Results from the 2020 Organizational Capacity Survey of Jewish Organizations in St. Louis

Core Commitment 4 Infrastructure Needs Assessment

November 2020

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Jewish Federation of St. Louis fielded an organizational capacity survey in early 2020 (before the COVID-19 pandemic) for the purposes of gaining a community-wide understanding of areas of strength and opportunity regarding organizational capacity (the ability of an organization to fulfill its mission through sound management, governance, and achievement of results). Lay and professional leadership from all local and regional Jewish organizations were invited to participate. The survey asked them to reflect on their organizations' practices and abilities in the following capacity areas: board/lay leadership, staff, front-line/direct service volunteers, financial management, technology, human resources, community relations & outreach, fundraising, and program development and evaluation. Seventy-three responses were recorded, a 72% response rate.

All data from this survey is self-reported. It is not an objective, outside assessment; rather, it reflects how the community's lay and professional leaders understand their organization's capabilities from their inside perspectives.

The survey data highlights specific strengths and challenges in nine capacity areas—a summary of which can be found starting on page 10—as well as cross-cutting patterns that provide important insight about the pre-pandemic local Jewish organizational ecosystem:

- **Organizations have a strong positive perception of their financial management capabilities.** The respondents as a whole did not rate any of the items in the financial management section as a challenge (in contrast to the other sections, all of which had at least one item rated as a challenge overall). Two-thirds of respondents reported having balanced budgets, more than two-thirds reported that they have three months' cash in reserve, and even more than that undergo an annual audit or review by a CPA.
- **Organizations feel successful in celebrating and appreciating volunteers.** Recognizing both front-line volunteers and board-level lay leaders was identified as an overall strength.
- **Perceptions of lay leaders and professional leaders sometimes differ significantly.** The two groups diverged notably in their ratings of board understanding of organizations' finances, board engagement in reviewing budgets, staff development, volunteer management, cybersecurity, HR resources, and impact evaluation.
- **Getting the right people in place to ensure future success—both short- and long-term—is a challenge for organizations.** Organizations are having difficulties recruiting new board members, creating growth pathways for talented staff, conducting succession planning for both lay and professional leadership, and identifying new donors.
- **Organizations likely face equity issues around compensating their employees** due to a prevalent lack of clear and transparent compensation structures.
- **Budget constraints hinder organizations' ability to succeed in their work.** Organizations report that they have a hard time obtaining all the revenue they need and meeting their fundraising targets. Lack of financial resources was identified as a root cause of challenges in many capacity areas, including hiring, technology, marketing, and fundraising.
- **There is a pervasive lack of capacity around impact evaluation.** Every question relating to evaluation, from tracking program outputs/participation to conducting more sophisticated evaluation of outcomes to demonstrating to donors the impact of their gifts, was identified as a challenge.
- **Smaller organizations face increased challenges in many capacity areas.** They are less likely to have three months of cash reserves, have less time and fewer skills for grant writing, are less likely to consistently meet fundraising targets, have a harder time reaching their target audience through their marketing efforts, and are less likely to have robust cybersecurity infrastructure.
- **Some organizations do not have enough dedicated staff or staff time to focus on essential organizational functions.** This issue was raised specifically in the areas of marketing and fundraising.

This report constitutes a baseline of how our Jewish communal organizations were doing before the deep disruptions of the COVID-19 pandemic. While we do not yet understand the full implications of this crisis on the sustainability of our region's Jewish communal organizations, we can reasonably assume that the pandemic has not ameliorated any of the challenges identified through this survey, and has likely exacerbated many of them.

These data demonstrate a substantial proportion of community organizations went into the pandemic from a position of financial strength, which has helped them weather the storm thus far. Two-thirds reported having cash reserves equal to at least three months of operating expenses before the pandemic, and about the same reported balanced budgets. For the one-fifth that did not have that much in reserve and one-quarter that did not report having a balanced budget (if we assume the imbalance is a deficit, which may not be the case), the pandemic will likely be more challenging.

Federation has thus far conducted two needs assessments during the pandemic, finding that organizations are now facing new challenges in the areas of scenario planning, fundraising, personnel management, technology, and meeting new needs among their constituents. Some areas that organizations rated as strengths in this Organizational Capacity Survey, such as having the technology they need and having access to adequate expertise to support their technology operations, have become areas of acute challenge under the circumstances of the pandemic. Some areas that were already challenges before the pandemic, like cybersecurity, are now cause for significant concern as many employees are working from home.

