Appendix

The below is the raw data collected by PIMG – all graphs here represent 77 Oregon nonprofit respondents.

**Figure A: Survey Respondents by Sub-Sector**

- Health Promotion or Care
- Social Services (25 respondents)
- Education (15 respondents)
- Arts (10 respondents)
- Environment (5 respondents)
- Social Justice (5 respondents)
- Housing (5 respondents)
- Econ. and Community Development (5 respondents)
- Child Welfare/Youth Development (5 respondents)
- Employment
- Animal Rights and Welfare
- International Development
- Other

**Figure B: Respondent Job Title**

- 84% Executive Director
- 16% Other Senior Manager

**Figure C: Organization Operating Expense Budget**
Table 1: Impacts on Organization’s Programming Between March 2020 - March 2021

<table>
<thead>
<tr>
<th>Impact</th>
<th>Unsure/Don’t Know</th>
<th>Strong Negative Impact</th>
<th>Somewhat Negative Impact</th>
<th>Neutral or No Change</th>
<th>Somewhat Positive Impact</th>
<th>Strong Positive Impact</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication with clients or participants</td>
<td>0%</td>
<td>9%</td>
<td>54%</td>
<td>12%</td>
<td>13%</td>
<td>12%</td>
<td>2.6</td>
</tr>
<tr>
<td>Number of clients/participants</td>
<td>1%</td>
<td>32%</td>
<td>39%</td>
<td>11%</td>
<td>8%</td>
<td>9%</td>
<td>2.2</td>
</tr>
<tr>
<td>Quality of service</td>
<td>1%</td>
<td>13%</td>
<td>27%</td>
<td>32%</td>
<td>17%</td>
<td>9%</td>
<td>2.8</td>
</tr>
<tr>
<td>Program outcomes</td>
<td>4%</td>
<td>19%</td>
<td>31%</td>
<td>19%</td>
<td>18%</td>
<td>8%</td>
<td>2.5</td>
</tr>
<tr>
<td>Client/participant safety</td>
<td>8%</td>
<td>12%</td>
<td>22%</td>
<td>38%</td>
<td>12%</td>
<td>9%</td>
<td>2.6</td>
</tr>
<tr>
<td>Ability to meet client/participant needs</td>
<td>1%</td>
<td>25%</td>
<td>35%</td>
<td>17%</td>
<td>14%</td>
<td>8%</td>
<td>2.4</td>
</tr>
<tr>
<td>Community awareness of our programs</td>
<td>1%</td>
<td>12%</td>
<td>18%</td>
<td>21%</td>
<td>34%</td>
<td>13%</td>
<td>3.1</td>
</tr>
<tr>
<td>Reputation of our programs</td>
<td>4%</td>
<td>3%</td>
<td>1%</td>
<td>29%</td>
<td>47%</td>
<td>17%</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Table 2: Impacts on Organization’s Human Resources Management Between March 2020 - March 2021

<table>
<thead>
<tr>
<th>Impact</th>
<th>Unsure/Don’t Know</th>
<th>Strong Negative Impact</th>
<th>Somewhat Negative Impact</th>
<th>Neutral or No Change</th>
<th>Somewhat Positive Impact</th>
<th>Strong Positive Impact</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff cohesion</td>
<td>1%</td>
<td>13%</td>
<td>36%</td>
<td>18%</td>
<td>25%</td>
<td>6%</td>
<td>2.7</td>
</tr>
<tr>
<td>Quality of work</td>
<td>0%</td>
<td>4%</td>
<td>26%</td>
<td>31%</td>
<td>30%</td>
<td>9%</td>
<td>3.1</td>
</tr>
<tr>
<td>Productivity</td>
<td>0%</td>
<td>9%</td>
<td>36%</td>
<td>24%</td>
<td>21%</td>
<td>11%</td>
<td>2.9</td>
</tr>
<tr>
<td>Accountability of work</td>
<td>1%</td>
<td>6%</td>
<td>21%</td>
<td>42%</td>
<td>22%</td>
<td>8%</td>
<td>3.0</td>
</tr>
<tr>
<td>Staff workload</td>
<td>3%</td>
<td>22%</td>
<td>50%</td>
<td>14%</td>
<td>8%</td>
<td>3%</td>
<td>2.1</td>
</tr>
<tr>
<td>Staff morale</td>
<td>1%</td>
<td>13%</td>
<td>53%</td>
<td>18%</td>
<td>11%</td>
<td>4%</td>
<td>2.4</td>
</tr>
<tr>
<td>Staff recruitment</td>
<td>9%</td>
<td>22%</td>
<td>17%</td>
<td>41%</td>
<td>8%</td>
<td>3%</td>
<td>2.2</td>
</tr>
<tr>
<td>Staff retention</td>
<td>1%</td>
<td>12%</td>
<td>11%</td>
<td>53%</td>
<td>21%</td>
<td>1%</td>
<td>2.9</td>
</tr>
<tr>
<td>Volunteer recruitment</td>
<td>3%</td>
<td>49%</td>
<td>21%</td>
<td>20%</td>
<td>5%</td>
<td>3%</td>
<td>1.8</td>
</tr>
<tr>
<td>Board cohesion</td>
<td>0%</td>
<td>4%</td>
<td>21%</td>
<td>40%</td>
<td>29%</td>
<td>6%</td>
<td>3.1</td>
</tr>
<tr>
<td>Volunteer management</td>
<td>4%</td>
<td>24%</td>
<td>26%</td>
<td>33%</td>
<td>12%</td>
<td>1%</td>
<td>2.3</td>
</tr>
<tr>
<td>Board morale</td>
<td>1%</td>
<td>5%</td>
<td>19%</td>
<td>40%</td>
<td>29%</td>
<td>5%</td>
<td>3.1</td>
</tr>
<tr>
<td>Communication within the organization</td>
<td>0%</td>
<td>1%</td>
<td>33%</td>
<td>29%</td>
<td>29%</td>
<td>8%</td>
<td>3.1</td>
</tr>
</tbody>
</table>
### Table 3: Impacts on Organization’s Financial Health and Income Sources Between March 2020 - March 2021

