Status of West Marin Nonprofits 2021

Survey Results of 37 West Marin Nonprofits
May / June 2021

Compiled by West Marin Fund

our coastal community foundation
Topics

1. About the Survey
2. Key Findings
3. Overview of Survey Participants
4. Organizational Capacity and Development
5. Diversity, Equity, and Inclusion
6. Financials
7. Emergency Response
About the Survey

West Marin Fund conducted a survey in the summer of 2020 about the impact of Covid-19 on the West Marin nonprofit community. Fifty nonprofits participated.

The success of that survey spurred the idea of creating an annual survey of the status of West Marin nonprofits. The purpose of the annual survey is to acquire information to help funders and policymakers provide nonprofits with the best support and resources possible.

The recently completed first annual survey will serve as the baseline for the surveys that will be conducted in the spring of the next several years.
DATES OF SURVEY
May 12, 2021 -- June 8, 2021

PARTICIPANTS
37 West Marin nonprofits; 46% response rate
80 nonprofits and fiscally sponsored groups were invited to participate.

THE SURVEY
35 questions in seven sections; 69% short answer and 31% multiple choice; conducted online using SurveyMonkey; took an average of 42 minutes to complete.

ADMINISTERED BY
West Marin Fund

RESULTS COMPILED BY
Mission Met, LLC.

SURVEY QUESTIONS
Link
Topics

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Key Findings

• **MIXED NONPROFIT RESULTS IN 2020**
  — Financially, on balance, the nonprofits ended the year stronger than 2019
  — Programmatically, the fires and Covid negatively impacted the nonprofits’ ability to effectively deliver services and programs
  — Staff and board member numbers dropped slightly; the number of volunteers dropped by 25%
  — Growth in focus on DEI

• **A VIRTUAL PIVOT:** Nonprofits were forced to adapt their services in a virtual world.

• **VOLUNTEERS’ IMPACT:** Volunteers’ contributed services valued at nearly $10M in-kind in 2020. Due primarily to Covid, the survey participants lost roughly $2.5M in these services due to a 25% reduction in volunteers.

• **METRICS:** There is an opportunity to improve in the use of key metrics as a strategic tool.

• **COLLABORATION:** The West Marin nonprofits have an active approach to collaborating with each other and other organizations.
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Age of Organizations

- AVERAGE AGE OF THE ORGANIZATIONS: 40 Years
- YOUNGEST ORGANIZATION: 2 years
- OLDEST ORGANIZATION: 147 years
Locations & Areas Served

Survey respondents are located across West Marin and serve a balanced cross-section of communities.

West Marin Regions Served

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>73%</td>
</tr>
<tr>
<td>Eastern</td>
<td>62%</td>
</tr>
<tr>
<td>Northern</td>
<td>62%</td>
</tr>
<tr>
<td>Southern</td>
<td>62%</td>
</tr>
</tbody>
</table>

Location of Organization By Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>46%</td>
</tr>
<tr>
<td>Eastern</td>
<td>22%</td>
</tr>
<tr>
<td>Northern</td>
<td>14%</td>
</tr>
<tr>
<td>Southern</td>
<td>19%</td>
</tr>
</tbody>
</table>

Central = Olema, Inverness, Point Reyes Station
Eastern = Forest Knolls, Lagunitas, Nicasio, San Geronimo, Woodacre
Northern = Dillon Beach, Marshall, Tomales
Southern = Bolinas, Muir Beach, Stinson Beach

Note: The percentages in the charts exceed 100% because survey respondents were allowed to choose multiple locations in their answers.
Population Served

West Marin nonprofits serve a variety of populations.

Note: The percentages in the charts exceed 100% because survey respondents were allowed to choose multiple locations in their answers.
Nonprofit Category

Note: The percentages in the charts exceed 100% because survey respondents were allowed to choose multiple locations in their answers.
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Human Capacity

Full-time Equivalent of Staffing

Board Members

Volunteers

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-time Equivalent</th>
<th>Board Members</th>
<th>Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1/20</td>
<td>216</td>
<td>347</td>
<td>2731</td>
</tr>
<tr>
<td>1/1/21</td>
<td>191</td>
<td>343</td>
<td>2039</td>
</tr>
</tbody>
</table>
Collaboration

The level of collaboration throughout West Marin was unprecedented and enhanced our work and ability to serve those who needed it most.”