The strengths and challenges identified in this survey provide a starting point for efforts to bolster the organizational capacity of St. Louis' Jewish community organizations through individual or cohort-based training, consultation, centralized infrastructure, and/or financial investments. Strengthening capacity in the identified challenge areas will help ensure that local Jewish organizations will be able to continue to pursue their missions over time and navigate crises like the COVID-19 pandemic more successfully. Any capacity-building efforts, however, will need to center more recent data on organizational capacity needs and the priorities of our community's organizational leadership in the context of the pandemic. Findings from this survey have already been included in needs assessments during the pandemic and will continue to inform ongoing needs assessments and planning. Federation lay leadership and community lay and professional leaders will be engaged in determining next steps for responding to these findings.

INTRODUCTION

The Organizational Capacity Survey fielded by Jewish Federation of St. Louis in early 2020 asked lay and professional leadership at all local and regional Jewish organizations to reflect on their organizations' practices and abilities in a range of areas including board functioning, fundraising, financial management, volunteer management, program evaluation, and staffing. The goal of the survey was to provide a community-wide view of areas of strength and opportunity regarding organizational capacity (the ability of an organization to fulfill its mission through sound management, governance, and achievement of results).

Originally, this survey was one component of a larger needs assessment around Federation's priorities focusing on recruiting and developing lay leaders and volunteers to serve the Jewish community, attracting and retaining high quality professional staff for Jewish organizations, and strengthening the organizational capacity of Jewish organizations and service agencies. The onset of the COVID-19 pandemic resulted in (a) this survey data becoming a snapshot of pre-COVID organizational capacity and (b) Federation pivoting its needs assessment focus to hone in on needs related to the pandemic.

METHODS

Survey Development

To develop this survey, Federation staff researched existing relevant, publicly available, reliable organizational capacity assessments. Survey items were selected and adapted from these existing assessments and new survey items were created when needed. Input was obtained from the Assessment & Planning Subcommittee of Federation's Community Impact Committee, Community Impact staff, and subject matter experts in fundraising, technology, and financial management. The survey was tested with five people with significant lay and/or professional leadership experience within and outside of Jewish communal organizations. Because survey questions were based on best practices, it was unlikely and not expected that any one organization would report that they were using all of these practices.

The survey consists of a series of statements which respondents rated on the following Likert-type scale:

> Excellent – Our organization is very strong in this area.
> Good – Our organization does well in this area.
> Fair – Our organization gets by in this area but does not perform well/has room to grow.
> Struggling – Our organization does not perform well at all in this area or does not do this at all.
> Not Applicable – This area is not relevant to our organization's work.
> Don't Know – I do not know how to rate our organization on this area.

Each section also included open-ended questions – some about specific topics (e.g., What factors influence your choice of whether to conduct an independent audit on your organization?) and others asking if the respondent had anything else they wanted to share relating to each section (e.g., Is there anything else you'd like to share about challenges with financial management?). See Appendix A for the complete survey.

Survey Deployment & Response Rate

All local and regional Jewish organizations were asked to participate in the survey. Federation requested that one survey be completed by the board chair and one survey be completed by the executive staff person (this could mean the CEO, executive director, or senior rabbi – or a combination thereof who completed one survey together). To encourage participation, staff presented information about the survey at the January 2020 Agency Executives meeting, sent three emails about it, and conducted individual outreach to remind organizations to complete it.

The survey was open from February 6 through March 12, 2020, before the COVID-19 crisis hit the St. Louis area. The data collected therefore constitutes a baseline describing how organizations were functioning before the pandemic. Data was collected via the Qualtrics online platform.

We received 73 completed responses out of a possible 101 (72%) – a very strong response rate.

Anonymity

In order to encourage frank responses, this survey was anonymous – it did not ask for respondents' names or their organization's name. Respondents were told that their organizations would not be linked to their survey responses and that the information they shared in the survey could not be used to score, rate, or judge their organization in any way.

LIMITATIONS

All data from this survey is self-reported. It is not an objective, outside assessment; rather, it reflects how the community's lay and professional leaders understand their organization's capabilities from their inside perspectives.

The survey was administered by an organization that provides significant financial support to many of the respondents. The inherent power dynamic at play in that relationship could have motivated more positive responses for some survey participants. We made the survey anonymous in large part to attempt to mitigate this dynamic.

Because this survey was anonymous, staff cannot be sure that each organization took it twice (one lay leader and one professional), in accordance with the directions nor do we know exactly how many organizations the 73 completed surveys represent.

Lay and professional leaders were asked to respond to the same survey so that we could directly compare these two groups' responses. Some of the questions in the survey (such as those about staffing or technology) were focused on areas of organizational operations with which lay leaders may be less familiar given the scope of their roles. Lay leaders were asked to select "Don't Know" for anything about which they were unsure, rather than guessing.

