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L e a r n i n g f o r A c t i o n

CAN Statewide Stakeholder Input Process

Summary of Key Findings and Recommended Strategic Directions

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Prepared For

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Executive Summary: Key Findings from CAN's Statewide Stakeholder Input Process

This report summarizes the themes and findings that emerged from the California Association of Nonprofits' (CAN) Statewide Stakeholder Input process. CAN engaged LFA Group (LFA, formerly LaFrance Associates, LLC) in 2009 to gather input on the organization's possible future strategic directions from current and past members, non-members, CAN Regional Partners and Policy Council members, and nonprofit thought leaders.

Key Findings

Through facilitated strategic conversations with over 40 participants, a broad survey with 603 respondents, and six key informant interviews, numerous and diverse stakeholders offered valuable suggestions for CAN's strategic direction and next steps.

Stakeholder Support & Audience

- The solid and constructive participation in this statewide stakeholder input from a wide range and large number of people and organizations is a powerful indicator of the **continued interest in and support for CAN** to exist as a sector-wide resource.
- Stakeholders consistently recommended that CAN use this planning process to **consider and define its constituency base(s)** as it makes in-depth decisions about program and services offerings. Specifically, members, Regional Partners, and Policy Council members alike suggested CAN consider focusing on small- and medium-sized nonprofits (especially in terms of aggregating political power), and whether or not **foundations and consultants** could become part of the organization's target audience (especially as consumers of information services).

Programs and Services

- Most members and other key stakeholders agreed that CAN should **focus on a few high quality programs and service areas** rather than "trying to be all things to all people." Particularly in the short term, a few high quality services will re-establish credibility with current members and build the case for new members. Beware of trying to do too much too fast, stakeholders cautioned.
- There was remarkable agreement across stakeholder groups that CAN should focus its programmatic efforts on **policy/advocacy and resource/referral services**. Fully 40% percent of survey respondents say they would join or renew their CAN membership if CAN were to continue direct lobbying activities in Sacramento. Further survey analysis revealed:
 - A greater percentage of organizations with smaller annual budget sizes (under \$1M) reported they would join or renew their membership if CAN conducted training on advocacy (40%) or conducted its policy and advocacy work in partnership with our subsector advocacy organizations (30%) than organizations with larger budget sizes (26%-30% and 15%-21%, respectively). CAN is strongly encouraged, particularly by Regional Partners and Policy Council members, to actively **collaborate with other statewide organizations** in its policy and advocacy work.
 - A greater percentage of foundations (50%) and consultants (49%) want CAN to gather data and prepare original research reports on the sector statewide as compared with nonprofits (32%). Foundations solid interest in CAN playing this role indicates that philanthropic support would like be readily available for this service area.
- Stakeholders savvy in policy/advocacy work recommended that CAN be **deliberate about and inclusive in setting a proactive policy agenda**. The key question is, "To what end should CAN engage in policy/advocacy?"

Recommended Operational Next Steps

- CAN should continue to **increase communication with members and key partners**. To do so effectively, the organization must invest in the accuracy and currency of its contact list.
- CAN would be well-served to move from this stakeholder input process to a **business planning process** to link strategies with a financial model. This process would include examining other analogues and model organizations and determining the most viable ways for CAN to derive financial support.
- Once CAN has determined its direction and key programs, it should **clearly define who its partners are** and what role they play in supporting the organization.

Key Questions

Over the course of this input process, LFA identified key questions for CAN to consider forward.

Key Questions Regarding Audience

- Does CAN serve the entire nonprofit sector, including foundations? Or, should CAN only focus on 501(c)3 organizations, perhaps focusing on a subset of nonprofits based on organization size?
- How does CAN best negotiate the wide diversity of organizations and locations in the state? Stakeholders recommend that CAN examine other statewide or national advocacy organizations as models for balancing the tension between serving a wide diversity of organizations, while not trying to be everything to all of them.

Key Question Regarding Policy/ Advocacy Activities

- How much is CAN “service” oriented versus “cause” oriented? Should CAN position itself as an organization that members join because they want particular services, or should CAN position itself as the organization to join to provide support to causes of importance to the sector?

Key Questions Regarding Additional Services

- What are the costs and revenue implications for each of the services and activities that CAN might engage in?
- Which services will meet the most important needs among CAN’s identified audience?

Key Questions Regarding CAN’s Infrastructure and Partnerships

- What is the most effective membership dues structure? Does CAN keep the current system based on member budget size? Should there be varying fee levels depending on level of service usage?
- What is the best organizational and tax structure to support CAN’s work? Should CAN be a 501(c)3 and 501(c)4 to most effectively provide services and conduct advocacy work?
- Who are the most important partners for CAN in its efforts?
- What is CAN’s relationship with regional management service organizations (MSOs)? How can CAN collaborate with MSOs to provide mutual benefit to all organizations?

Conclusion

A broad variety and significant number of key CAN stakeholders from across California engaged authentically and constructively in this process designed to garner input for the organization about possible strategic directions. There was remarkable consistency in the findings across stakeholder groups that the most important needs for CAN to fulfill include policy/advocacy for the sector and resource/referral services. Stakeholders view significant potential for CAN to aggregate power and raise awareness of the numerous nonprofit organizations in California to create a sector with a strong voice and greater coherence that ultimately will increase sustainability in the sector and maximize mission achievement.

Introduction and Methods

This report provides the California Association of Nonprofits (CAN) with a summary of key findings from the Statewide Stakeholder Input Process that LFA Group (LFA, formerly LaFrance Associates, LLC) conducted between February and June 2009. This summary of key findings is intended to inform conversations that the organization is currently having about strategic direction. This statewide stakeholder input process was not a traditional, comprehensive strategic planning process. Rather, this process was designed and intended to provide broad stakeholder input to assist CAN in developing a viable and sustainable business model grounded in the most relevant and appropriate role a statewide membership association of nonprofits can play to add value for the sector.

Stakeholder input from across California on CAN's possible future strategic directions was elicited through the following methods. A large number of people provided their input, ideas, and feedback to CAN during this process, indicating support for CAN as it sets a new path for the organization.

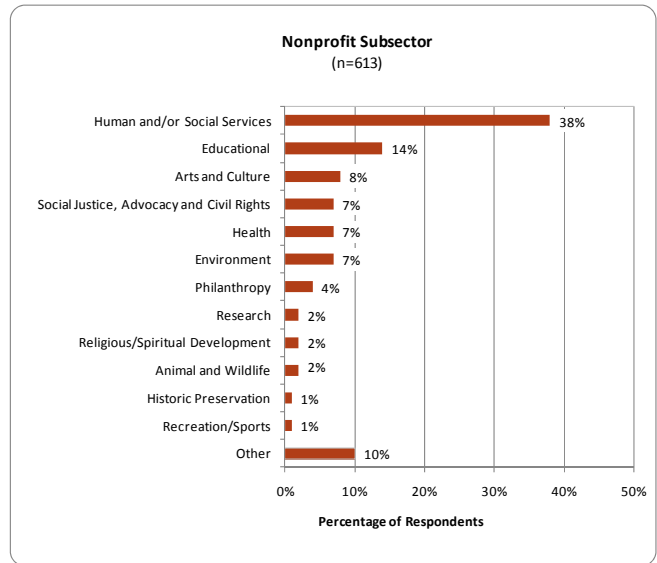
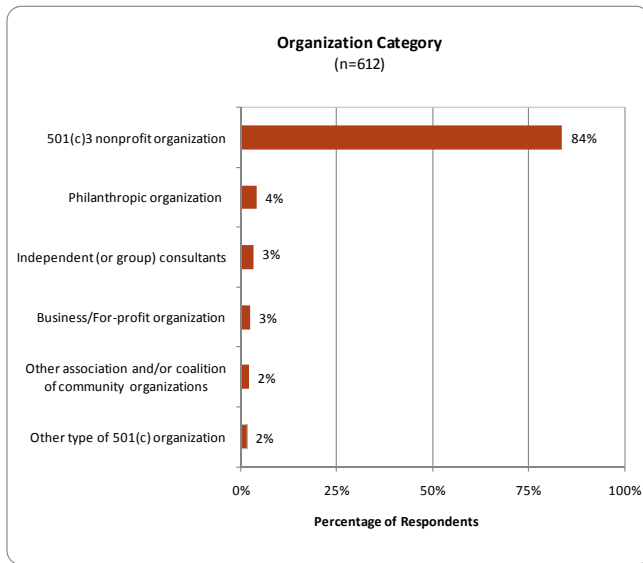
- **CAN Board and Stakeholder Meeting in Sacramento (February 2009).** This initial meeting was designed to re-open lines of communication among board members, Regional Partners and Policy Council members. It was an open discussion about the current state of CAN and what stakeholders hoped would be discussed during the Stakeholder Input Process.
- **Statewide Stakeholder Input meetings in Los Angeles and Oakland (May 2009).** A total of four focus groups were held in Los Angeles and Oakland (two in each location) to solicit ideas and input from CAN members, Regional Partners, Policy Council members, and leaders from the nonprofit sector. Participants provided their perspective and feedback on the issues facing the nonprofit sector that CAN is best positioned to address. A total of 40 people attended focus groups either in person or through phone participation.
- **Key Informant Interviews (March and April 2009).** LFA conducted phone interviews to learn more about the current state of operations and programs at CAN, best practices for statewide associations of nonprofits, and the current landscape of California nonprofits. Interviews were conducted with:
 - Meredith Clark
 - Ken Larsen
 - Kathy Lynch
 - Tim Delaney
 - Jan Masaoka
 - Peter Manzo
- **Online Survey of Stakeholders (May 2009).** LFA administered an online survey that was distributed to approximately 6,000 current members, past members, and non-members of CAN. The survey asked respondents to indicate their interest in CAN providing specific programs and services (such as advocacy/policy and resources/referrals), and whether or not they would be motivated to join CAN if the program or service were offered. A total of 603 responses to the online survey were received, providing a large sample size for reliable analysis.

Key Findings and Recommendations: Audience for CAN's Focus

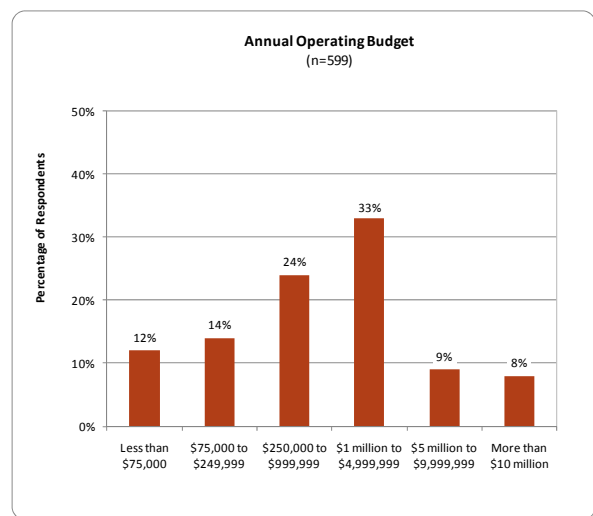
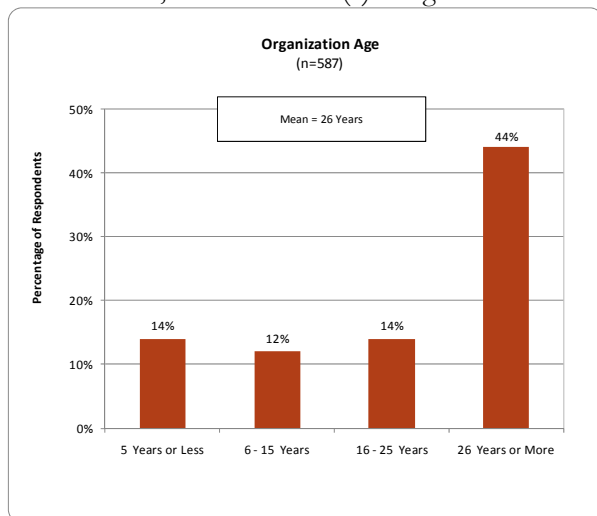
As CAN engages in conversations about strategic direction, the question of who CAN exists to serve becomes fundamental. During statewide strategic conversations, participating stakeholders consistently encouraged the board to examine and define the organization's audience(s) with enough specificity as to provide clarity of focus for programs and services that might be offered.