<table>
<thead>
<tr>
<th></th>
<th>Unsure/ Don’t Know</th>
<th>Strong Negative Impact</th>
<th>Somewhat Negative Impact</th>
<th>Neutral or No Change</th>
<th>Somewhat Positive Impact</th>
<th>Strong Positive Impact</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current financial health</td>
<td>1%</td>
<td>14%</td>
<td>26%</td>
<td>14%</td>
<td>27%</td>
<td>17%</td>
<td>3.0</td>
</tr>
<tr>
<td>Overall fundraising results</td>
<td>0%</td>
<td>18%</td>
<td>22%</td>
<td>12%</td>
<td>35%</td>
<td>13%</td>
<td>3.0</td>
</tr>
<tr>
<td>Relationships with donors</td>
<td>3%</td>
<td>9%</td>
<td>17%</td>
<td>32%</td>
<td>33%</td>
<td>7%</td>
<td>3.0</td>
</tr>
<tr>
<td>Fundraising from individuals</td>
<td>4%</td>
<td>12%</td>
<td>25%</td>
<td>19%</td>
<td>29%</td>
<td>12%</td>
<td>2.9</td>
</tr>
<tr>
<td>Fundraising through events</td>
<td>4%</td>
<td>51%</td>
<td>13%</td>
<td>16%</td>
<td>16%</td>
<td>1%</td>
<td>1.9</td>
</tr>
<tr>
<td>Grants from foundations</td>
<td>0%</td>
<td>9%</td>
<td>16%</td>
<td>27%</td>
<td>32%</td>
<td>16%</td>
<td>3.3</td>
</tr>
<tr>
<td>Grants or contracts with government</td>
<td>9%</td>
<td>5%</td>
<td>8%</td>
<td>38%</td>
<td>22%</td>
<td>17%</td>
<td>3.1</td>
</tr>
<tr>
<td>Fees for services</td>
<td>13%</td>
<td>26%</td>
<td>21%</td>
<td>34%</td>
<td>4%</td>
<td>1%</td>
<td>1.9</td>
</tr>
<tr>
<td>Predictability of future financial health</td>
<td>1%</td>
<td>21%</td>
<td>37%</td>
<td>24%</td>
<td>14%</td>
<td>3%</td>
<td>2.4</td>
</tr>
</tbody>
</table>

### Figure D: Changes Made in Response to Pandemic and Its Effects

![Bar chart showing changes in response to pandemic and its effects](chart.png)
Figure E: Support Services to Help Address Priority to Organization Over the Next Year

- Staff training – service or program delivery
- Staff training – technology
- Staff training - management or supervision
- Staff training - fundraising
- Board training - governance
- Board training - fundraising
- Board development or team-building
- Program development support
- Program evaluation
- Fundraising support or strategy
- Strategic or business planning
- Financial analysis or planning
- Organizational needs assessment
- Organizational restructuring or right-sizing
- Partnership development/merger assessment
- Organizational culture development
- Change management support
- Wellness programming for staff
- Unsure/don’t know
- Other

Percent of Survey Respondents

Figure F: How Has the Pandemic and Resulting Changes Affect Personal Stress Level

- Much higher stress: 34.67%
- Moderately more stress: 52%
- Moderately less stress: 1.33%
- Much less stress: 1.33%
- No significant changes: 10.67%
Figure F: Major Reasons to Rise in Personal Stress

- Disruption of the organization’s operations
- Disruption of our staff
- Concern about the health of staff or clients
- Challenges managing staff remotely
- Dynamics with the board
- Concern about our financial performance
- Cancellation or closure of programs
- Laying off staff
- Cancellation of events
- Personal challenges working from home
- Disruption in life outside work
- The cumulative effects of multiple changes
- Unsure/don’t know
- My stress level has not risen
- Other

Percent of Survey Respondents

Figure G: Type of Personal Support to Help You Navigate in the Coming Months and Years

- Peer support system or group
- Executive or life coach
- Additional personal leave
- Contingency or succession plan
- None needed
- Other

Percent of Survey Respondents
Figure H: Level of Optimism Regarding Organizations Health Over the Next Year

- 34.67% Very optimistic
- 54.66% Somewhat optimistic
- 0% Very pessimistic
- 8% Somewhat pessimistic
- 2.67% Neutral or no opinion

Figure J: Change in Level of Optimism Relative to Pre-Pandemic

- 1.33% Much more pessimistic now
- 9.34% Much more optimistic now
- 37.33% No significant change
- 18.67% Somewhat more pessimistic
- 33.33% Somewhat more optimistic

Produced by: Public Interest Management Group (PIMG) and the Nonprofit Association of Oregon (NAO)