Respondents were asked to identify their organization type to help staff monitor whether respondents were representing a diverse swath of community organizations. In order to maintain a high level of anonymity, most of the Organization Type category choices were deliberately very broad. If more specific category choices had been used, some organizations would have been easy to identify, and that may have compromised their willingness to be forthright in their responses. However, the vagueness of the category choices also limits the utility of analyzing the data by responses to that question.

While respondents were asked whether their organizations had a balanced budget, they were not asked whether an imbalanced budget reflected a deficit or a surplus, nor were they asked if their organization had a pattern of deficits over time. This information would have provided clearer insight into the financial health of organizations. Not having a balanced budget does not inherently mean that an organization is in financial trouble; concerns arise when there is a pattern of deficits over time. Future organizational capacity surveys should ask for more specific data in this area.

ANALYSIS APPROACH

The goals of analyzing this data are to:

a) Determine the most widespread areas of strength and challenge among local Jewish organizations overall
b) Identify challenges unique to groups of organizations by type and size, and
c) Understand whether/where major differences exist in the perceptions of lay leaders compared with professional leaders.

Overall Strengths and Challenges

To identify overall areas of strength and challenge for our community, results were analyzed as follows:

- Any item for which <u>more than two-thirds</u> of respondents selected "Excellent" or "Good" was considered an overall <u>strength</u>. In the tables below, these are listed in order from strongest to less strong (i.e., statements for which the highest combined percentage of respondents selected "Excellent" or Good" are listed first).
- Any item for which <u>at least one-third</u> of respondents selected "Fair" or "Struggling" was considered an overall <u>challenge</u>. In the tables below, these are listed in order from most challenging to less challenging (i.e., statements for which the highest combined percentage of respondents selected "Fair" or "Struggling" are listed first).
- Any item that did not fall into either of these two categorizations (due to higher rates of responses of "N/A" or "Don't Know") are not included in the overall strength/challenge charts below and were considered to be "neutral."
- Open-ended questions were summarized and tallied into themes. The themes with the highest frequencies are included in this analysis. In order to be included here, a theme had to appear at least three times in the data. Many of the answers to the open-ended questions were unique and not easily grouped into themes.

### Differences by Organization Type, Budget Size, and Respondent Role

To identify potential differences by organization type, budget size, and lay versus professional responses, a subset of items was selected to cross-tabulate by these categories. At least one statement per topic area that would be particularly valuable in revealing organizations' capacity in that area was selected for analysis. Findings from these comparisons are included in each section below.

Statistical significance indicates that the relationship between the two variables is caused by a factor of interest rather than chance alone. When the relationship between two variables was statistically significant, that is noted below. Though not all of the analysis below is statistically significant, all of it provides valuable descriptive information about our Jewish communal leadership's perceptions of their organizations.
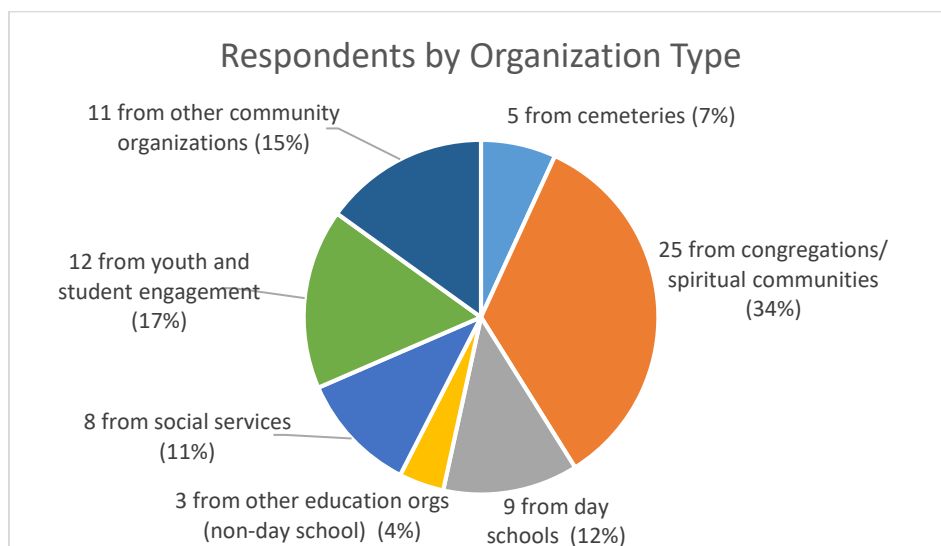
As with analyzing the overall responses, any statement for which more than two-thirds of respondents in a given category selected "Excellent" or "Good" was considered a strength, while any statement for which at least one-third of respondents in a given category selected "Fair" or "Struggling" was considered a challenge.