A Profile of CAN Stakeholders

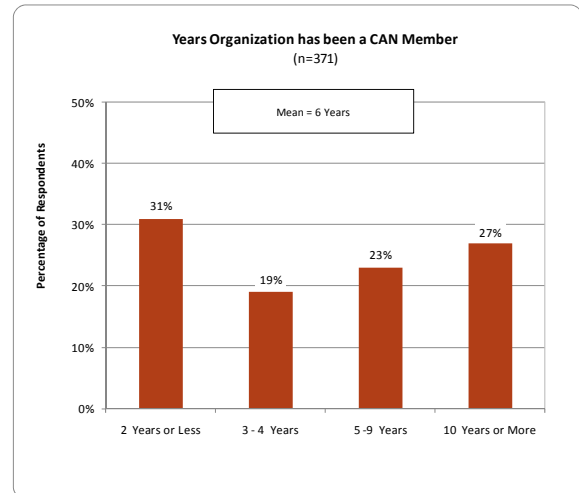
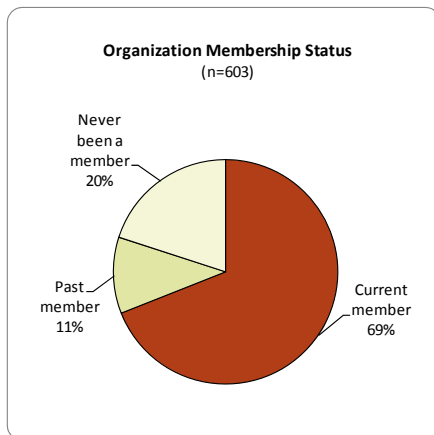
Insomuch as the current list of organizations in California that CAN maintains serves as a reflection of current stakeholders, the profile of survey respondents serves as one profile to consider. The following graphs depict the characteristics of survey respondent current members, past members, and nonmembers.



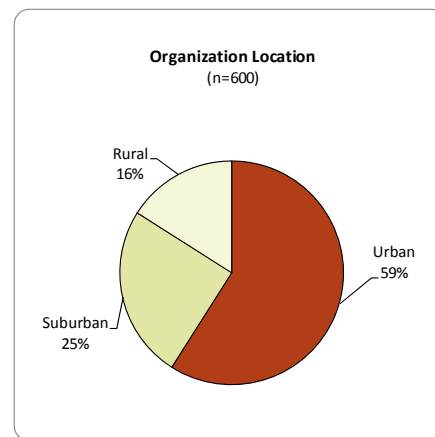
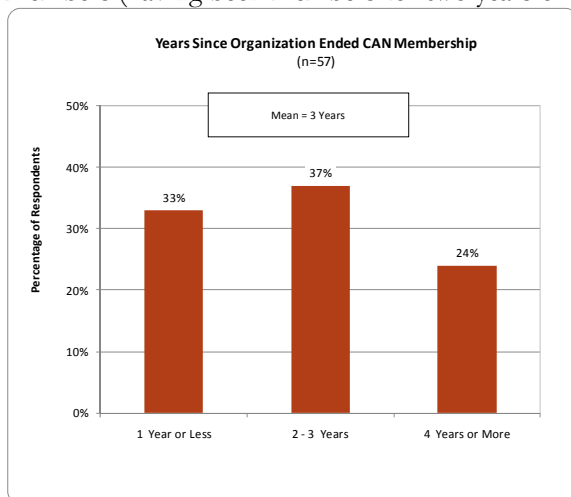
- CAN's stakeholders are mostly 501(c)3 organizations that work in human and social services. Less than 5% each of survey respondents indicated they work in one of the following: philanthropy, consulting, for-profit sector, associations, or another 501(c) designation.



- CAN members and stakeholder organizations are well established: the average age of survey respondents' organizations is 26 years.
- Half of CAN stakeholders have annual budgets of under \$1M while one-third have annual budgets of \$1M-\$5M.



- CAN members have belonged to CAN for an average of six years, with 31% of organizations being new members (having been members for two years or less) and 27% being long-term members (for 10 years or more).



- On average, organizations who were formerly members of CAN ended their membership three years ago.
- A majority (59%) of CAN stakeholder organizations are located in urban areas.

Recommendations on Who CAN Should Serve

During the statewide strategic conversations, stakeholders consistently debated whether CAN should seek to serve the entire nonprofit sector, or a subsection or subsections of it, such as human services organizations. On the whole, stakeholders felt that CAN should represent the entire nonprofit sector, rather than identifying subsections within the sector to represent. In the words of one participant, CAN should exist to address “business climate” issues facing the nonprofit sector.

Serving the entire sector gives CAN the potential for a broad membership and powerful voice for policy advocacy. One member characterized the benefit of having a broad membership by saying, “In order to have effective advocacy, you need to have the [membership] numbers behind you. You need to have a loud voice when you walk into a room.” Another said, “It would certainly be a benefit to CAN to have 10,000

organizations or more under their belt to represent. Even just having organizations registered on a mailing or email list would help (lend credibility).”

An overwhelming majority of stakeholders also acknowledged a tension between serving the entire nonprofit sector in a state as large as California, while avoiding the pull to “be everything to everyone.” Although stakeholders did not recommend CAN consider representing subsectors of nonprofits (such as human service organizations), a few stakeholders did suggest considering a focus on small and mid-sized nonprofits that would most benefit from the aggregated power of a large number of organizations banded together under the umbrella of CAN.

Additionally, some member focus group participants recommended that CAN broaden its audience to include foundations and consultants, as there are available financial resources in these segments of the sector and they have a vested interest in the health of the sector statewide. One focus group member commented, “There is a business opportunity in serving the foundation and government sectors given that they hold all the resources.” An example of this would be for CAN to augment the work that regional grantmakers associations do, especially around advocacy and data gathering on the sector. Survey results in the “Programming and Services” section later in this report show statistically significant differences for responses from consultants and grantmakers as compared to 501(c)3 organizations. If CAN decides to make these types of organizations a core part of its constituency, it should look to add the types of services these organizations say they value most.

Key Questions Regarding Audience

As part of the statewide strategic conversations, stakeholders identified key questions for CAN to address regarding its audience as it continues to move through strategic and business planning:

- Does CAN serve the entire nonprofit sector, including foundations? Or, should CAN only focus on 501(c)3 organizations, perhaps focusing on a subset of nonprofits based on organization size?
- How does CAN best negotiate the wide diversity of organizations and locations in the state? Stakeholders recommend that CAN examine other statewide or national advocacy organizations as models for balancing the tension between serving a wide number of organizations, while not trying to be everything to all of them. Possible model organizations to examine include the National Federation of Independent Businesses, the League of Women Voters, and Chambers of Commerce. These are successful advocacy organizations with large constituencies facing a broad range of issues.

Key Findings and Recommendations: Programming and Services

The following summary of findings and recommendations integrates results from the strategic conversations as well as the survey effort, and relate to the programming and services that CAN could offer to its members. While a broad range of program and service types were explored during the stakeholder input process, it became clear early in all conversations that a vast majority of stakeholders largely see a role for CAN in the areas of policy/advocacy and acting as a broker of information and other resources.

Policy/Advocacy

There is remarkably consistent agreement among members and other stakeholders that CAN’s greatest contribution and relevance to the nonprofit sector is in playing a role in policy and advocacy. As one focus group participant commented, “Advocacy is key in terms of voicing the diverse needs of nonprofits to Sacramento and to funders. My single voice as a grantee is not as powerful as this huge organization of

many diverse nonprofits.” Stakeholders see advocacy and policy as a current core competency of CAN’s, and they believe the organization should build on this strength. While there is clear agreement that CAN should play a role in policy and advocacy, how that role looks specifically was the subject of debate and discussion.

Many stakeholders emphasized that for any organization involved in policy and advocacy, collaboration is key. They recommend that CAN support, partner, and coordinate with the work of other subsector advocacy groups, instead of trying to supplant them. Stakeholders consistently offered the idea that CAN could build a role for itself as the convener of subsector advocacy groups. As one Regional Partner commented, “The idea of partnership with other statewide associations is a really critical component to our ability to do policy work.” In the words of a survey respondent, “CAN needs to take leadership role and be more strategic/savvy in partnering with other interest groups to mount major issue/policy campaigns, grab a seat at the table and grab the public’s attention.”

Many stakeholders underscored that CAN should be proactive in regards to its policy agenda and priorities, rather than reactive. Stakeholders request more clarity on how the policy priorities for CAN are set, and suggest that CAN use a grassroots approach to developing a policy agenda by engaging members in their communities on what policy issues are important to them and thus choosing one to three key issues per year that it will pursue and champion. A focus group participant requested that CAN focus its policy agenda by stating, “CAN’s public policy and staff need to be more focused. I’m not sure they’re on point or on target. We spend a lot of time in some areas like gambling and bingo and I’m not sure we’re improving the influence and visibility of the nonprofit sector. So, I’d like to see a reprioritization of the policy agenda.”

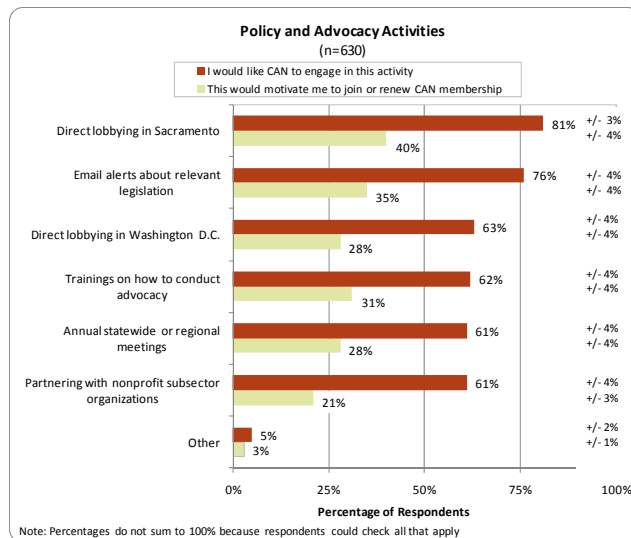
Members universally want CAN to raise the profile and influence of the nonprofit sector, and to make the case that the nonprofit sector is an important part of the state’s economy. The analogy of CAN as a Chamber of Commerce for the nonprofit sector was mentioned frequently by stakeholders in meetings and on the survey. As one member stated, “I do think that CAN could play a role like a Chamber of Commerce. It could work on the business climate for nonprofits with funders and the government.”

