwhelmingly the most commonly used methods for advertising volunteer positions.

One in five organizations does not do any advertising for volunteer positions.

Volunteers by Subsector

Sector	Average	Minimum	Maximum
Arts, Culture and Humanities	101	20	200
Education	32	5	85
Environment and/or Animal-Related	51	12	100
Human Services	138	10	600
Public, Societal Benefit	43	12	100
Mutual Membership Benefit	40	40	40

Human Resources

"The fastest-growing part of the U.S. economy is not business, at least not the commercial kind. It's the nonprofit sector. In the past decade, the number of nonprofit groups has grown by 25% to 1.6 million. They now account for 5.4% of gross domestic product and 10% of jobs." —Bloomberg, 2012 [23]

The nonprofit sector contributes substantially to the economy. There are nearly **7,000** nonprofit employees in the county with combined payroll taxes of over **$12.5 million**. The median nonprofit employee in DeKalb County earns **$40,327** which exceeds the national median individual income.

The following depicts employment, compensation, and human resources practices among those organizations who responded to the survey.

40.6% of all respondents report no paid staff in their organizations. Of those with staff, many organizations only employ part-time workers.

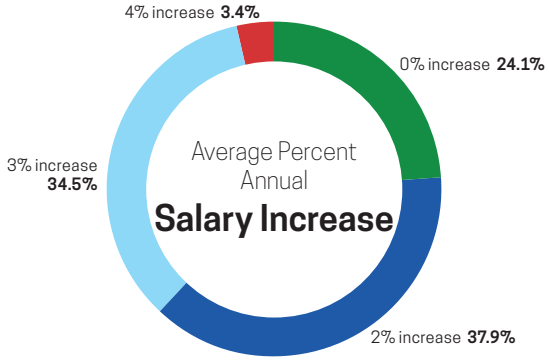
The average respondent's organization employs **9** full-time staff members. The largest staff reported is 80 full-time employees, which skews the average. A more appropriate measure in this instance is the median value, which is two employees. This is a more realistic account of the typical respondent's full-time staff size.

Number of Full-Time Staff	Percentage of Respondents
0	23.7%
1-10	50.0%
11-20	13.1%
20-30	5.2%
30-40	5.3%
40+	2.6%

Number of Part-Time Staff	Percentage of Respondents
0	10.8%
1-10	71.0%
11-20	8.1%
20-30	2.7%
30-40	5.4%
40+	2.7%

On average, **57.7%** of the typical respondent's entire budget goes toward wages, although **16.7%** of respondents say that **80.0%** of their organization's budget is attributed to employee wages.

71.4% of respondents report annual raises at their organizations. If a raise is given, the amount of the raise tends to range from **2.0%** to **4.0%**.



Salary

The following table includes the salaries of various nonprofit positions in DeKalb County. Minimum, maximum, average, and median values are shown for survey respondents. This data can be compared to similar data from the Rockford area and to national results. The Rockford data are from a survey conducted by the Northern Illinois Center for Nonprofit Excellence (NICNE) in collaboration with the United Way of Rock River Valley.[24] The national data derive from *The Nonprofit Times*.[25]