DEMOGRAPHICS OF SURVEY RESPONDENTS

Respondent Role: Slightly more professionals responded to the survey than lay leaders. Given that we asked each organization to have its top lay leader and its top professional leader to complete the survey and that some organizations have no staff and are completely run by volunteers, this breakdown of respondents by role is as expected.

Respondent Role

- 38 Professional Leaders (52%)
- 35 Lay Leaders (48%)
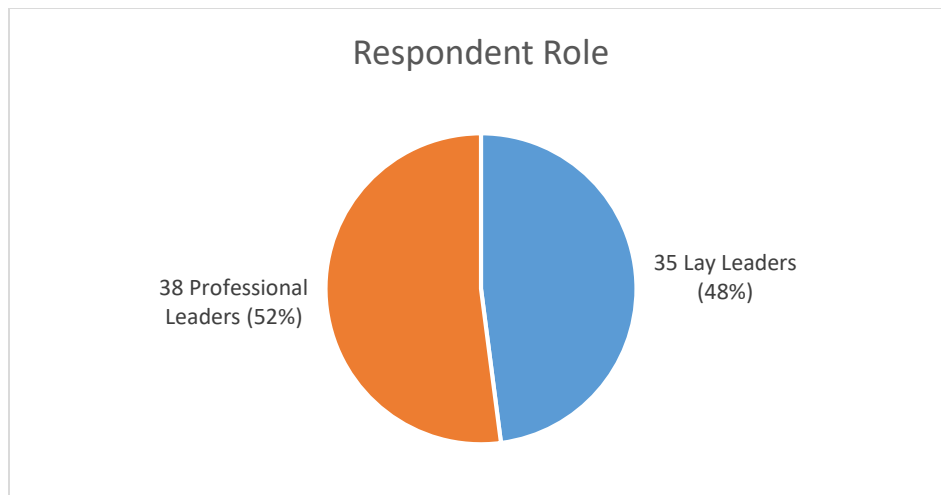
Organization Type: As shown in the chart below, the largest proportion of responses were from congregational leadership, followed by youth and student engagement leadership and "other community organizations."

Respondents by Organization Type

- 11 from other community organizations (15%)
- 5 from cemeteries (7%)
- 25 from congregations/ spiritual communities (34%)
- 12 from youth and student engagement (17%)
- 8 from social services (11%)
- 3 from other education orgs (non-day school) (4%)
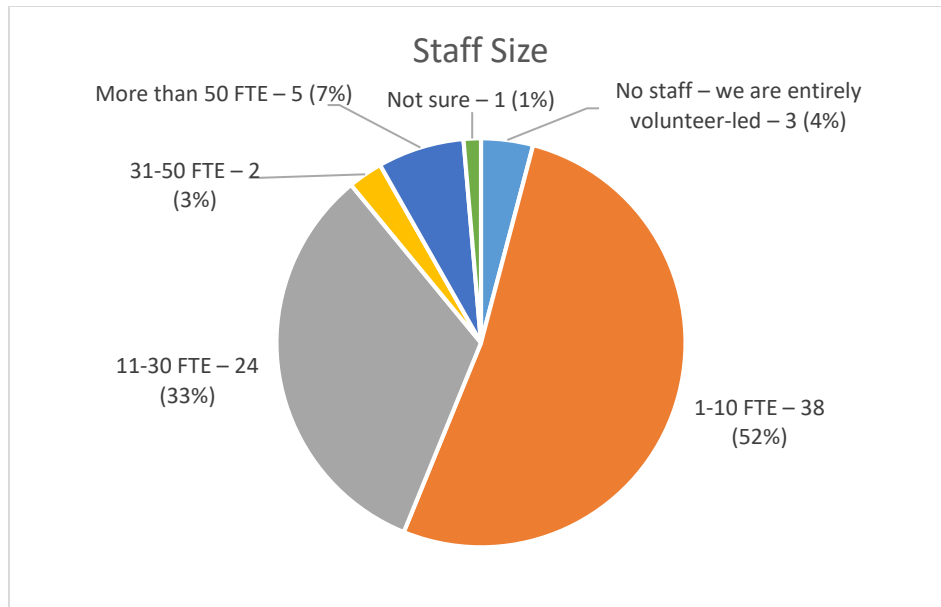- 9 from day schools (12%)