Possible specific advocacy and policy activities for CAN include:

- Direct lobbying in Sacramento (of interest to 81% of survey respondents) and/or Washington, D.C. (of interest to 63% of survey respondents)
- Broad and frequent communications on current issues and relevant legislation (of interest to 76% of survey respondents)
- Trainings on how to conduct advocacy (of interest to 62% of survey respondents)
- Annual statewide or regional meetings to discuss policy and other sector-wide issues (of interest to 61% of survey respondents)
- Partnering with nonprofit subsector organizations (of interest to 61% of survey respondents)
- Assistance for nonprofits in directly connecting with legislators in Sacramento (suggested in an open-ended question by multiple survey respondents)
- Keeping a calendar of all issue-specific policy briefings with other organizations (suggested in an open-ended question by multiple survey respondents)

The graph at right depicts survey results on possible advocacy and policy activities for CAN to engage in. In addition to general interest in CAN engaging in these activities, the graph shows the percentage of respondents whose paid membership would be motivated by each. LFA also analyzed survey results by type of organization, subsector, and budget size and found the following significant differences:

- A greater percentage of nonprofits would like CAN to engage in lobbying (65%) than foundations (54%) and consultants (46%).
- A greater percentage of arts and culture (32%) and environmental organizations (33%) would renew their membership if CAN partnered with other advocacy organizations than other types of nonprofits (16%-21%).
- The smaller the organization, the more policy help is needed: A greater percentage of organizations with small budget sizes report they would renew their membership if CAN partnered with other advocacy organizations (30%) or conducted training on advocacy (40%) than organizations with larger budget sizes (15%-21% and 26%-30%, respectively).



Key Question Regarding Policy/ Advocacy Activities

As part of the statewide strategic conversations, stakeholders identified a key question for CAN to address regarding its engagement in policy/advocacy activities as it continues to move through strategic and business planning:

- How much is CAN “service” oriented versus “cause” oriented? Should CAN position itself as an organization that members join because they want particular services, or should CAN position itself as the organization to join to provide support to causes of importance to the sector? In this discussion, some stakeholders raised the example of MoveOn.org as a potential model for CAN to consider, where there are low barriers to entry, and the option to provide greater financial support as CAN engages in a cause with particular importance to a given organization.

Resources and Referrals

Following policy/advocacy services, the next most common activity in which stakeholders felt CAN could play an important role regards aggregating and sharing research-based information on the nonprofit sector. Stakeholders overwhelmingly emphasized that there is a need and gap for this type of service, and they believe that CAN could successfully fill this gap. This is a role that CAN currently plays through services such as the newsletter¹ (which is widely appreciated and valued by members), but also could enhance its efforts in this area.

¹ With respect to the newsletter, Regional Partners suggested that CAN could create a newsletter template that includes information relevant for organizations statewide and also would allow Regional Partners to insert regionally relevant information, thus making the newsletter a joint, co-branded communication.

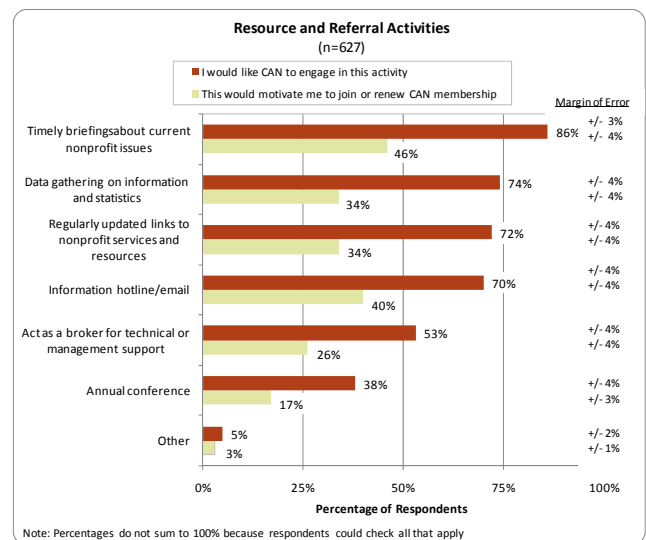
Survey respondents rated the following possible roles for CAN in resource and referral services in this order of frequency:

- Timely briefings on current nonprofit issues, such as stimulus funding or the new 990 form (of interest to 86% of survey respondents)
- Gathering data on information and statistics in the CA nonprofit sector, such as a salary survey or general landscape study (of interest to 74% of survey respondents)
- Regularly updated links to local and national nonprofit services and resources (of interest to 72% of survey respondents)
- An information hotline or email address where CAN staff respond to inquiries as needed regarding topics like nonprofit management, finance, and governance questions (of interest to 70% of survey respondents)
- Acting as a broker for local organizations that can provide technical or management support to nonprofits (of interest to 53% of survey respondents)
- Continuing to hold an annual conference (of interest to 38% of survey respondents)

Some survey respondents also suggested through open-ended comments that CAN sponsor moderated online blogs with discussions on current nonprofit issues (such as TechSoup does).

The graph at right depicts survey results on possible roles for CAN to play around resource and referrals. LFA also analyzed the results by type of organization, subsector, and budget size and found the following significant differences:

- A greater percentage of nonprofits want CAN to act as broker for technical support organizations (56%) and provide up to date information on resources (74%) than foundations (23% and 58%, respectively) and consultants (36% and 61%, respectively).
- A greater percentage of nonprofits (43%) would renew their membership if CAN offered an information hotline than foundations (23%) and consultants (24%).
- A greater percentage of foundations (50%) and consultants (49%) want CAN to gather data on the sector as compared with nonprofits (32%).
- A greater percentage of arts and culture organizations want CAN to act as a broker for technical support (72%) than other types of organizations (45%-61%).
- Smaller organizations need more assistance with resource and referrals than large organizations: A greater percentage of organizations with budgets under \$250,000 report that an information hotline (49%), regularly updated links to information (43%), help with finding technical support (35%), and an annual conference (25%) would encourage them to renew their membership than organizations with budget sizes over \$1 million (30%-40%, 29%-32%, 20-22%, and 12%-18%, respectively).
- A greater percentage of organizations with annual budgets over \$5 million say that data gathering on CA nonprofits would encourage them to renew their membership (48%) than smaller budget size organizations (29%-38%).
- A greater percentage of rural organizations say they need timely briefings (56%) than do urban (46%) and suburban organizations (38%).



Training and Technical Assistance

Just as there was widespread agreement among stakeholders regarding CAN's role in policy/advocacy and resource/referral services, there was similar agreement that CAN should *not* engage in training and technical assistance. Stakeholders reported that training and technical assistance are generally most effective when provided regionally/locally, rather than on a statewide basis. A solid majority of stakeholders commented that trainings on topics such as board development, fundraising, and other core areas of nonprofit organizational capacity-building are particularly most appropriate for regional organizations to provide. And, in no uncertain terms, stakeholders encouraged CAN to nurture relationships with regional organizations and not compete with the trainings they provide.

Notwithstanding the above, stakeholders did suggest that CAN should consider developing and providing a training for nonprofits on how to engage in policy/advocacy activities. There was general agreement that this is an area of training that is currently missing in California and, given CAN's policy involvement, would be an appropriate role for the organization. One focus group participant suggested, "I think CAN could be an important training partner for policy and advocacy and could stay out of the other types of training. There's so much opportunity out there to mobilize people and give them the tools around advocacy."

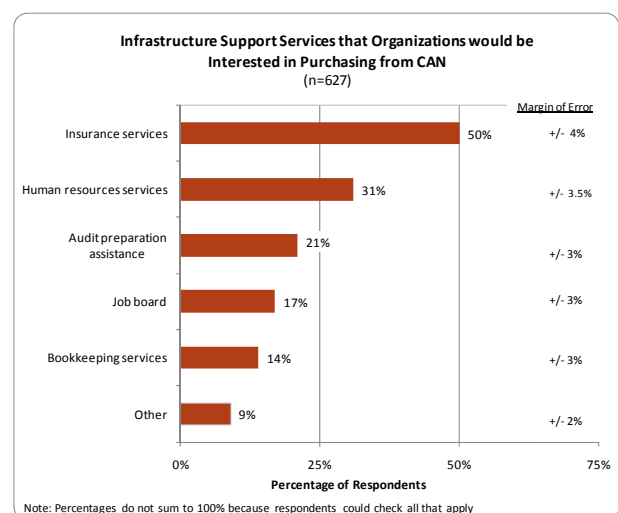
Additional Services

While policy/advocacy and resource/referral services are benefits that stakeholders recommended come along with general CAN membership, there are several additional services that CAN already does or could consider offering for a fee in addition to the cost of membership. Stakeholders consistently and clearly articulated that CAN needs to demonstrate competence in delivering highest quality services, and thus to re-establish credibility they recommend that CAN focus on providing a few key services well, rather than trying to take on too much too fast. As one member commented, "CAN needs to be the organization that genuinely 'gets it' at a profound level. CAN must be nimble and responsive and receptive to a wide range of nonprofits."

Survey respondents suggested CAN continue or consider offering the following services for a fee, in this order of frequency, as presented in the graph at right:

- Insurance services, including health, dental, disability, and liability
- Human resources services, such as payroll, benefits, and management of retirement funds
- Audit preparation assistance
- Job board
- Bookkeeping services

In open-ended responses and focus group conversations, a few stakeholders also suggested CAN could develop a "stamp of approval" certification for independent consultants and nonprofit organizations. As one focus group participant summarized, "I think CAN can play a role in developing standards and roles for nonprofits—certifying organizations, adhering to best practices in the industry. These certifications mean a lot to donors and foundations."



Insurance services received the greatest response comparing ratings of particular services CAN could offer, indicating continued support for CAN Insurance Services (CIS) in particular. Organizations are also interested in human resources services, such as payroll and benefits. LFA analyzed results by type of organization, subsector, and budget size and found the following significant differences:

- A greater percentage of consultants want CAN to continue to offer its job board (33%) than nonprofits (16%) and foundations (15%).
- A smaller percentage of human and social services organizations say they would pay an additional fee for insurance services (44%) and human resources services (25%) than other types of nonprofits (56%-64% and (34%-44%, respectively).
- A greater percentage of organizations with small to mid-size annual budgets (under \$1M) say they would pay for CAN to offer human resources services (29%-43%), audit preparation assistance (27%-30%), and bookkeeping services (20%) than organizations with budgets over \$5M (12%, 8%, and 4% respectively).

Key Questions Regarding Additional Services

- What are the costs and revenue implications for each of the services and activities described in the survey?
- Which activities will help CAN to best serve its identified audience?

Key Findings and Recommendations: Operations, Infrastructure, and Partnerships

This set of findings provides recommendations on how CAN can strengthen its internal operations, infrastructure, and partnerships. The findings are organized around recommendations for immediate next steps, medium-term recommendations, and issues to consider during the next stage of planning work.

Immediate Next Steps

Stakeholders recommended that CAN prioritize the following immediate next steps:

- Enhance communication with members.
 - Clean up the email list: Many members report they do not receive emails from CAN.²
- Hire an Executive Director
 - Regional Partner and Policy Council members in particular are wary of fully supporting CAN without knowing who will lead the organization. Hiring an ED sooner rather than later will provide new leadership as a business plan is developed and the organization ramps up for implementation.
 - Some stakeholders recommended hiring an ED with an extensive advocacy background, if that is to be one of CAN's programming priorities. One Regional Partner stated, "When CAN looks for a new ED, it would be great if the leader came from an advocacy position. It's not my job to tell the board who to hire, but I think what you've been hearing from all the partners is how great it would be if we could get this machine well-oiled. Hiring an ED is a real chance to get the machine fast tracked."
- Move from this stakeholder input process into a business planning process, rather than a traditional strategic planning process.

² LFA's experience from the survey administration is that the CAN's email list of organizations has many inaccuracies.

- The revenue side of CAN is a very important question to consider. A business planning process will best allow CAN to explore these issues.
- The directions uncovered during the Stakeholder Input Process give CAN enough ideas to begin fine tuning and developing a business plan.
- During a business planning process, CAN should re-examine and confirm basic assumptions about the organization's target audience and its core mission and vision.
- Re-engage funders.
 - CAN has declined to apply to renew some grants because of lack of clarity about the organization's direction. CAN should renew relationships with past funders to both keep them up-to-date on the organization's planning process, and to solicit input on what directions the future CAN should take. This could take place as part of the business planning process, or even sooner.