DeKalb County
Rockford Area
United States

POSITION	MIN	MAX	AVG	MED
Accountant	10,000 21,840 29,500	60,000 51,480 75,000	40,250 * 47,306	45,500 39,083 46,650
Administrative Assistant	5,000 17,680 17,200	53,800 43,680 53,700	27,255 * 33,622	27,571 26,624 32,900
Bookkeeper	2,400 17,992 13,000	36,000 43,992 73,720	18,588 * 38,683	24,000 31,658 36,800
Case Manager	7,500 21,840 19,500	40,000 48,277 65,000	23,525 * 34,946	23,300 31,304 34,812
Case Supervisor	35,000 28,080 *	35,000 37,440 *	35,000 * *	35,000 32,781 *
CEO/Executive Director	10,000 37,440 12,000	123,000 159,994 666,266	59,350 * 118,678	58,000 75,546 100,000
Certified Nurse's Assistant (CNA)	* 17,680 *	* 27,435 *	* * *	* 22,797 *
CFO/Director of Finance	50,000 34,320 40,743	56,000 104,000 208,300	53,000 * 82,940	53,000 63,024 75,500
Communications Manager/Development Associate	15,000 26,000 18,000	40,000 53,040 89,300	28,000 * 40,812	28,500 35,610 40,000
COO	20,000 34,320 17,000	50,000 101,920 360,000	35,000 * 91,748	35,000 64,605 78,518
Counselor/Therapist	16,000 33,280 20,000	33,000 41,600 60,000	27,000 * 37,468	32,000 38,272 37,293
Data Entry	3,000 17,160 20,000	42,000 45,760 56,800	18,333 * 31,874	10,000 28,392 30,000
Director of Casework Services/Clinical Supervisor	* 49,920 *	* 67,392 *	* * *	* 59,904 *
Director of Development	26,000 41,205 30,000	60,000 93,600 249,600	42,833 * 70,489	44,000 60,486 65,000
Director of Marketing	42,640 31,200 29,000	45,670 75,005 134,300	44,437 * 68,694	45,000 48,464 68,050
Driver	* 17,160 15,900	* 39,936 43,900	* * 26,241	* 29,661 24,000
Executive Assistant	* 18,200 15,000	* 58,240 105,000	* * 45,786	* 34,694 45,000
Facilities Manager	40,000 29,120 16,000	45,000 62,400 117,832	41,667 * 55,529	40,000 44,283 51,000
Food Service Staff	* 17,160 15,946	* 22,006 30,000	* * 22,218	* 19,760 22,797
Food Service Supervisor	* 18,720 23,600	* 30,160 68,400	* * 39,115	* 23,234 38,885
Grant Writer	8,000 27,997 30,000	42,000 64,688 87,000	21,200 * 51,114	12,000 38,667 50,922
Human Resources Director	35,000 29,120 25,400	43,500 83,200 198,000	39,250 * 67,986	39,250 50,690 65,000
Information Technology (IT) Director/IT Manager	37,500 29,120 28,888	66,000 62,400 127,875	51,750 * 67,058	51,750 45,614 65,000

Continued on next page.

Human Resources

Salary

The following table includes the salaries of various nonprofit positions in DeKalb County. Minimum, maximum, average, and median values are shown for survey respondents. This data can be compared to similar data from the Rockford area and to national results. The Rockford data are from a survey conducted by the Northern Illinois Center for Nonprofit Excellence (NICNE) in collaboration with the United Way of Rock River Valley.[26] The national data derive from *The Nonprofit Times*.[27]

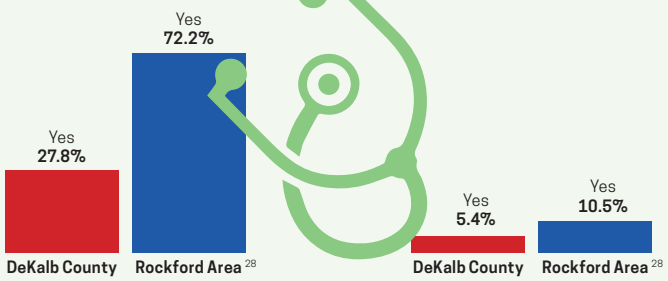
DeKalb County
Rockford Area
United States

Continued from previous page.