As is noted in the Limitations section above, in order to maintain a high level of anonymity, most of the Organization Type category choices were deliberately broad. This means we cannot know with certainty if the respondents are representative of the total St. Louis Jewish ecosystem of organizations. For some organization type categories, we can compare the number of responses we received to the number we could have received to the total number of possible respondents:
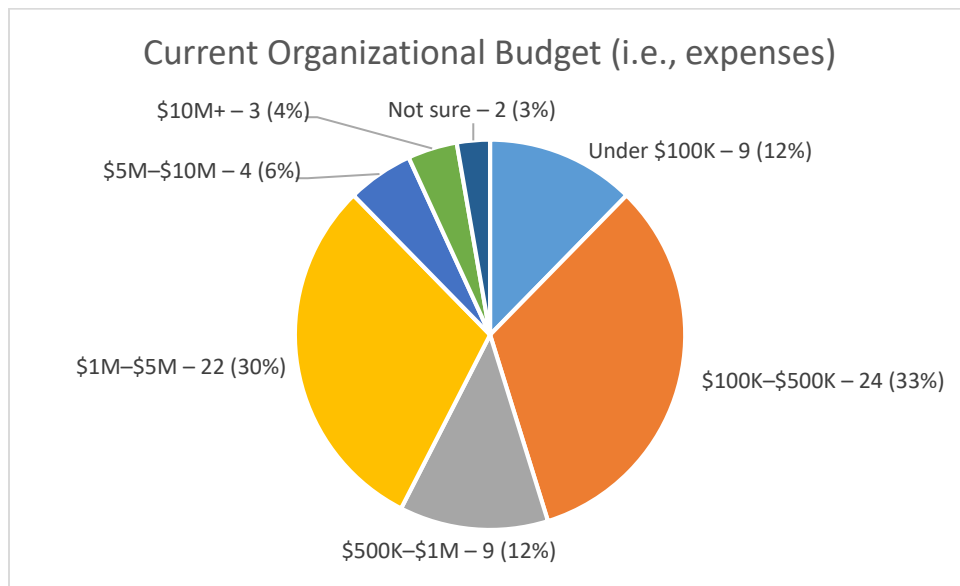
- Congregations: 66% response rate
- Day schools: 75% response rate
- Youth and student engagement organizations: 36% response rate

Because we requested one lay and one professional survey submission from each organization, the 66% response rate from congregations, for example, does *not* mean that 66% of all the congregations responded to the survey; it means that 66% of the people to whom we sent the survey – one lay and one professional leader from each congregation – responded to it.

Staff Size: As the chart below shows, the largest number of respondents—about half—lead organizations with between 1 and 10 employees (full time equivalent). Another third have 11-30 employees.

Staff Size

More than 50 FTE – 5 (7%)

Not sure – 1 (1%)

No staff – we are entirely volunteer-led – 3 (4%)

31-50 FTE – 2 (3%)

11-30 FTE – 24 (33%)

1-10 FTE – 38 (52%)

Current Organizational Budget: The chart below shows the breakdown of organizational budget size (i.e., expenses during the current fiscal year) reported by the respondents. About a third of respondents lead organizations with expenses between $100,000-500,000, and another third lead organizations with expenses between $1 million-$5 million.

Current Organizational Budget (i.e., expenses)

$10M+ – 3 (4%)

Not sure – 2 (3%)

$5M–$10M – 4 (6%)

Under $100K – 9 (12%)

$1M–$5M – 22 (30%)

$100K–$500K – 24 (33%)

$500K–$1M – 9 (12%)

Location of Organization: This survey was sent to all Jewish organizations with which Jewish Federation of St. Louis has a relationship, including several congregations and college student-serving organizations in Missouri outside of the St. Louis region. The chart below shows the breakdown of responses by location. The majority of this data describes organizations in the St. Louis region.

Location of Organization

4 outside the STL metro area (5%)

69 within the STL metro area (95%)
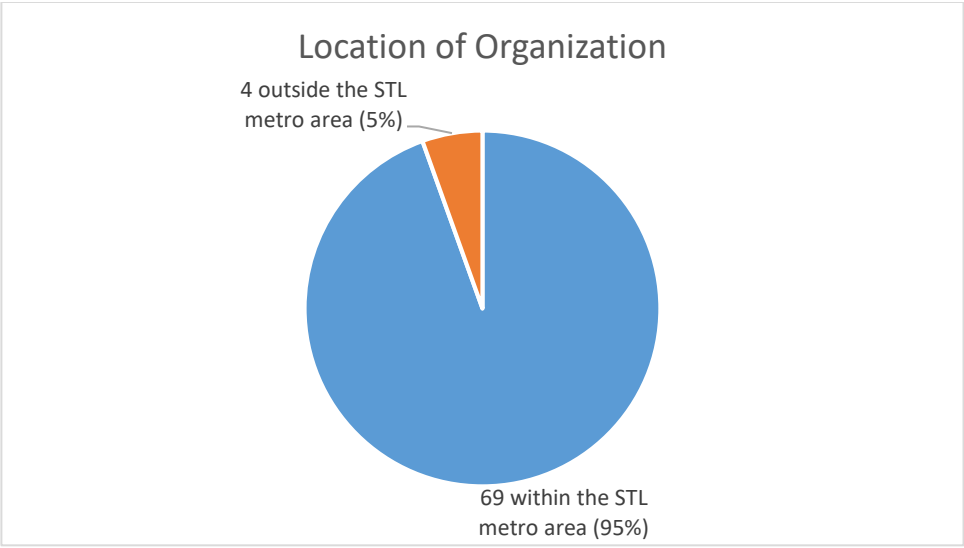
TOPLINE LEARNING BY CAPACITY AREA