Nonprofits collaborated with many partners. The tables below represent the most common collaborative partners, separated by those in West Marin and those outside of West Marin.

**Within West Marin**
- West Marin Fund Executive Director Group
- Together Equity Group
- West Marin Collaborative
- KWMR
- Pt. Reyes Books
- Tomales Bay Watershed Council
- West Marin Coalition for Healthy Youth
- West Marin Disaster Council (WMDC)

**Outside of West Marin**
- HEAL Collaborative
- Marin County Health and Human Services
- Marin Promise Partnership Council
- Retreat Center Collaborative
- VOAD
Key Strategic Action Themes

VIRTUAL WORKPLACE
“At the Board and Staff level we embraced virtual meetings, events, and bolstered our communications during the pandemic.”

“Transitioned overnight to 100% remote work, retained staff.”

STRATEGIC PLANNING
“Robust strategic planning process resulting in a useful 3-year plan”

STAFFING
“Hired communications specialist to increase and implement digital fundraising strategies and expand our communications reach”
Strategic Tools Used

- A Strategic Plan: 62%
- Organizational Goals: 78%
- Key Metrics: 24%
- Success Stories: 57%
Key Capacity Building Themes

EXPERTISE
“Access to special skills consultants like HR, strategy, DEI, governance, facilities, and fund development.”

STRATEGIC PLANNING
“Completing our just-begun strategic planning.”

BOARD DEVELOPMENT
“Continued evolution of our board’s governance policies, procedures, and systems.”

METRICS
“Improving the organization’s ability to measure/report on impacts through metrics and compelling storytelling.”

VOLUNTEERS
“Engaging and retaining more long-term West Marin volunteers.”

PARTNERSHIPS
“Partnership with local businesses to support expansion of our infrastructure (offices and community space).”
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Key Diversity, Equity, & Inclusion Themes

PROGRAMS
“Added programs that specifically target DEI issues.”
“Spanish translation of public events.”

TRAINING
“All staff participated in equity and inclusion trainings.”

PARTNERSHIPS
“Deepened our collaboration and partnership with indigenous people and Tribal govts.”

STAFFING
“Hired native Spanish speaker in key position.”

BOARD DEVELOPMENT
“Continued increasing board diversity, so that now 42% are BIPOC.”
“Created board nominations protocol and nominating committee with express purpose to diversify the board.”
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## Financial Overview

The Association of Fundraising Professionals reported that, nationally, individual giving went up by 10.6% in 2020 compared to 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td>$36,208,415</td>
<td>$36,111,736</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>$34,369,417</td>
<td>$27,793,782</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$1,838,998</td>
<td>$8,317,954</td>
</tr>
<tr>
<td><strong>Net Income as a Percent of Income</strong></td>
<td>5%</td>
<td>23%</td>
</tr>
</tbody>
</table>
Source of Funds -- 2020

<table>
<thead>
<tr>
<th>Source of Funds</th>
<th>Percentage</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual gifts</td>
<td>47%</td>
<td>$16,873,941</td>
</tr>
<tr>
<td>Grants: foundation and/or corporate</td>
<td>23%</td>
<td>$8,445,256</td>
</tr>
<tr>
<td>Earned income</td>
<td>13%</td>
<td>$4,788,231</td>
</tr>
<tr>
<td>Federal and/or state funding</td>
<td>7%</td>
<td>$2,355,949</td>
</tr>
<tr>
<td>Funding from Marin County</td>
<td>4%</td>
<td>$1,519,621</td>
</tr>
<tr>
<td>Loans</td>
<td>2%</td>
<td>$790,554</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>$596,332</td>
</tr>
<tr>
<td>Interest income</td>
<td>2%</td>
<td>$556,414</td>
</tr>
<tr>
<td>Corporate gifts</td>
<td>1%</td>
<td>$185,439</td>
</tr>
</tbody>
</table>
## Financial Management