Medium-Term Recommendations

While a business planning process will unearth the majority of necessary medium- and long-term recommendations, the following ideas emerged from this stakeholder input process:

- Revise the website so that it is up to date with relevant information. This gives people a reason to come back to the site and check for new information and updates.
- Endeavor to deliver timely information on issues that affect all nonprofits, such as compliance, federal stimulus money, state budget cuts, etc.
- Work on public relations and marketing. CAN needs name recognition by more organizations in the state and to cultivate a positive image with its stakeholders. The Board might even consider formally changing the name and identity of the organization; as CAN works towards a new vision for the organization, a new name and identity would signal a fresh start.
- Expand the board to include members that are representative of the diversity of California's nonprofit sector and can raise CAN's profile.

Issues to Consider in a Business Planning Process

- What is the membership dues structure? Does CAN keep the system it has now based on member budget size? Alternate dues structure options that were mentioned by stakeholders include:
 1. One low fee for all nonprofits in the state. This will allow CAN to grow its membership enormously, adding more voices to its advocacy positions.
 2. Pay what you can, with a recommended (average) amount. This will likely result in similar total revenues to what CAN receives now, but will encourage more organizations to join. (This is how the National Federation of Independent Businesses structures its dues.)
 3. A tiered structure, with access to more information and services at higher tiers of membership. For example, any organization can join CAN's legislative email alert list for no or a minimal charge, a moderate annual fee gives members access to CAN staff to help arrange legislative visits in Sacramento, and a higher fee allows organizations to participate in CIS and other services.
 4. Partnering with regional MSOs or other sub-sector advocacy organizations to offer discounted CAN membership when an organization becomes a member of their regional MSO or subsector advocacy organization.
- What is the best organizational and tax structure to support CAN's work? Should CAN be a 501(c)3 and 501(c)4 to most effectively provide services and conduct advocacy work?

- Who are the most important partners for CAN in its efforts?
 - Consider other statewide and national advocacy organizations.
 - Examine the Regional Partners network, with an eye towards expanding the type of organizations that are invited to be partners, and provide a clear mandate and direction for the collaboration between CAN and the Regional Partners.
 - LFA spoke to many of the Regional Partners during this process and asked them for input around what the role and function of the Regional Partners group should be. Universally they responded that they weren't sure—they believe CAN should first determine its direction and major goals. Once those overarching decisions have been made, they believe CAN should then form a group that is best suited to partner with CAN to achieve the future tasks at hand. Without knowing what CAN's priorities will be, the Regional Partners found it difficult to imagine what the future Regional Partner network should look like. Asking for CAN to determine the role of the Regional Partners is consistent with the genesis of the Regional Partners network—it is an entity that was formed by CAN and largely exists to help CAN with its agenda.
- What is CAN's relationship with regional management service organizations (MSOs)? How can CAN collaborate with MSOs to provide mutual benefit to all organizations?

Conclusion

A broad variety and significant number of key CAN stakeholders from across California engaged authentically and constructively in this process designed to garner input for the organization about possible strategic directions. There was remarkable consistency in the findings across stakeholder groups that the most important needs for CAN to fulfill include policy/advocacy for the sector and resource/referral services. Stakeholders view significant potential for CAN to aggregate power and raise awareness of the numerous nonprofit organizations in California to create a sector with a strong voice and greater coherence that ultimately will increase sustainability in the sector and maximize mission achievement.

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Appendix A: Survey Instrument

California Association of Nonprofits (CAN) Member and Non-Member Survey

The California Association of Nonprofits (CAN) is currently engaged in a Stakeholder Input Process with support from the Evelyn & Walter Haas Jr. Fund. The purpose of this process is to gather feedback from CAN’s membership and other stakeholders on the future direction of the organization. Please complete the following **brief, 5-10 minute, online survey** as part of this important information gathering process. The final date to complete the survey is **Friday, May 22**.

This **confidential** survey is being administered by LFA Group (www.LFAGroup.com). Responses will not be attributed to any individual; your name and e-mail address will be excluded from the final survey results sent to the board or other outside parties. If you have any questions please contact Emily Drake at LFA Group at emily@LFAGroup.com or by phone at (415) 392-2850 x310 or (866) 396-2850 x310 (toll free).

Thank you for your time and input!

Role of CAN in the Nonprofit Sector

1. Activities in which CAN could engage to fulfill a role in **Policy/Advocacy**

Policy/Advocacy Activities	Which of the following POLICY/ADVOCACY activities would you like CAN to engage in? Please check all that apply.	Please indicate if this activity would motivate you to JOIN or RENEW membership in CAN. Please check all that apply.
a. Direct lobbying in Sacramento	<input type="checkbox"/>	<input type="checkbox"/>
b. Direct lobbying in Washington, D.C.	<input type="checkbox"/>	<input type="checkbox"/>
c. Partnering with other nonprofit subsector advocacy organizations (e.g., Sierra Club, California Association of Hospitals, arts advocacy groups, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
d. Trainings for nonprofits on how to conduct advocacy	<input type="checkbox"/>	<input type="checkbox"/>
e. Annual statewide or regional meetings on policy and advocacy issues	<input type="checkbox"/>	<input type="checkbox"/>
f. Email alerts about relevant legislation and how you can contact your legislator	<input type="checkbox"/>	<input type="checkbox"/>
g. Other	<input type="checkbox"/>	<input type="checkbox"/>

If you checked “other” above, please describe what other policy/advocacy activities CAN might engage in.

2. What organization(s) or resource(s) other than CAN, does your organization rely on for policy and/or advocacy support? _____

3. Activities in which CAN could engage to fulfill a role in **Providing Resources and Referrals**

Resource/Referral Activities	Which of the following RESOURCE and REFERRAL activities would you like CAN to engage in? <i>Please check all that apply.</i>	Please indicate if this activity would motivate you to JOIN or RENEW membership in CAN. <i>Please check all that apply.</i>
a. Information hotline/email: CAN staff respond to inquiries as needed regarding topics such as nonprofit management, finance, and governance questions	<input type="checkbox"/>	<input type="checkbox"/>
b. Timely briefings about current nonprofit issues, such as stimulus funding or the new 990 form	<input type="checkbox"/>	<input type="checkbox"/>
c. Regularly updated links to local and national nonprofit services and resources (e.g., BoardSource, Foundation Center, local MSOs, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
d. Act as a broker for local organizations that can provide technical or management support to your organization	<input type="checkbox"/>	<input type="checkbox"/>
e. Annual conference	<input type="checkbox"/>	<input type="checkbox"/>
f. Data gathering on information and statistics on the CA nonprofit sector	<input type="checkbox"/>	<input type="checkbox"/>
g. Other	<input type="checkbox"/>	<input type="checkbox"/>

If you checked “other” above, please describe what other resource/referral activities CAN might engage in.

Infrastructure Support Services

4. Please indicate which of the following services your organization would be **interested in purchasing from CAN** for a cost in addition to your membership fee. *Please check all that apply.*

- Insurance services (such as dental, health, disability and liability)
- Job board
- Human resources services (such as payroll, benefits, and management of retirement funds)
- Audit preparation assistance
- Bookkeeping services
- Other (please specify) _____

5. As CAN considers its programming and partnerships for the future, what organizations (either nonprofit or public) do you think CAN should strongly consider partnering with in California? Outside the state?

6. Do you have any other recommendations for CAN as the organization charts its strategic direction?

About Your Organization

7. What category BEST describes your organization? *Please check one only.*
- 501(c)(3) nonprofit organization
 - Other type of 501(c) nonprofit organization
 - Philanthropic organization (e.g., foundation, public charity, etc.)
 - Business/For-Profit organization
 - Independent (or group) consultant(s)
 - Management Support Organization
 - Other Association and/or Coalition of community organizations
8. What year was your organization incorporated? _____
9. In what part of the nonprofit sector does your organization primarily work?
- | | |
|--|---|
| <input type="checkbox"/> Human and/or Social Services | <input type="checkbox"/> Animal and Wildlife |
| <input type="checkbox"/> Educational (e.g., instructional institutions, schools, etc.) | <input type="checkbox"/> Recreation/Sports |
| <input type="checkbox"/> Health | <input type="checkbox"/> Religious/Spiritual Development |
| <input type="checkbox"/> Social Justice, Advocacy, Civil Rights | <input type="checkbox"/> Philanthropy (e.g., foundations, United Way, etc.) |
| <input type="checkbox"/> Arts and Culture (including cultural preservation) | <input type="checkbox"/> Research |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Historic Preservation | |
10. What is the size of your organization's current annual operating budget?
- Less than \$75,000
 - \$75,000 to \$249,999
 - \$250,000 to \$999,999
 - \$1 million to \$4,999,999
 - \$5 million to \$9,999,999
 - More than \$10 million
11. How would you characterize the area in which your organization is located?
- Urban Suburban Rural
12. What is your organization's CAN membership status?
- Current member
If yes, for how many years have you been a member of CAN? _____ years
 - Past member
If yes, how many years ago did your membership end? _____ years
 - Never been a member
13. Is your organization part of either of the following CAN advisory groups?
- Regional Partners Policy Council

Thank you!

Appendix B: Qualitative Data from Open-Ended Survey Responses

Activities in which CAN could engage to fulfill a role in Policy/Advocacy

Policy and Advocacy Activities	Percentage of Respondents (n=42)
Advocacy on Specific Issues	17%
State-level Advocacy to Support Nonprofits and “Sector-Friendly” Candidates	17%
Partnering or Networking with Other Nonprofits	14%
Develop Advocacy Tools (Media Kits, Talking Points, Networking Guides, Research)	12%
Web-based Formats for Training and Networking among Nonprofits	10%
Local Advocacy (Municipal, County, etc.)	10%
General (Non-Alert) Policy Updates	10%
Other	26%

Activities in which CAN could engage to fulfill a role in Policy/Advocacy
Activities that remind us that we are advocates for our clients, such as a rally or well-thought-out protest. Give politicians and the rest of the country a visual of how many people are impacted by the relentless reductions in funding. Send us talking points for legislation that is important for us. Help us address media contacts locally. The more professional and informed we all appear, the better it is for the whole field.
Advocacy that may directly impact my organization and mission.
An important question to ask is what can the organization be effective and successful within the policy/advocacy realm? In other words rather than deciding to be proactive in this area, what, specifically, are the top 1-3 things it will accomplish by being proactive in this area?
Annual meetings with share shops so people from various non-profits can share marketing, management, fundraising, hiring, etc ideas. Could also have experts doing seminars on the same kind of topics.
Assistance on how to deal with local legislation and moratoriums that effect nonprofits and their service delivery.
attention to opportunities to create student debt relief; attention to counties that have agreements to contract rather than provide services but continue to avoid fulfilling agreements; help stakeholders get to the table when city and county governments prioritize and budget.
Capacity building workshops for nonprofits. Fundraising, grant writing and financial record keeping i.e. annual budgets.
Conduct/perform market segmentation type advocacy, i.e. by grouping health related issues, direct medical service providers together or all social service or mental health agencies - getting them to collectively advocate on major issues affecting them.
Create web-based opportunities for nonprofits to self-select interest and participation in specific legislation. This could be a set of list serves in which people could share communications and updates could be shared. One period each year during which nonprofits can brainstorm a proactive list of legislative/administrative agenda items. We are always reactive - can we be proactive?
Creating and convening affinity groups for advocacy purposes; monthly electronic newsletter summarizing key info
Form a PAC to engage in direct political activity by supporting candidates deemed friendly to the nonprofit sector and oppose candidates deemed unfriendly to the sector.
Free seminars/ meetings
Hold briefings for legislators Conduct research that would support advocacy by others
I am not sure these are the right questions that should be asked. I also want CAN to partner with local and regional nonprofit associations. CAN spent many years building these groups and strengthening their capacity so that we would have extensive reach in the state. CAN's purpose should also be to involve and work with community-based groups not just larger state-wide organizations. CAN doesn't need to do direct lobbying in Washington except when it relates to California

Activities in which CAN could engage to fulfill a role in Policy/Advocacy

issues. We are part of - or used to be part of several national groups that did lobbying on our behalf. The questions above do not seem to indicate a depth of understanding about how CAN currently does its policy work. I know a lot of what CAN once has been eliminated but it doesn't seem that the relationships with national advocacy groups has been undone. It would be important to maintain that effort.