The following table summarizes the most important information gained from analyzing the survey data in each capacity area. (Detailed survey results from each capacity area begin on page 14.)

Board/Lay Leadership		
Strengths: >Using **Jewish values** to guide work. >Having adequate **written bylaws**. >**Celebrating contributions** of lay leaders. >Lay leaders' **understanding of the financial situation** of their organizations. >Member composition **reflecting the communities they serve** and providing the mix of skills and expertise needed. >Providing **strong direction and accountability** to organizations.	**Challenges:** >**Planning for future** lay leadership, including creating a pipeline of new lay leadership, recruiting board members based on specifically assessed needs, and conducting succession planning for top lay leaders. >Day schools and congregations in particular are challenged by **creating a pipeline** of new lay leadership. >Congregations and youth and student engagement organizations have challenges with their boards **providing strong direction, support, and accountability to staff**. >**Recruiting** younger board members, people from diverse backgrounds, and people who are not already maxed out on other commitments. >Supporting current lay leadership via ongoing **training** (specifically around fundraising) and **setting clear expectations** for board members. >Regularly conducting **strategic planning** with boards.	**Other key learning:** >Lay leaders feel more strongly that boards **understand the financial situation** of their organizations than professional leaders do (though both see it as a strength overall).
Staff		
Strengths:	**Challenges:**	**Other key learning:**

Jewish Federation of St. Louis | Organizational Capacity Survey Results | 2020

>Using **Jewish values** to guide work. >Maintaining a low rate of **turnover.** >Managers **supporting staff** through regular check-ins and feedback.	>**Succession planning** for senior leadership, employing a "growth pipeline" to retain talented staff, identifying new talent, and identifying and addressing staff development needs. >Training staff to **work effectively with lay leaders** and volunteers. >Education, development, lower-salaried, part-time, and maintenance positions were noted as the **hardest types of positions to fill**. >**Limited budgets for salaries** was identified as the most important factor that impacts staff recruitment and retention. >Congregations, day schools, and social service agencies reported **more challenges** in the area of staffing than other organization types.	>Only about a fifth of respondents reported collecting any data to understand their organizations' patterns in **retaining employees**. >**Staff development needs** are perceived very differently by lay leaders (who see it as a challenge) and professional leaders (who see it as a strength).

Front-Line/Direct Service Volunteers

Strengths:	Challenges:	Other key learning:
>**Setting expectations** with volunteers. >**Celebrating** volunteers. >Recruiting and utilizing **skills-based volunteers** who lend specific expertise.	>Having enough **staff time and skills** to meet organizations' volunteer management needs. >Successfully **recruiting** the volunteers organizations need in general.	>Lay leaders saw organizations as strong in successfully **recruiting** the volunteers they need, while professionals saw this area as a challenge. >Half of professionals do not think their organizations have enough **staff skills and time** to meet volunteer management needs, while only one-third of lay leaders perceive this area as a challenge. >Only the organizations in the **largest budget size category** saw their capacity to meet their volunteer management needs as a strength.

Financial Management

Strengths:	Challenges:	Other key learning:
>Organizations expressed a deep understanding of their strengths and weaknesses regarding **financial management**. >**Strong board engagement** in approving annual budgets and reviewing performance against budget on a regular basis. >**Strong staff engagement** in preparing monthly financial statements, monitoring performance against budget on a monthly basis,	>Congregations had the lowest rate of respondents reporting **balanced budgets**. Day schools had the second lowest. >Day schools had the lowest rate of reporting having **cash reserves** equal to three months of operating expenses. >Congregations had the highest rate of reporting that they conduct **neither an annual audit nor an annual review**. >The most frequent answers to the open-ended question about challenges	>About 20% more lay leaders assessed the **board's engagement in reviewing performance against budget** as a strength than professional leaders. >Over two-thirds of respondents reported having **balanced budgets**. >Two-thirds of respondents reported having **cash reserves** equal to three months of operating expenses. 19% reported not having that much in reserve. The bigger an organization's budget, the more likely they were to

and regularly re-forecasting year-end revenue and expenses to assist management decision-making.
>Having appropriate **internal controls and segregation of duties** in place.
>Social services stood out as particularly strong across the financial management questions.

with financial management pertained to struggles with **obtaining adequate revenue.**

report having these cash reserves available.
>Just over half of respondents reported that a CPA conducts an **annual audit** of their organization; 19% reported that a CPA conducts an **annual review** of their organization; and a quarter reported that they conduct **neither**. The most frequent factor that impacted the choice of whether to conduct an independent audit was cost; the second was funder requirements.