### Presence of Key Financial Documents

<table>
<thead>
<tr>
<th>Document</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board-approved annual budget for the current fiscal year</td>
<td>84%</td>
</tr>
<tr>
<td>Last fiscal year’s annual report</td>
<td>81%</td>
</tr>
<tr>
<td>Profit and loss statement</td>
<td>95%</td>
</tr>
<tr>
<td>List of current donors</td>
<td>92%</td>
</tr>
</tbody>
</table>

### Average Percent that the Nonprofits Reviewed Their Financials*

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once/month</td>
<td>49%</td>
</tr>
<tr>
<td>Once/quarter</td>
<td>22%</td>
</tr>
<tr>
<td>Twice/year</td>
<td>4%</td>
</tr>
<tr>
<td>Once/year</td>
<td>15%</td>
</tr>
<tr>
<td>Never</td>
<td>6%</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>3%</td>
</tr>
</tbody>
</table>

* Average percent that the nonprofits reviewed their financials: *Budget vs. Actuals, Balance Sheet, Income Statement, Cash Flow Statement*

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**Board** - approved annual budget for the current fiscal year

- 84%

**Last fiscal year’s annual report**

- 81%

**Profit and loss statement**

- 95%

**List of current donors**

- 92%
Financial Endowment/Reserve

27% of the survey participants don’t have a financial endowment or reserve.

The median # of months that survey participants can operate on their endowment/reserve funds is 5.

<table>
<thead>
<tr>
<th>Change in Endowment / Reserves Over the Last year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grown</td>
</tr>
<tr>
<td>Same</td>
</tr>
<tr>
<td>Diminished</td>
</tr>
</tbody>
</table>

# of Months of Reserves

![Bar Chart showing the distribution of months of reserves among survey participants. The median is 5 months.](image)
The dots in the graph represent each of the survey participants, with increasing income moving from left to right. There is a slight overall correlation between the size of income and months of reserve, but four of the organizations with the smallest income have the most months of reserves.
Key Fundraising Themes

ONLINE ENGAGEMENT
“Engaged with the community virtually, which we may consider continuing as it increases accessibility, is more inclusive, and provides opportunities to expand our audiences and reach.”

“Bringing our events on-line during COVID has allowed us to draw much larger audiences; thus, donations are higher than they have been in the past.”

DONOR RELATIONS
“Trained members of Board of Directors in methods for cultivating donor relationships.”

TECHNOLOGY
“Transitioned to new database with more power to track donations and donors”
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## Emergency Funding

### Federal and State Emergency Funding

<table>
<thead>
<tr>
<th>Year</th>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>State</td>
<td>$77,500</td>
</tr>
<tr>
<td>2020</td>
<td>Federal</td>
<td>$2,520,000</td>
</tr>
<tr>
<td>2021 Quarter 1</td>
<td>State</td>
<td>$92,500</td>
</tr>
<tr>
<td>2021 Quarter 1</td>
<td>Federal</td>
<td>$1,237,500</td>
</tr>
</tbody>
</table>
Emergency Actions

Actions Taken in Last 12 Months in Response to Emergencies

- Reconfigured existing programs: 81%
- Cancelled, on a one-time basis, an event or program: 73%
- Developed new policies and/or protocols to accommodate changes: 68%
- Closed a facility temporarily: 49%
- Added new programs: 46%
- Increased fundraising activities: 46%
- Cut existing programs: 32%
- Added board members: 27%
- Decreased fundraising activities: 24%
- Expanded existing programs: 22%
- Laid off staff: 19%
- Furloughed staff: 16%
- Maintained fundraising activities at existing level: 16%
- Added staff: 14%
- Other: 11%
- Reduced board members: 5%
- Closed a facility permanently: 5%
The next annual survey will be conducted in February / March 2022.
westmarinfund.org
info@westmarinfund.org
(415) 663-9733

PO Box 1496 Point Reyes Station California 94956