I would like to qualify the response to email alerts. I imagine that most members are like our non-profit--we are alerted about legislation that affects our particular industry from trade organizations. For this reason I prefer limiting meetings and alerts to only the most important.

I would like to see more information from CAN about networking among non profits and NGO's

I would prefer to see an integrated approach to advocacy or lobbying. Get a consistent message in reference to our safety net services that resonates with all policy makers. That would allow a consistent message to be heard while we lobby for individual efforts.

It would also be helpful to have a pro-active advocacy program to encourage new-wealth (particularly in Southern California) to look toward establishing professionally managed philanthropic operations.

Keeping the non-profit sector up to date (via email is fine) on California non-profit law changes and IRS non-profit changes. I've emailed you to check on legalities in the past and that's been a great help to our organization. (This is also noted in your questions below!)

Mimic the program of the Independent Sector

Monitoring the impact of advocacy efforts

More consideration of tiny nonprofits... we have different needs, as we are all-volunteer and most of our operating budget is covered by in-kind donations.

Participating in a potential constitutional convention and giving input about how the state constitution could be formulated to be flexible, while still being supportive of the nonprofit sector.

Partner with corporations to give us access to discounts and their goods and services.

Please make sure that any regional meetings or trainings are done in conjunctions with regional partners!

Provide abstract information about the activities of other animal welfare groups.

Purchasing ops that are regional based - most seem too localized to LA.

Rather than annual statewide or regional meetings on policy and advocacy issues, I would suggest consideration of periodic, topical webinars. Save the convenings for calling on legislators, or host an action day on the capitol steps in conjunction with a summit. But annually may no longer be sustainable, with travel budgets slashed and "greener" thinking.

Sorry - no other place to comment. I don't understand the term "other nonprofit subsector advocacy organizations." Advocating FOR a subsector of nonprofits may make sense, but I don't understand how you would partner with a national environmental advocacy organization, and to what end. For example, Baykeeper is an advocacy organization (keeping pollution out of SF Bay), but I don't see a partnership on nonprofit sector advocacy, except for as a client. I could see you teaming up with NAIC, PPIC for strategic lobbying, though.

State budget advocacy to protect crucial safety net services.

Support specific nonprofit advocacy with municipalities

The Fort Ord Environmental Justice Network is headed by African/Americans. We are being treated as though the only thing that we are good for is having other groups control or receive operating funds. I don't know of an organization in California that has done little more than send emails about their events, come here, come to be a body, but we will not do anything else to assist back owned organizations. The same groups control the funds and are funded. When you change the way that you treat organizations and communities like ours, maybe we can really work together. I have put in calls to CAN numerous times and have not received decent responses, if any.

The nuts and bolts of lobbying rules and regulations; hosting of wikis (or webinars) that would allow members to share policy and political experiences -- more training in the generics of how to. Partnering with non-profit subsectors would seem to be too much to bite off at first glance

The question and list above are extremely task-oriented and list essentially what CAN was already doing. Perhaps the questions should be posed at a more strategic level: What is the reason why CAN is engaged with policy at all? What good will come out of it for nonprofits in CA? Ken Larsen is a great asset to CAN and to the sector as a whole. But, to be successful, he needs a strong membership base.

Activities in which CAN could engage to fulfill a role in Policy/Advocacy

This organization, though based in California, is specifically interested in the health care concerns of developing nations. We would be interested in learning about international policies regarding health care; especially if there is anything we might be able to do to help garner more support - governmental or otherwise - for our medical missions.

Tracking federal legislation, stimulus bill, etc. and its impact on nonprofits State budget cuts and impact on nonprofits

Understanding the role & responsibilities to advocate for change in directing program, and use of funds on behalf of our constituents. Either we don't know how or aren't effective as we don't know how to organize and lobby for change.

Updates on funding streams, agency infrastructure assistance and trainings.

We are not advocacy focused, and receive no federal, state or local government funding.

We currently engage in advocacy as part of a Northern California coalition of civil rights organizations. Collaborating with CAN on key issues would be very helpful

We would like to partner with other non profits to minimize duplication of efforts and create a larger voice. We are a public interest nonprofit law center and pursue many issues common to all non profits.

While continuing to research, study, analyze and react to legislation that may impact nonprofits positively or negatively, the CAN Policy Council and staff and lobbyists should establish a process to lead proactive efforts and design legislation if such be needed to help a part of or the whole nonprofit sector in the state. A part of the process would be to educate the sector in when and how to use the legislative process to enhance services to their constituents.

Please describe what Resource/Referral activities CAN might engage in

Resource and Referral Activities	Percentage of Respondents (n=43)
Serve as a clearing house for management support services / Build nonprofit infrastructure capacity	37%
Provide state-level and statewide forums for nonprofits to network and share information: Webinars, conferences, etc.	26%
Collect nonprofit management data without duplicating other work	21%
Focus on serving as a public policy platform for the sector	19%
Help nonprofits access low cost HR benefits packages, insurance, etc.	14%
CAN needs to look internally and solidify its own leadership structure before looking to providing additional services	9%
Facilitate funder relationships and funding opportunities	9%
Other	7%

Please describe what Resource/Referral activities CAN might engage in
Again, this list is tactical and not strategic; these are the activities CAN was already doing. Probably the most important thing CAN can do is to compile, analyze and present well-researched data on the nonprofit sector in the state. Funders and policymakers need this data to make evidence-based decisions and no one else is doing it.
Alan Strand began a list serve/board for financial issues. I loved the idea. There wasn't much of an execution.
And vice verse--who can do these things with and for CAN?
Articles and discussion groups on global issues affecting nonprofits: new business models, succession planning, how to navigate use of governmental funds, regional networks by nonprofit areas of expertise (i.e. childcare, adult literacy, juvenile education & employment, health, etc.)
Assist in co-sponsoring semi-annual conference in outlying areas for impact in smaller more rural communities
Associated with data gathering.... Make the case for nonprofits (the cost-effective, local, community-based means to deliver services and strengthen communities, etc.)
CA NPO salary survey
CAN should lead a nationwide campaign to have a stimulus package for non profits. 10% of 990 reported gross in 2007 should be 'refunded' to non profits up to \$1,000,000 maximum grant, with a minimum organizational size of \$25,000. Restrictions: no money for capital campaigns or pay raises, or salaries in excess of \$150,000. In that way approx \$100 Billion dollars would be sent directly and immediately to grass roots organizations who provide services from orphanages to opera with NO NEW GOVERNMENT BUREAUCRACY, which could get Republicans on board.
CAN should not compete with local C-MAP partners by providing workshops or trainings or seeking grants for regional activities. CAN should stay focused on statewide issues effecting the entire sector and residents, arts, social service and environmental. Insurance services statewide should be seen only as earned income and not the driver for the mission. Stop with the dysfunctional staff stuff. You should be a model, not a how-not-to example of transition and board policy setting.
Certification of professionals who provide management and consulting services to nonprofits in CA. Make sure certified providers have professional expertise and adhere to ethical standards.
Clearinghouse for practice tools and best practices across nonprofit types
Developing an association that could offer group health, life, dental and vision insurance at group rates.
Direct support for questions and other matters related to the strengthening nonprofit organizations. Perhaps MODERATED online blogs or such tools to allow us to help each other, with comments from CAN staff and experts.
Do more in the area of obtaining affordable healthcare for our staff.
Don't duplicate other wage and benefit surveys; maybe there's a way to partner.

Please describe what Resource/Referral activities CAN might engage in
Endowment management/ planning services
Have partnering / alliance forum so that we might network with each other to pool resources
Help to find insurance products for non-profits.
Host an annual gathering of Private and Corporate Foundation leaders to discuss their agendas and their opinions on future nonprofit needs and priorities. Also present the nonprofits' views of needs and priorities to the foundation leaders.
Human resource advice
Human Resource training for small nonprofit agencies
I checked this box only to comment on your "nonprofit governance" advisory service. We use the Policy Governance Model and shy away from supporting associations that do not observe it. Our profession continues to predominately utilize an outdated system of governance and apply more band aids to it.
I think a California Nonprofit conference is important and should be done with NCG and SCAP and IS and the Council on Foundations. We shouldn't be flying all over the country anymore...so a well-planned California Conference on significant state issues of nonprofits and philanthropy could be a real value-added proposition...but must be supported by NCG and SCAP from the beginning.
I think CAN needs to focus on policy and not technical assistance. There are lots of MSOs and consultants who fulfill that role.
I think it would be interesting if you could offer an accreditation process for local consultants that can provide technical and management support to nonprofits - that would provide some income for CAN, credibility for consultants and less of a fear factor for nonprofits
I would caution you against trying to be all things to all people. These efforts have to be staffed, funded, and maintained. This laundry list is too broad and CAN's limited resources should be focused as serving as a public policy platform for the nonprofit sector. Perhaps biannual conferences not annual as those are so time consuming.
I would like to see CAN offer "group" health insurance. My office is one employee; CAN's health insurance does not serve one employee cost effectively. If your insurance partners accepted and viewed the entire CAN membership as a group, then offices of ONE could obtain a "group" rate. California Association of Realtors does this very effectively.
I would prefer that CAN focus on policy development and advocacy and partner with MSO's to provide NPO management assistance and support.
If a webinar series would provide much of the same benefit as a conference that would be fine.
International, specifically Mexico
Look at what organizations are doing, and the quality & quantity of their work. Provide grant writing assistance, Website assistance, Newsletter assistance, Fundraising, etc. We don't feel that you should get large amounts of funding, and other organizations get nothing. Look at how it can be spread around, and how communities can really get help. Especially those that are qualified and working without salaries.
More focus on building infrastructure capacity in the sector
Partner with local management support organizations - don't duplicate local efforts nor cause confusion at the local level.
Providing links/introductions to potential funders who have agreed to give CAN members' priority in consideration for funding. Not assured funding, simply agreed upon willingness to give them priority for consideration irrespective of their size.
Publications aimed at improving the organization, branding and outreach of nonprofits.
Re: data gathering. How about a basic survey on budgets, staff, salaries, benefits.
Referral/links to relevant advocacy and membership organizations; website board with calendar listing of all technical assistance, training, etc. workshops, meetings, and seminars in a particular region -- gathering all the info in one place; job posting board like Foundation Center does;
Regional or disability related workshops with like-minded organizations focused on local community challenges/opportunities
Special attention to the cost of nonprofits vs. city delivered services/issues having to do with "too many" nonprofits.
Telling us what advocacy groups we should be a part of
The reason I did not support the question about having a hotline to respond to governance, policy and other questions is I am afraid CAN cannot afford that level of expertise and time commitment. I think it would be useful for CAN to have a

Please describe what Resource/Referral activities CAN might engage in

referral network to expert consultants in the sector, who might answer those questions, with a discounted fee because the inquiry came through CAN.

There is no single organization that collects vital operational statistics for the nonprofit sector in California. Information about number of active organizations, the sources of revenues, the type of services rendered, the number of board members and their roles, the type of resource development activities, the type of government contracts and sources, and all such related management data needs to be collected regularly, analyzed and made available to members and non members on a sliding fee scale.