POSITION	MIN	MAX	AVG	MED
Legal Advocate	30,000 30,160 *	35,000 41,600 *	32,500 * *	32,500 35,880 *
Licensed Practical Nurse (LPN)	* 31,200 *	* 40,269 *	* * *	* 35,734 *
Maintenance	7,500 17,680 22,000	24,000 32,323 56,300	17,076 * 32,952	18,000 23,234 32,000
Occupational Therapist	* 83,200 43,300	* 135,200 80,000	* * 60,190	* 109,200 60,083
Physical Therapist	* 135,200 56,993	* 135,200 80,000	* * 66,977	* 135,200 65,435
Physician	* 171,600 21,000	* 171,600 258,600	* * 169,838	* 171,600 177,500
Program Coordinator	6,300 20,800 18,000	65,000 64,480 82,000	33,964 * 41,825	36,000 39,520 40,000
Program Director	15,000 26,000 14,000	89,000 85,675 130,000	45,800 * 56,926	42,000 48,318 53,000
Program Staff	1,820 19,302 18,000	30,000 45,760 82,000	15,910 * 41,825	15,910 32,694 40,000
Receptionist	14,000 17,160 12,000	28,142 38,438 59,000	22,714 * 28,142	26,000 23,400 28,000
Recreation Leader/Activity Worker/Recreational Therapist	11,000 18,720 14,000	35,000 45,032 61,200	23,000 * 34,658	23,000 28,080 33,750
Registered Nurse	20,000 38,147 22,200	45,800 104,000 83,200	31,700 * 52,671	29,300 54,642 52,000
Rehabilitation/Employment Counselor	* 28,995 23,400	* 31,990 58,000	* * 37,184	* 30,493 34,994
Sales Associate	* 24,960 *	* 24,960 *	* * *	* 24,960 *
Senior Case Manager	* 52,000 26,000	* 52,000 85,000	* * 41,438	* 52,000 40,000
Special Education Teacher	* 29,120 *	* 44,928 *	* * *	* 39,291 *
Supervisor	8,736 24,960 *	40,000 49,920 *	25,347 * *	28,000 36,067 *
Teacher, K-12	* 17,472 25,000	* 41,089 60,011	* * 41,506	* 31,096 41,750
Teacher, Pre-K	12,000 18,512 16,200	29,000 31,200 54,000	20,333 * 31,803	20,000 24,232 28,067
Volunteer Coordinator	12,000 19,240 13,700	50,000 51,376 63,200	34,750 * 36,535	38,500 30,701 35,000
Office Manager	9,000 * 18,720	47,000 * 79,183	29,300 * 40,493	31,000 * 39,000
Legal Counselor	30,000 * 35,000	65,000 * 126,040	47,500 * 69,671	47,500 * 66,400

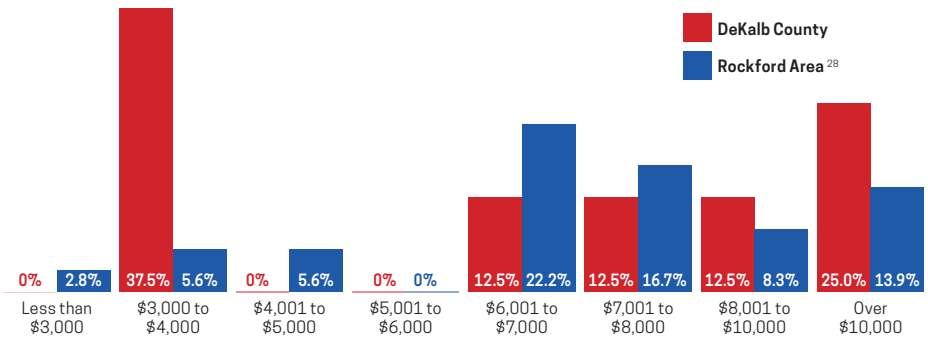
Health Insurance

Does the organization offer health insurance?



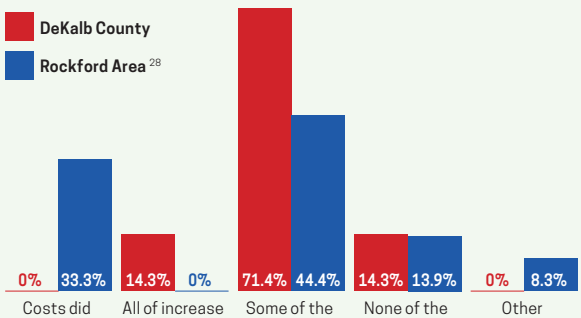
Does the organization currently offer health insurance to part-time employees?

What is the average cost per employee for health insurance in 2014, including both employer and employee costs?