Technology

Strengths:
>Staff have the **technological tools** they need to do their jobs effectively and efficiently.
>Organizations have adequate access to the **appropriate expertise** to support their technology operations.

Challenges:
>**Cybersecurity**, including risk education for staff and secure IT infrastructure.
>**Affording new technology** and/or enough licenses for specific technologies.

Other key learning:
>30% more professionals than lay leaders rated **cybersecurity** as a challenge.
>Nearly two-thirds of respondents reported that their organizations utilize a **constituent relationship manager or database** other than Excel, most commonly to track donor information, revenue, and constituent engagement.

Human Resources

Strengths:
>Providing adequate and affordable **health benefits** to employees.

Challenges:
>Providing adequate **retirement benefits** to employees.
>Day schools and other educational organizations are challenged with providing adequate and affordable **health benefits**.
>Organizations expressed an overall challenge with not having the **HR resources** they require to meet their needs.
>The majority of respondents reported their organizations lack a **clear compensation structure** that is reviewed against benchmarks, regularly updated, and transparent to staff throughout the organization.

Other key learning:
>15% more professionals than lay leaders saw an overall lack of **HR resources** as an issue.

Community Relations & Outreach

Strengths:
>**Collaborative partnerships** with other organizations that enhance organizations' abilities to reach their target population or mobilize resources.

Challenges:
>Overall challenge with reaching **target audiences**.
>Lack of **staff skills and time** around marketing, public relations, and advocacy.

Other key learning:
>The larger an organization's budget, the more likely it was to report success in reaching its **target audience.**

>**Networking** with local and national organizations doing similar work. >Effective **websites**. >Social services rated their success in reaching their **target audiences** as a strength.	>**Using data** to inform marketing and outreach efforts. >Creating marketing and communications plans with **clear tactics and goals**. >Providing **public relations training** to executive leadership.	

Fundraising

Strengths:	Challenges:	Other key learning:
>Thanking and **celebrating donors**. >In contrast to the overall respondent pool, **meeting fundraising targets** consistently was a strength for social services and day schools, and cultivating a **diverse set of funding sources** was a strength for social services.	>A third of respondents said their organizations struggle with **writing grants**. Cemeteries, congregations, day schools, and organizations with budgets under $100K expressed challenges with writing grants at the highest rates. >Identifying and cultivating **new donors and funders**. >**Meeting fundraising targets** consistently. >Raising funds from a **diverse set of funding sources**. >Creating viable **fundraising plans** that are regularly reviewed by the board. >**Demonstrating impact** of gifts to donors. >Organizations noted that they do not have enough **dedicated staff** responsible for fundraising and lack the **time and resources** they need for fundraising.	>Only organizations with budgets of at least $5M were strong at consistently meeting **fundraising targets**.

Program Development & Evaluation

Strengths:	Challenges:	Other key learning:
>Regularly **assessing community needs** to ensure that programs respond to those needs. >In contrast to the overall respondent pool, cemeteries, social services, and youth and student engagement organizations rated themselves as strong when it comes to **evaluating the impact** of their work.	>**Evaluating the impact** of their work (i.e., specific changes in behavior, attitude, or knowledge). >Researching **proven/promising practices** to inform program development. >Setting **performance indicators** for programs and using **performance data** to make changes to programs. >Tracking **program outputs** and **participant satisfaction**. >Incorporating a broad range of **constituent input** in developing and evaluating programs.	>More lay leaders than professionals rated **impact evaluation** as a challenge.

DETAILED SURVEY RESULTS

This section provides a detailed breakdown of the data for each capacity area.