Webinars or workshops on relevant topics with industry experts: outcomes management; Theory of Change; social investing; risk mitigation; New Tax Credit

Infrastructure Support Services Organizations would be Interested in Purchasing from CAN

Infrastructure Support Service	Percentage of Respondents (n=48)
CAN services need to be higher quality and more cost-competitive	35%
Organization does not look to CAN for infrastructure services	21%
Fund Development	13%
Knowledge sharing and collaboration with other nonprofits	10%
Training	10%
Other	17%

Infrastructure Support Services organizations would be interested in purchasing from CAN
Again, when it comes to HR, bookkeeping and audit prep, perhaps CAN could just have a stable of respected and competent practitioners (who charge a fee) to refer people to. Maybe CAN could get a cut of the fee charged, since CAN is the broker.
All would depend on cost, of course
Best practices knowledge. We only know as much as our predecessors, which in some cases isn't much. Also blended use of government funds, how to understand the concept, and navigate it legally. Maybe questions and answer hot line.
CAN could provide "virtual backroom" services (accounting, payroll, insurance, filing IRS Form 990 processing, fundraising pledges, fundraising reports, collections, acknowledgements etc.) for many small nonprofits that cannot afford efficient and low cost services.
Communications/media assistance
Credit Union for members and member organizations Assistance with bonds Grant writing assistance
Depending upon the cost and level of service I might consider the HR services
Difficult to answer in generic terms. Certainly all these services can be helpful, but what are the costs and details? I might be interested in audit services for instance - but need more detail.
Endowment planning
Fund Development
Fundraising from grants and other sources
Help with tax requirements
I am a consultant to nonprofits but believe someone, CAN or another organization should be providing bundled services such as those listed above.
I am a fundraising/communications consultant; none presently.
I don't think CAN should get into the back office service business, but I could be wrong - if you are going to provide this service, hire the very best and do a really first rate job or don't do it at all. There are two good providers already - one in LA that Paul runs and one in SF that Melanie runs and also TIDES does this work
I would not choose to purchase any of these services from CAN. There are other for-profit and nonprofit vendors with deep expertise in each of these topics that I would choose first. While the above list might make money for CAN, it is not clear how they advance the mission of a statewide membership organization.
I'm not currently affiliated with any particular nonprofit, but teach nonprofit management for a local university. Thus, none of the above listed services would be something my current organization would be purchasing.
Information resources. Reports. Salary surveys. Practice tools
It's hard for me to believe that CAN would do any of these well enough to make me want to use them.
Just a comment - I think for direct services we would want something more local
Lobbying help

Infrastructure Support Services organizations would be interested in purchasing from CAN
Marketing and Strategic Planning
Matchmaking with other nonprofits
None, I am a private practitioner/consultant to nonprofit organizations. When I ran an agency, the insurance and human resources services were very helpful.
None, these come through other resources.
Not sure what "Job board" is.
Possibly fund development, fund raising if it could be demonstrated that your track record or success record is better than our own internal resources.
Quality assurance preparedness.
Rather than separate from membership would suggested tiered memberships that package differing amounts or scope of these kinds of services versus a basic membership without the additional services; so that a package might cost less than individually adding on the separate services though would keep the option available to also purchase an individual service.
Regional training seminars on a variety of subjects such a Human Resources, accounting, etc.
Software and support
Some sort of legal assistance for random situations like a personnel issue or conflict of interest or liability question. CCLT has a monthly noon time call with attorneys open to all for both anonymous and open questions. Would love this for non-profit management issues. Could do same with accountant, etc. Only need pro-bono 1 hour per month, not same person every time. Doable.
Tax prep assistance, legal assistance But all of this at reduced rates
The strength of non-profit organizations comes from collaboratives. CAN can work on promoting collaborations between like organizations that can benefit from each other. Small & medium size non profits and strong big ones with medium size ones. Services can be in all areas for the benefit of the community these organizations serve.
These are being handled now...difficult to answer with no charges, etc specified
Training
Training and webinars on critical topics like accountability, social enterprise, knowledge sharing. CAN should be playing a major role in encouraging knowledge sharing
Updates relevant to statewide issues, email blasts about legislation and stimulus grants.
We are searching for nonprofit accounting software and have not found a critique of the alternatives. A kind of consumer report service would be great. Short of that, just a tabulation of claimed capabilities would be useful
We are too broke to buy anything
We cannot afford to purchase anything, but we are in need of all of the services. Most of us don't have health insurance.
Would cost compare on insurances but doubt ours through our organizations could be improved upon.....
Would greatly depend on purchasing cost, would have to improve our bottom line significantly
Would have to determine if CAN is cost-effective and competitive (price, quality) in providing these services.

Recommendations for CAN as it charts its strategic direction

Activity	Percentage of Respondents (n=108)
Convene / "match-make" nonprofits to strengthen the sector's collective voice	22%
Focus efforts on a few core competencies - providing fewer, higher quality services	20%
Serve as a clearinghouse and forum for information sharing	19%
Prioritize state-level funding advocacy and fund development assistance	16%
Prioritize advocacy for better nonprofit legislation	14%
Focus on lowering nonprofit overhead costs	12%
Provide technical assistance and training	12%
Avoid duplication of services already offered locally or by other organizations	11%
Improve CAN's internal leadership structure	9%
Make CAN more open and affordable	7%
Other	6%

Recommendations for CAN as it charts its strategic direction.
1)Work at the state level to streamline funding directly to non-profits. 2)Develop a marketing strategy that communicates the unique role of non-profits in local communities. 3)Provide opportunities for regional meetings of similar sized non-profits that provide similar services to meet & discuss current issues & strategies.
1. Periodic conferences are a tangible benefit of membership that I can point to. 2. Services CAN provides need to be a good value and service providers need to give special service to CAN members.
Advocacy is great but technical support of non-profits is more immediate.
Advocacy is the one thing that CAN can do that other local organizations can't - stick to your core competency
Advocate for and convince more, larger private foundations based in CA to recognize the urgent need to refocus on core operating support for those organizations struggling thru this difficult and challenging economic crisis. Advocate for more corporate partnerships and support of nonprofit organizations and program.
Alliances and relationships with service providers who specialize in and understand the specific requirements and regulations of his/her service as they relate to non-profits is invaluable. I am a commercial real estate broker who specializes in academic, religious, health care and senior facilities with an expertise in working with non-profit organizations. I have a cadre of affiliates who provide ancillary services. The knowledge, wealth of resources and experience I can bring to a non-profit in dealing with its real estate requirements is tremendous.
Annual report of "costs" for non-profit functions -- how much the average non-profit pays for things
At the moment, the main benefit we care about is the disability insurance.
Bad name. Needs a new one.
Be more proactive in distributing methods for non-profits to raise funds
Being an insurer is great but not enough. We need CAN to return to prominence as an advisor and clearinghouse for the nonprofit community.
Board of Directors set up based on %: (A) region, (B) sector (types of non profit) and/or (3) regional partners. This may promote a broader base of support and ideas, from urban to rural issues.
California is a big state. I think it's great that we have a statewide organization, but I suggest a stronger regional framework.
CAN could become a forum for deliberation and future thinking where nonprofits can convene to share and collectively identify strategies for their future.

Recommendations for CAN as it charts its strategic direction.
CAN is too broad and doesn't seem to apply to our organization nearly as much as CACFS and ACHSA.
CAN needs to have a statewide presence which it seems to have lost. It needs to be a spokesperson for the nonprofit community in California
CAN should be linked to the Washington, DC, group but should keep its focus on California.
Currently I do not find that CAN meets my needs as a nonprofit association.
Decide what it can do alone and what can be done in collaboration with other organizations. Do not duplicate services already being provided.
Do a few things really well
Do not become a training or consulting service provider that competes with members in the same business.
Don't duplicate other services available
Don't duplicate services, particularly training, if others are already doing it. In my opinion, CAN should focus on the sector as a whole, particularly advocacy and policy development, and leave management support, training, etc. to others.
Don't try to be in the business of training. There are too many other resources that do it better.
Don't try to do things others already do well; instead, partner/share resources with those organizations.
Either close or take on a real role. Be assertive, not risk-averse.
Emphasize detailed, useful information on Grant availability, recipient qualifications and performance/reporting requirements et al
Encourage your smaller agencies to merge with other agencies
Engage a publicist so that CAN responds every time there is an article in the press (print or electronic) that puts non-profits in a negative light. The non-profit world gets smeared where there are stories about CEOs and/or board members abusing their power and positions and when one non-profit violates its public trust or when politicians try to smear all non-profits based on the actions of one, we need a strong public response to position non-profits appropriately in the public's minds.
Ensure that services are provided that speak to broad scope of NPs not just to those with large budgets/staffs.
Even though we've found everything we need on our own -- a resource pool of special advisors/consultants might be helpful -- from Strategic Planning to Development/Endowment to investment advisors -- it might be nice to have some "experienced" and/or accredited by CAN pool to draw from.
Find an ED that is already respected by California foundations and nonprofits. CAN should also have a much more high profile board of directors.
Find out what the non-profits organizations are struggling with and work on issues that are relevant and important to the non-profit sector for the benefit of the whole.
Find a way to have local relevance through partnerships and individualized support/access - especially if CAN wants to work with smaller grassroots nonprofits, which make up the majority of nonprofits in the state.
Focus on advocacy.
Focus on cross-sector, national, and cross-county issues ... don't duplicate services offered at local level
Focusing on support services, partnerships and leveraging resources that can help non-profits operationally, in addition to advocacy and policy work on behalf of non-profits.
For me - one big issue is estate tax. With estate tax comes foundations and foundations support the arts as well as other causes. Without estate tax, the arts in particular, will lose a major source of funding in the future. Another big issue is getting non-profits to understand that it is still a business and must be run like one with an eye to the bottom line. It is important for survival.
Get a clear mission, recruit a proper board, play nice with CA Endowment so you can co-locate in their building, hire an ED with experience and vision, i.e. Dom Betro and let him go. I'm embarrassed for CAN right now.
Global thinking affecting the future of non profits and best practices so that we can learn and emulate. Succession planning, critical across all non profits. Next generation: how to start a nonprofit, how to identify resources to support new non profits. Education, resource and referral. T&TA navigating governmental funds and compliance.
Good work always
Group membership list by service provided and make available to other members
Here is the problem. Although I believe CAN does good work, it is far too expensive for small nonprofits.
Hispanic Services
I don't even know what CAN does.
I feel CAN plays a strong role in identifying common issues facing nonprofits and nonprofit management. Continuing its information sharing and developing support for different managerial functions (an executive director support group, finance director, program director.etc) would be helpful

Recommendations for CAN as it charts its strategic direction.

I have appreciated your timely and worthwhile workshops on "trouble times" management, meet the funders, etc.

I recommend that CAN take a good long look at itself, staff, partners and those you are aligned with.

I strongly believe there is a need for a statewide NPO advocacy organization. I do not want to see this go away! I am less sold on "selling" purchased services (especially outsourced bookkeeping and audit prep services... this is best left to accountants and there are many of them more effective) because there is redundancy to others out there and a tendency to foster a competitive environment with other MAP's and service providers. I do think that CAN could position itself as a statewide organization with conferences that bring people together, particularly other NPO association groups, and be seen to be an asset, not competition.

I suggest an increased focus on smaller nonprofits, but for these particular organizations, what will be critical will be an individualized approach to coaching. Folks that run small nonprofits don't have time to go to generic classes - they need coaches to address their specific needs. This will need to be well-run, but I think is doable.

I think that becoming a major source of local California job postings in the sector would be a wonderful role. Charge a small fee for each job posting. Also, if they hire someone referred thru CAN, charge a small fee. Perhaps you could also offer a placement service for volunteers to member nonprofits who pay a small fee to be part of the agencies that you refer volunteers to.