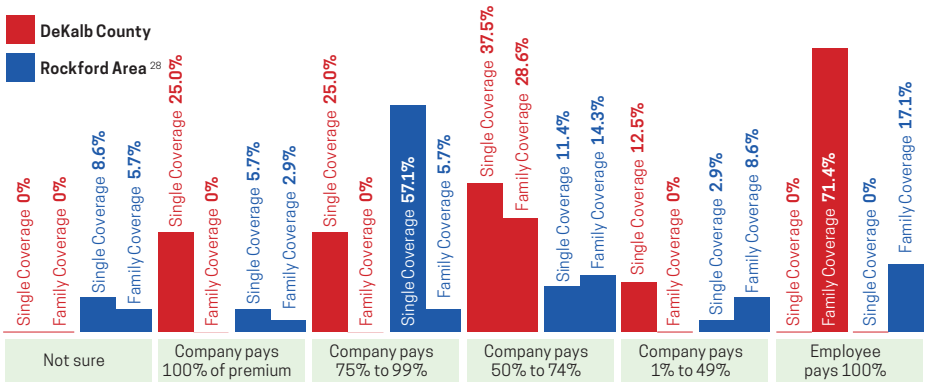


Of the Rockford Area, 16.7% was not sure and 13.9% answered as Other.

If health insurance costs increased, was the cost increase passed to employees?



How much of the monthly health insurance premium does the company pay for Single Coverage and Family Coverage in 2014?



Human Resources

Health Insurance

Which of the following benefit "perks" are employees offered?

"Perks"	DeKalb County		Rockford Area[29]		United States[30]	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
Paid holidays	17.2%	39.1%	39.6%	96.2%	31.7%	88.4%
Life insurance	1.6%	10.9%	3.8%	56.6%	14.6%	58.3%
Paid vacation	14.1%	31.3%	26.4%	79.3%	33.2%	71.0%
Long-term disability	-	6.3%	9.4%	43.4%	43.7%	-
Paid sick days	14.1%	28.1%	24.5%	77.4%	33.5%	66.0%
Short-term disability	1.6%	9.4%	7.6%	39.6%	37.9%	-
Employee assistance program (EAP)	15.6%	14.1%	17.0%	26.4%	-	-
Wellness program	6.3%	10.9%	18.9%	24.5%	-	-
Tuition reimbursement	4.7%	9.4%	5.7%	20.8%	-	-
Paid time off (PTO)	12.5%	20.3%	26.4%	50.9%	-	31.8%
Professional development (internal or external opportunities)	17.2%	39.1%	39.6%	96.2%	31.7%	88.4%

Which of the following "atypical" benefits are employees offered?

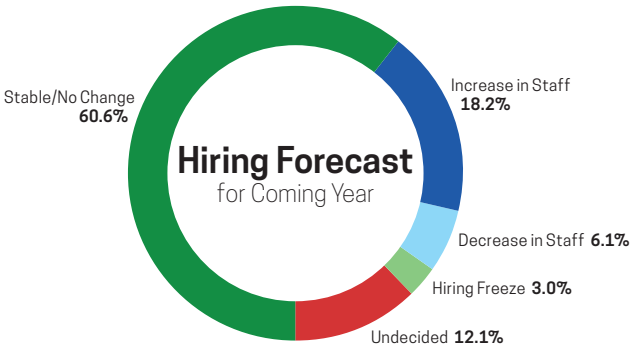
"Atypical" benefits	DeKalb County		Rockford Area[31]	
	Part-time	Full-time	Part-time	Full-time
Flextime	17.2%	23.4%	40.5%	64.9%
Telecommuting	9.4%	10.9%	13.5%	16.2%
Financial planning assistance	-	-	10.8%	16.2%
Legal assistance programs	-	3.1%	5.4%	5.4%
Compressed workweek	-	1.6%	2.7%	8.1%
On-site fitness centers	-	1.6%	10.8%	10.8%
Commuter benefits	1.6%	1.6%	5.4%	5.4%
Free or low-priced meals	3.1%	4.7%	13.5%	18.9%
Sabbaticals	-	1.6%	0%	2.7%
Gradual retirement	-	1.6%	0%	2.7%
Childcare referrals	-	1.6%	8.1%	8.1%
Job sharing	3.1%	-	5.4%	5.4%
On-site child care	-	-	10.8%	13.5%
Cell/smart phone reimbursement	3.1%	9.4%	-	-
Paid maternity leave	-	9.4%	-	-
Paid paternity leave	-	3.1%	-	-

Nonprofit employees in DeKalb County receive fewer benefits, on average, than their counterparts in the Rockford area and when compared to the sector across the United States.