I think that CAN should focus on its Advocacy. We need a strong voice in this arena. There are other MSO's that can do the conference etc.

I would just like to state that organizations such as CAN are important in helping to keep the nonprofit voice heard on the State and Federal level. With CAN focusing on overall legislation for nonprofits it makes it easier for us to focus on our program specific legislation. CAN is affordable for small nonprofits to get the help they need in operating a nonprofit business.

If CAN could become a resource / referral for issues of marketing / business planning -- if not offering more workshops for nonprofit management, then by endorsing or otherwise being a clearing house for such. CAN could also become a resource for best practices models...?

I'm sorry but our organization is very small. With today's economy, we are struggling to exist. If economic conditions improve, we will be much more interested in what CAN can offer.

In this environment, educating about the crucial role non-profits play in communities and advocating for both continued support non-profits should be a top priority. Also, in a time when revenues are very limited, CAN should educate the public and legislators about the significant costs imposed upon non-profits by the growing number of audits, reviews and regulations, which reduces the amount of direct assistance they can provide to clients and the community.

Inspiration & data on surviving the Great Recession and the new next economy on how non-profits may have to change how we do business.

Have more information about funding opportunities from the feds, at the state level and regional. We don't have time to keep up with all of that. And, if CAN could be a financial intermediary, that would be great too. Good job already on the discount programs so why not take it a step further and become a conduit for \$\$\$.

It would be helpful to know if CAN fills a gap in service for nonprofits.

It's a tough financial time especially for intermediary organizations like CAN. It's hard to say how it's all going to shake out but the more responsive to helping nonprofits identify, think about mergers, closing down, strengthening, etc. would be great. Providing support groups for nonprofit areas - the arts, grassroots, etc.

Join with other advocacy groups to "create numbers"

Just keeping all organizations aware of the movements in the nonprofit sector.

Just questions: We may be interested in starting an educational program here in the United States - offering inspirational speeches at colleges and universities about the many medical health care fields of study, and the opportunities for service adventures they can provide. We hope to be able to request a small donation from the organizations in exchange. Could CAN provide any training on how to go about organizing a program like this? We are still in the research stage - just gathering information at this point to see if it might be a worthwhile endeavor. Are there any other organizations who do this, or who might want training in this area? If so, please feel free to contact our Executive Administrator, Page Hamilton. Her e-mail is: page@medlend.org. Thank you.

Keep it local and help us work with each other. The most valuable population you could ask these questions are those nonprofits who are not members. They will be able to tell you why they are not joining. I was on one of the calls and I think you are really asking the wrong people for input if you want to grow and expand!

Look to public policy. Too often, nonprofits are not at the table when decisions/legislation are/is made and we are affected by it. Currently, the state budget is negatively affecting many of us, and we don't have a united voice. On the federal level, most of us are ignorant about the affect of any of the stimulus monies and about legislation in general that affects us.

Recommendations for CAN as it charts its strategic direction.
More candid and transparent communication about the recent major changes that occurred at the organization; the reasons for the changes and the fate of the competent and dedicated staff at the Los Angeles office. A clear explanation for the new structure, geographic location and staffing pattern for CAN and how those decisions will help the organization stay relevant in the future.
More recognition and training for managers of volunteer resources. Almost all members of CAN are volunteer-driven, yet there is only token programming in this area.
More support, without additional cost, to new and/or small nonprofit corporations
Need to strengthen the CAN "brand" through strategic issues advocacy & media campaigns. More transparency re board recruitment, activities, communication w/ stakeholders. Beef up the advocacy staff. More proactive issues advocacy -- not just responding to whatever bills are introduced ... CAN needs to take a leadership role, and be more strategic/savvy, in partnering with other interest groups to mount major issue/policy campaigns, grab the public's attention, get a seat at the table. Consider partnering w/ the Ad Council to get pro bono help w/ issues advocacy, e.g., promoting the value of nonprofits in ensuring economic strength & quality of life in our local communities as well as in impacting the large issues of the day.
No one gives money to someone they don't know. Members MUST get to know their legislators personally, from City Hall to Congress. Don't have to campaign for them if you don't like their policies, but show up at their informational coffees, invite them to everything you do. Make them know 1. You exist and 2. You are aware of them, and 3. You want to partner.
Nonprofits need the tools of lean transformation so they can eliminate the waste in their agencies, streamline services; reduce cost, increase efficiency, and quality. Help non profits see the opportunities for merging services to better provide for an integrated system of care. Lean Transformation is the reason I would absolutely support the work of CAN as I consider this critical for the future.
Offer regional seminars and training programs
One issue of interest to me is the very high number of nonprofits with very limited scopes of work. I would like to see some effort put into building relationships between groups of nonprofits so that they are more effective and less competition to each other. In our region we have three nonprofits that apply for the same grants over and over and over and over. Not good for us or for the community. Let's develop some strategies to solve that type of situation.
Open UP!!
Perhaps creating specific subcategories in the nonprofit sector and disseminate current new items, trends and statistics pertaining to that specific field of work. In other words- I would be very interested in data specific to alcohol and other drug abuse issues, legislation specific to the same, etc.
Please be timelier in responding to requests. At least acknowledge that requests were received and being worked on with an expected time for response.
Please outreach to nonprofits in the Filipino American community.
PR campaign on the economic and social impacts of non-profits, which justifies including us in planning and implementation of public policy.
Preach the Policy Governance Model.
Provide more workshops for advocacy as well as direct service organizations.
Provide real measureable value to membership. We are looking at ways to cut costs and I am struggling to justify our membership. We joined specifically for the insurance service but they could not cover our workers comp and they did not return several calls for quotes on liability insurance.
Really important that the quality of services, information and workshops be consistently excellent.
Regional gatherings would be helpful. Our organization is in the SoCal desert and there are 100s of other nonprofits in the area. An annual gathering of other desert nonprofits would be helpful.
Remain focused on policy, advocacy and NP integrity. Sharing of research and researched based practices, outcomes and assessments to build stronger programs and stronger non-profit orgs. Fostering of collaborative efforts.
Soliciting input from members at least once a year
Sorry, we are a small, locally focused organization. We are mostly interested in ways CAN can help us save \$.
Stay relevant
Stay strong!
Strong board that is committed to strategy, vision, and an alignment of resources with vision. Strong financial backing from a range of foundations and corporations and members. Strong Executive Director and staff. Without these three in place, the organization cannot move forward to accomplish its many goals.
Sustainable business models for non-profit organizations particularly during difficult economic times.

Recommendations for CAN as it charts its strategic direction.

Thanks for all you do.

The big sell is that nonprofits need to capitalize on our "strength in numbers." Specific CAN services are not as critical as the role of building a strong nonprofit presence in California. CAN membership should be seen by nonprofits as a "medallion of credibility." CAN needs membership advocates in every one of the 58 counties whose mission is to increase membership and thus the strength that we have in numbers. Strength in numbers will drive bigger success in legislation and other areas. And that success will drive more growth in membership.

The current direction is a good one. The support re federal funding updates is helpful.

The help CAN currently gives is extremely helpful. It would be wonderful if CAN would consider customizing some of its programs/services to new and/or small (\$25,000 and under) agencies. Many of the programs, while helpful, are attended by reps of larger organizations. Small agency needs are unique; some of the help that goes to larger agencies does not apply to us--yet. Programs that would help: Creating PR programs and fundraising programs on small budgets Where to get pro bono or reduced-rate experts How to entice influential Board members so such small agencies can/should approach funders/corporations What are funding sources for smaller, sometimes niche, agencies

The nonprofit sector is so diverse. I think it's hard to meet the needs of so many kinds of organizations. I wonder if it would make sense to target services to different types or sectors of nonprofits. Since most nonprofits have their own industry associations, many of which also do advocacy work...I don't know - it's a lot of ground to cover.

The non-profit sector is so fragmented that creating "issue groups" for data and advocacy would be helpful. For instance, CAN is too general for me, often, because we are so focused on youth mentoring. Another "issue group" is capacity building, or "fund development" - so it doesn't need to be just program issues.

The things I love from other organizations that so far I haven't felt from CAN as much is simple and brief educational matters in the newsletters and emails. I want to look forward to getting a chance to learn from CAN's publications.

There are so many organizations we all belong to. CAN needs to see what, if any, unique niche they fill that is not adequately covered by another organization. There are too many duplicative orgs, too many list serves, conferences, etc. We need to consolidate, merge, and efficiently utilize resources and technology. Is CAN's mission still relevant?

Track the impact that the economy and other fluctuations have on the non-profit sector. Identify and assist organizations that are on the verge of closure and what trends are effecting this. Perhaps it is simple weeding process or perhaps there are other significant factors. Also, how to keep effectively giving services.

Training, training, and more training!

We dropped our membership because as we grew the value proposition became less strong. As a 10M+ agency, we didn't see the payoff from being a member (compared to the dues).

We mostly rely on CAN for insurance referral and discounts

We see the need for an association that is in the know how technology, procedures, policies and trends that will make California's nonprofits that much more successful in fulfilling their missions.

Yes, get a new Board of Directors and Leadership with interest and vision for the future. The FLA Group is not doing a very good job especially as facilitators (statewide stakeholders meeting May 5, 2009) They did not keep discussion on task and did not follow the agenda. The conference was woven with frustration and ended in a very disappointing fashion with no productive close. Waste of time and money.

Yes, I'm sick of non-profits being the ugly stepchild when we are a substantial portion of the California small business market. I'd like to see monthly columns/beats/features in newspapers that speaks of us as an important business. Maybe the next time there is a budget freeze, we get in line to get paid with the rest of small business. Maybe we get invited to business forums, etc. We have all the restrictions that are placed on small business (personnel, accounting principles, etc.) but many times are ignored in the privileges. I'd like to see CAN turn that around.

You do a great job. I am moving into more webinars lately, but prefer face to face opportunities to develop my skills. I need to be able to jet out and jet back in.