Hiring

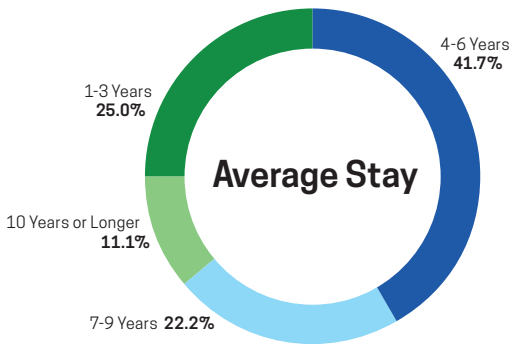
14.3% of respondents have a formal annual recruitment budget to support their hiring.

Some nonprofits in DeKalb County anticipate hiring relatively soon, but the majority expect little change over the coming year.



Turnover

The average amount of time the typical employee stays with the organization.



Full-time Staff by Subsector

Sector	Average	Minimum	Maximum
Arts, Culture and Humanities	1	0	2
Education	13	0	35
Environment and/or Animal-Related	5	1	9
Human Services	12	80	91
Public, Societal Benefit	1	0	2
Mutual Membership Benefit	1	1	1

Part-time Staff by Subsector

Sector	Average	Minimum	Maximum
Arts, Culture and Humanities	1	0	2
Education	11	1	32
Environment and/or Animal-Related	12	0	24
Human Services	12	0	91
Public, Societal Benefit	1	0	2
Mutual Membership Benefit	6	6	6

Strategic Plan

A strategic plan sets the course for organizations by providing direction, outlining measurable goals, and serving as a guide for organizational activities.

It appears many respondents recognize the value of a strategic plan. 74.6% report having a plan in place and **68.8%** are currently implementing their strategic plan.

Implementing a strategic plan is hard work. When asked about challenges to plan implementation respondents said:

There is a lack of funding, tools, resources, and/or changing organizational dynamics.

"Our greatest challenge to implementing the strategic plan is board, employee, and volunteer leadership turnover. Those leaving are all leaving on good terms and with regret, but life circumstances and changing priorities get in the way. So, the plan is on hold until we are able to return to previous staffing and board levels."

"We lack a dashboard for regular measurement and reporting of our progress in implementing the strategic plan."

"Some of the challenges we are facing with our strategic plan are changes to the Board of Directors, understanding of the roles each board member plays in the plan as well as changes to direction our organization is taking. The lack of available volunteers to carry out our strategic plan is difficult at times."

It is difficult to keep the board, committees, and staff focused on the plan and committed to it.

"The organization's strategic plan is in need of review and updating. Time to convene a group for that review has been the biggest challenge."

"The main challenge is time; working with almost all volunteers, finding time to meet and address longer term goals in addition to short term needs (i.e., fundraising) is hard. The longer term issues are easy to put on the back burner."

"Change can be hard for some of our members and we must educate them on the benefits of these changes and how they will impact our group in the coming years."

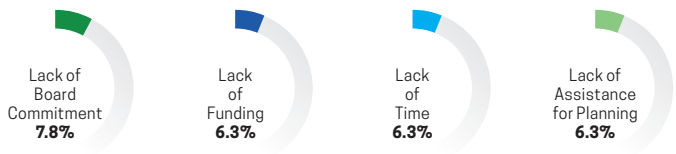
Others report very positive experiences in implementing their strategic plans:

"We are mid-way through our five year strategic plan. We reevaluate each year and recently updated some of the goals to more accurately reflect where we are currently."

"Our strategic plan was completed in June 2014 and implemented right away. We assessed benchmarks for each of the goals and objectives and our Outcomes Committee reviews the progress every 1-2 months with an assessment tool that is updated regularly. This meeting is also used for strategy toward achieving our outcomes."