Appendix C: Significant Findings from Crosstabs

Policy and Advocacy Activities by Organization Category

Policy/Advocacy Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
		(n)	%	(n)	%
Direct lobbying in Washington D.C.	Philanthropic Organizations	(n=14)	54%	(n=3)	12%
	Consultants and MSOs	(n=15)	46%	(n=6)	18%
	501(c)(3) Nonprofit Organization	(n=334)	65%	(n=154)	30%
	Total	(n=363)	64%	(n=163)	29%
	Statistical Significance	*	--	*	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Infrastructure Support Services by Organization Category

Infrastructure Support Service		Proportion of Respondents that would Purchase this Service	
		(n)	%
Job board	Philanthropic Organizations	(n=4)	15%
	Consultants and MSOs	(n=11)	33%
	501(c)(3) Nonprofit Organization	(n=80)	16%
	Total	(n=95)	17%
	Statistical Significance	*	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Resource and Referral Activities by Organization Category

Resource/Referral Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Information hotline and email updates	Philanthropic Organizations	N/S	N/S	(n=6)	23%
	Consultants and MSOs	N/S	N/S	(n=8)	24%
	501(c)(3) Nonprofit Organization	N/S	N/S	(n=220)	43%
	Total	N/S	N/S	(n=234)	41%
	Statistical Significance	N/S	N/S	*	--
Regularly updated links to nonprofit services and resources	Philanthropic Organizations	(n=15)	58%	N/S	N/S
	Consultants and MSOs	(n=20)	61%	N/S	N/S
	501(c)(3) Nonprofit Organization	(n=381)	74%	N/S	N/S
	Total	(n=416)	73%	N/S	N/S
	Statistical Significance	*	--	N/S	N/S
Act as a broker for technical or management support	Philanthropic Organizations	(n=6)	23%	N/S	N/S
	Consultants and MSOs	(n=12)	36%	N/S	N/S
	501(c)(3) Nonprofit Organization	(n=289)	56%	N/S	N/S
	Total	(n=307)	54%	N/S	N/S
	Statistical Significance	***	--	N/S	N/S
Data gathering on information and statistics on the CA nonprofit sector	Philanthropic Organizations	N/S	N/S	(n=13)	50%
	Consultants and MSOs	N/S	N/S	(n=16)	49%
	501(c)(3) Nonprofit Organization	N/S	N/S	(n=165)	32%
	Total	N/S	N/S	(n=194)	34%
	Statistical Significance	*	--	N/S	N/S

Note: The sum of percentages may be +/- 100% due to rounding.

p<.001***, p<.01**, p<.05*, N/S = Not Significant

Policy and Advocacy Activities by Organization Sector

Policy/Advocacy Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Direct lobbying in Sacramento	Human/Social Service or Health	(n=225)	82%	N/S	N/S
	Educational	(n=60)	71%	N/S	N/S
	Social Justice, Advocacy, Civil Rights	(n=37)	88%	N/S	N/S
	Arts and Culture	(n=47)	94%	N/S	N/S
	Environment	(n=33)	85%	N/S	N/S
	Total	(n=402)	82%	N/S	N/S
	Statistical Significance	*	--	N/S	N/S
Partnering with other nonprofit subsector advocacy organizations	Human/Social Service or Health	N/S	N/S	(n=51)	19%
	Educational	N/S	N/S	(n=13)	16%
	Social Justice, Advocacy, Civil Rights	N/S	N/S	(n=8)	19%
	Arts and Culture	N/S	N/S	(n=16)	32%
	Environment	N/S	N/S	(n=13)	33%
	Total	N/S	N/S	(n=101)	21%
	Statistical Significance	N/S	N/S	*	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Resource and Referral Activities by Organization Sector

Resource/Referral Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Act as a broker for technical or management support	Human/Social Service or Health	(n=142)	52%	N/S	N/S
	Educational	(n=51)	61%	N/S	N/S
	Social Justice, Advocacy, Civil Rights	(n=19)	45%	N/S	N/S
	Arts and Culture	(n=36)	72%	N/S	N/S
	Environment	(n=19)	49%	N/S	N/S
	Total	(n=267)	55%	N/S	N/S
	Statistical Significance	*	--	N/S	N/S

Note: The sum of percentages may be +/- 100% due to rounding.

p<.001***, p<.01**, p<.05*, N/S = Not Significant

Infrastructure Support Services by Organization Sector

Infrastructure Support Services		Proportion of Respondents that would Purchase this Service	
Insurance Services	Human/Social Service or Health	(n=121)	44%
	Educational	(n=47)	56%
	Social Justice, Advocacy, Civil Rights	(n=26)	62%
	Arts and Culture	(n=29)	58%
	Environment	(n=25)	64%
	Total	(n=248)	51%
	Statistical Significance	*	--
Human Resources Services	Human/Social Service or Health	(n=69)	25%
	Educational	(n=31)	37%
	Social Justice, Advocacy, Civil Rights	(n=18)	43%
	Arts and Culture	(n=17)	34%
	Environment	(n=17)	44%
	Total	(n=152)	31%
	Statistical Significance	*	--

Note: The sum of percentages may be +/- 100% due to rounding.

p<.001***, p<.01**, p<.05*, N/S = Not Significant

Policy and Advocacy Activities by Organization Budget-Size

Policy/Advocacy Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Partnering with other nonprofit subsector advocacy organizations	Less than \$249,999	N/S	N/S	(n=47)	30%
	\$250,000-\$999,999	N/S	N/S	(n=31)	21%
	\$1 million to \$4,999,999	N/S	N/S	(n=32)	16%
	More than \$5 million	N/S	N/S	(n=15)	15%
	Total	N/S	N/S	(n=125)	21%
	Statistical Significance	N/S	N/S	**	--
Training nonprofits on how to conduct advocacy	Less than \$249,999	N/S	N/S	(n=62)	40%
	\$250,000-\$999,999	N/S	N/S	(n=39)	27%
	\$1 million to \$4,999,999	N/S	N/S	(n=50)	26%
	More than \$5 million	N/S	N/S	(n=29)	29%
	Total	N/S	N/S	(n=180)	30%
	Statistical Significance	N/S	N/S	*	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Resource and Referral Activities by Organization Budget-Size

Resource/Referral Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Information hotline/email	Less than \$249,999	(n=120)	76%	(n=77)	49%
	\$250,000-\$999,999	(n=111)	77%	(n=57)	39%
	\$1 million to \$4,999,999	(n=135)	69%	(n=78)	40%
	More than \$5 million	(n=55)	55%	(n=30)	30%
	Total	(n=421)	70%	(n=242)	41%
	Statistical Significance	***	--	*	--
Regularly updated links to nonprofit services and resources	Less than \$249,999	N/S	N/S	(n=67)	43%
	\$250,000-\$999,999	N/S	N/S	(n=43)	30%
	\$1 million to \$4,999,999	N/S	N/S	(n=62)	32%
	More than \$5 million	N/S	N/S	(n=29)	29%
	Total	N/S	N/S	(n=201)	34%
	Statistical Significance	N/S	N/S	*	--
Act as a broker for technical or management support	Less than \$249,999	N/S	N/S	(n=55)	35%
	\$250,000-\$999,999	N/S	N/S	(n=42)	29%
	\$1 million to \$4,999,999	N/S	N/S	(n=39)	20%
	More than \$5 million	N/S	N/S	(n=22)	22%
	Total	N/S	N/S	(n=158)	26%
	Statistical Significance	N/S	N/S	**	--
Annual conference	Less than \$249,999	N/S	N/S	(n=39)	25%
	\$250,000-\$999,999	N/S	N/S	(n=20)	14%
	\$1 million to \$4,999,999	N/S	N/S	(n=23)	12%
	More than \$5 million	N/S	N/S	(n=18)	18%
	Total	N/S	N/S	(n=100)	17%
	Statistical Significance	N/S	N/S	**	--
Data gathering on information and statistics on the CA nonprofit sector	Less than \$249,999	N/S	N/S	(n=59)	38%
	\$250,000-\$999,999	N/S	N/S	(n=42)	29%
	\$1 million to \$4,999,999	N/S	N/S	(n=56)	29%
	More than \$5 million	N/S	N/S	(n=48)	48%
	Total	N/S	N/S	(n=205)	4%
	Statistical Significance	N/S	N/S	**	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Infrastructure Support Services by Organization Budget-Size

Infrastructure Support Services		Proportion of Respondents that would Purchase this Service	
Human Resources Services	Less than \$249,999	(n=45)	29%
	\$250,000-\$999,999	(n=63)	43%
	\$1 million to \$4,999,999	(n=65)	33%
	More than \$5 million	(n=12)	12%
	Total	(n=185)	31%
	Statistical Significance	***	--
Audit Preparation Assistance	Less than \$249,999	(n=43)	27%
	\$250,000-\$999,999	(n=44)	30%
	\$1 million to \$4,999,999	(n=30)	15%
	More than \$5 million	(n=8)	8%
	Total	(n=125)	21%
	Statistical Significance	***	--
Bookkeeping Services	Less than \$249,999	(n=32)	20%
	\$250,000-\$999,999	(n=29)	20%
	\$1 million to \$4,999,999	(n=21)	11%
	More than \$5 million	(n=4)	4%
	Total	(n=86)	14%
	Statistical Significance	***	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Resource/Referral Activities by Organization Location

Resource/Referral Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Timely briefings about current nonprofit issues	Urban	N/S	N/S	(n=164)	46%
	Suburban	N/S	N/S	(n=56)	38%
	Rural	N/S	N/S	(n=54)	56%
	Total	N/S	N/S	(n=274)	46%
	Statistical Significance	N/S	N/S	*	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Policy and Advocacy Activities by Organization Membership Status

Policy/Advocacy Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Direct Lobbying in Sacramento	Current Member	(n=353)	85%	(n=192)	46%
	Past Member	(n=54)	78%	(n=22)	32%
	Never Been a Member	(n=88)	75%	(n=34)	29%
	Total	(n=495)	82%	(n=248)	41%
	Statistical Significance	*	--	***	--
Direct Lobbying in Washington D.C.	Current Member	(n=276)	67%	(n=139)	34%
	Past Member	(n=36)	52%	(n=12)	17%
	Never Been a Member	(n=70)	59%	(n=22)	19%
	Total	(n=382)	64%	(n=173)	29%
	Statistical Significance	*	--	***	--
Trainings for nonprofits on how to conduct advocacy	Current Member	(n=254)	61%	N/S	N/S
	Past Member	(n=33)	48%	N/S	N/S
	Never Been a Member	(n=82)	70%	N/S	N/S
	Total	(n=369)	61%	N/S	N/S
	Statistical Significance	*	--	N/S	N/S
Email alerts	Current Member	N/S	N/S	(n=160)	39%
	Past Member	N/S	N/S	(n=21)	30%
	Never Been a Member	N/S	N/S	(n=31)	26%
	Total	N/S	N/S	(n=212)	35%
	Statistical Significance	N/S	N/S	*	--

Note: The sum of percentages may be +/- 100% due to rounding.

p<.001***, p<.01**, p<.05*, N/S = Not Significant

Resource and Referral Activities by Organization Membership Status

Resource/Referral Activity		Proportion of Respondents that Want CAN to Engage in this Activity		Proportion of Respondents that would Join or Renew Membership	
Information hotline/email	Current Member	(n=317)	76%	(n=196)	47%
	Past Member	(n=37)	54%	(n=19)	28%
	Never Been a Member	(n=69)	59%	(n=30)	25%
	Total	(n=423)	70%	(n=245)	41%
	Statistical Significance	***	--	***	--
Regularly updated links to nonprofit services and resources	Current Member	(n=322)	78%	(n=161)	39%
	Past Member	(n=40)	58%	(n=17)	25%
	Never Been a Member	(n=71)	60%	(n=24)	20%
	Total	(n=433)	72%	(n=202)	34%
	Statistical Significance	***	--	***	--
Act as a broker for technical or management support	Current Member	(n=254)	61%	(n=128)	31%
	Past Member	(n=27)	39%	(n=9)	13%
	Never Been a Member	(n=41)	35%	(n=23)	20%
	Total	(n=369)	54%	(n=160)	27%
	Statistical Significance	***	--	***	--
Annual conference	Current Member	(n=180)	43%	(n=83)	20%
	Past Member	(n=32)	32%	(n=8)	12%
	Never Been a Member	(n=25)	25%	(n=10)	9%
	Total	(n=39)	39%	(n=101)	17%
	Statistical Significance	***	--	**	--
Timely briefings about current nonprofit issues	Current Member	N/S	N/S	(n=11)	51%
	Past Member	N/S	N/S	(n=30)	44%
	Never Been a Member	N/S	N/S	(n=33)	28%
	Total	N/S	N/S	(n=274)	46%
	Statistical Significance	N/S	N/S	***	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant

Infrastructure Support Services by Membership Status

Infrastructure Support Service		Proportion of Respondents that would Purchase this Service	
Insurance Services	Current Member	(n=251)	61%
	Past Member	(n=25)	36%
	Never Been a Member	(n=33)	28%
	Total	(n=309)	51%
	Statistical Significance	***	--
Human Resources Services	Current Member	(n=149)	36%
	Past Member	(n=15)	22%
	Never Been a Member	(n=25)	21%
	Total	(n=189)	31%
	Statistical Significance	**	--

Note: The sum of percentages may be +/- 100% due to rounding.
 p<.001***, p<.01**, p<.05*, N/S = Not Significant