"Each year, we execute an operational plan which breaks down each strategic goal into outcome measures and tasks. We are in year 3 of 5 of our current strategic plan and are on target to meet most of the goals. Those goals that are 'at risk' of not being met have been addressed in the current year's operational plan."

For those without a strategic plan, the most commonly cited reasons for not having a plan are:



Others say the organization is *"Too small"*
or *"Our mission statement is sufficient."*

Boards and Governance

The Importance of Boards

As the governing body of a nonprofit organization, the board of director's responsibilities include setting organizational priorities, discussing and voting on issues of high priority, hiring and evaluating key staff, fundraising, and more.

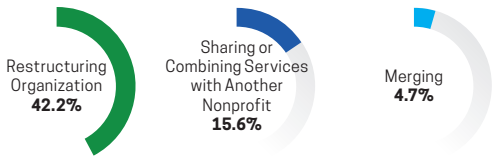
Survey respondents had a high opinion of their boards overall. **81.1%** consider the board of directors to be a strong asset of their organization.

65.3% rate their board average or above average in terms of fundraising performance and, for many respondents, board members are vital when deciding what programs and services to offer.

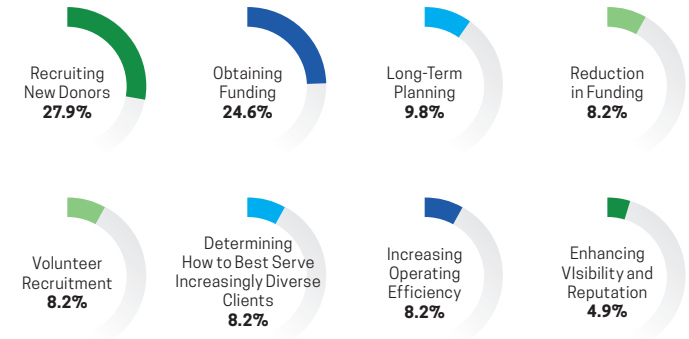
Please describe how your organization determines which programs and services will be offered: *"The Board decides."*

Challenges

Respondents say that their boards have discussed:



When asked to identify the single greatest concern facing their organization, respondents say:



Policies and Expectations

70.8% of responding organizations have a written description that outlines their expectations of board members.

Of organizations with an executive director, nearly **one-third** do NOT conduct an annual evaluation of that position suggesting room for improvement among some nonprofits.

There are mixed results in terms of governance policies to safeguard the organization:

On one hand, **89.1%** report a Conflict of Interest policy is in place and **86.0%** say they have a Code of Ethics.

On the other hand, just **57.1%** report having a Whistleblower policy. A Whistleblower policy creates an internal process for addressing these issues and can minimize organizational risk. With passage of the Sarbanes-Oxley Act, federal law prohibits retaliation against employees who "blow the whistle."

Nearly **80.0%** of respondents say their organization does NOT have a 'Give or Get' policy for their board of directors. A Give or Get policy encourages board members to either financially contribute personally or solicit donations from their contacts.

There may be a slight disconnect among reporting organizations because **48.0%** say their board's expected level of involvement in fundraising is above average or far above average; yet only **20.4%** have Give or Get policies in place.

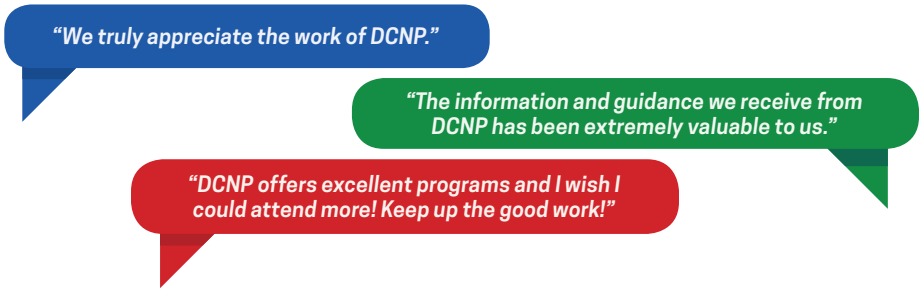
Still, some report tackling the issue of funding head on:

> ***"Our board now has a member who has been a fundraiser. We seek out ways in the community to participate in fundraising."***

DCNP Membership

76.8% of survey respondents are DCNP members.

A number of respondents expressed their support for DCNP.



DCNP seeks to offer trainings and programs that are relevant for members. Survey respondents suggested a variety of ideas for future DCNP offerings. The most commonly cited training ideas are:

Grant identification, grant writing, and fundraising

Example: Training could "help nonprofits connect to specific funders or foundations that have the same interest and goals…"

Board member recruitment and engagement training

Example: A helpful resource would be "a list of suggestions for selecting board members for election. Too often people elected have just been asked and are not truly committed to success of our mission…"

Strategic planning

Example: Focus on organizations of all sizes, "Strategic planning and fundraising planning for small organizations…"

These suggestions and all of the feedback DCNP collects from members are vital in determining what programs are offered.

For DCNP membership or renewal information contact:

DCNP Coordinator
DeKalb County Community Foundation
475 DeKalb Avenue
(815) 748-5383
dcnp@dekalbccf.org

Methodology

Background

Prior to developing the questionnaire, extensive research was conducted on existing nonprofit surveys. This provided baseline information about similar studies and informed the development of questions and response options.

Qualtrics survey software was used to administer the questionnaire and collect responses.

Distribution List

A list of 501(c)3 and 501(c)6 nonprofit organizations in DeKalb County was created. The list was developed from a variety of sources including the Internal Revenue Service and the DeKalb County Community Foundation. Due to the focus of the survey, foundations and other organizations that exist primarily to allocate financial resources were not included in the final distribution list. Additionally, the survey was not sent when an email address was not available.

This process resulted in 153 organizations in the final list.

Timeline

Results were collected over a three week period. An initial email introduced the project and included the survey link. This was followed by two reminder emails to encourage additional participation.

February 12, 2015	Introductory email, data collection began
February 24, 2015	First reminder email
March 3, 2015	Final reminder email
March 6, 2015	Survey closed, data collection ended

Data Confidentiality

Survey responses collected through this project are presented in aggregate to protect the confidentiality of participating organizations.

Completions

Representatives from a total of 54 organizations completed the entire survey. An additional 11 respondents completed the majority of the survey. These 11 respondents are considered partial completions. When combined, this results in 64 respondents in the data file.

Methodology

Response Rates

Four response rates were calculated in an effort to accurately represent survey participation. One reason for multiple response rates has to do with the inclusion of partial completions as outlined earlier. Another reason justifying the use of multiple response rates is the fact that 19 emails were undeliverable. Alternative email addresses were identified for some of these cases; however, given the confidentiality of the survey, there is no way to determine if the subsequent attempts were successfully delivered to an appropriate contact person.

Response Rate 1—Most Conservative 53/153 = 34.6%
This calculation only includes those that completed every question in the survey (53) and survey emails that were undeliverable are included (153).

Response Rate 2 53/134 = 39.6%
This calculation only includes those that completed every question in the survey (53), but it excludes the 19 undeliverable survey emails from the denominator (134).

Response Rate 3 64/153 = 41.8%
This calculation includes 11 partial completions along with actual completions, which increases the numerator to 64 while also including undeliverable survey emails in the denominator (153).

Response Rate 4—Most Generous 64/134 = 47.8%
This calculation includes all completions—partial and actual (64)—and excludes the 19 undeliverable survey emails (134).

There are differing opinions about what constitutes an acceptable response rate. Overall the trend appears to be that survey response rates are declining in the United States and abroad. For email surveys a response rate of 30% or higher is typically considered acceptable.

Please see the American Association for Public Opinion Research for more on response rates: www.aapor.org.

Reporting of Data

When possible, valid percentages are used in this report. Valid percentages are calculated by purposefully not including responses of "Don't know/unsure" or those that opted not to answer the question. Furthermore, valid percentages eliminate the need to adjust the calculation for those that were not asked a question due to their answers to previous questions (i.e., survey design skip logic). Using valid percentages enhances accuracy and clarity in reporting.

Learn More

Supplemental resources are available on the DCNP website at www.dekalbcountypartners.org.

Endnotes

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Learn More

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