Board/Lay Leadership

Overall Strengths	Overall Challenges
• Our board explicitly and regularly **uses Jewish values and ethics** to guide its work. (89% combined: 60% excellent, 29% good) • Our board has **written bylaws** that include an ethics policy, defined term limits, and election or appointment procedures. (81% combined: 56% excellent, 26% good) • We **recognize and celebrate the contributions of our lay leaders** to our organization. (80% combined: 19% excellent, 61% good) • Our board members **understand the financial situation** of the organization and can tell its financial story. (74% combined: 34% excellent, 40% good) • The **composition of our board reflects the community** that our organization serves. (73% combined: 29% excellent, 44% good) • Our board has the **right mix of skills and expertise** to govern our organization effectively. (70% combined: 30% excellent, 40% good) • Our **board provides strong direction, support, and accountability** to our organization's professional leadership. (66% combined: 29% excellent, 37% good)	• We create a **pipeline of lay leadership** by developing promising volunteers through mentorship, engagement, and/or leadership trainings. (57% combined: 26% fair, 31% struggling) • Our board receives the **training and support** it needs in order to carry out its responsibilities. (56% combined: 40% fair, 16% struggling) • We engage in **succession planning** for board leadership roles. (53% combined: 24% fair, 29% struggling) • Our board conducts **strategic planning** on a regular basis. (47% combined: 33% fair, 14% struggling) • We recruit board members based on **clearly assessed board needs**. (43% combined: 27% fair, 16% struggling) • Our board members **understand what is expected** of them. (36% combined: 24% fair, 11% struggling)

Comparisons by organization type, budget size, and respondent role

Statement	Strength or Challenge for Respondents Overall?	Organization Type	Budget Size	Respondent role
Our board members **understand the financial situation** of the organization and can tell its financial story.	Strength	Neutral for other community organizations; strength for all other organization types. Cemeteries and social service organizations were exceptionally strong in this area, with 100% rating this area as a strength.	Strength for all budget sizes, especially for $10M+: 100% of that size rated this area a strength. The least strong was the under $100K category – 67% of those leaders rated this as a strength.	Lay leaders rated this area as a strength at higher rates (80%) than professional leaders (69%).

Our board **provides strong direction, support, and accountability** to our organization's professional leadership.	Strength	Challenge for congregations and youth and student engagement organizations; strength for all other organization types.	Statistically significant relationship between these variables. Strength for smallest (under $100K) and largest ($5-10M, $10M+) budget sizes; challenge for the rest, though not a major one.	Challenge for both lay and professional leaders, but 10% more professionals rated it as such (63% of professionals compared to 53% of lay leaders).
We create a **pipeline of lay leadership** (e.g. board members, committee chairs) by developing promising volunteers through mentorship, engagement, and/or leadership trainings.	Challenge	Strength for cemeteries and non-day school educational organizations; challenge for all other organization types. Particular challenge for day schools (78% rated this as fair or struggling) and congregations (80% rated this as fair or struggling).	Neutral for $5 million-$10 million; challenge for all other budget sizes.	Challenge for both lay and professional leaders, but 10% more professionals rated it as such (63% of professionals compared to 53% of lay leaders).
Our board receives the **training and support** it needs in order to carry out its responsibilities.	Challenge	Strength for cemeteries; challenge for all other organizations.	Strength for $10 million+; challenge for all other budget sizes.	Lay and professional respondents rated this area as a challenge, and at similar rates (lay 54%, professional 57%).

When respondents were asked to share about any other **challenges with recruitment, training, and/or functioning of their board or lay leadership** (open-ended question), these themes emerged:
1. Difficult to recruit new board members (younger board members, people from diverse groups, board members who are not already maxed out on commitments) – 6 respondents
2. Difficult to engage in fundraising/need fundraising training (solicitation of individual donors) – 4 respondents
3. Challenges with board engagement and participation – 3 respondents

Staff

Overall Strengths	*Overall Challenges*
• We explicitly and regularly **use Jewish values and ethics** to guide our staff's work. (82% combined: 59% excellent, 23% good) • We have a reasonably **low rate of staff attrition/turnover** for our organization's size, type, and location. (75% combined: 30% excellent, 45% good) • **Managers have regular check-ins with their staff** and offer real-time feedback. (68% combined: 34% excellent, 34% good)	• We have **succession plans in place for senior professional leadership** transitions. (59% combined: 36% fair, 23% struggling) • We employ a **"growth pipeline" to retain talented staff** by providing them with leadership and/or promotion opportunities. (41% combined: 29% fair, 12% struggling) • We train relevant staff on **how to work effectively with lay leaders and volunteers**. (40% combined: 33% fair, 7% struggling)

		• We are able to **identify the talent we need** in a reasonable timeframe. (40% combined: 26% fair, 14% struggling) • **Staff development needs are identified and addressed** through coaching, mentoring, training, and/or ongoing education. (33% combined: 26% fair, 7% struggling)		

Comparisons by organization type, budget size, and respondent role

| *Statement*	*Strength or Challenge for Respondents Overall?*	*Organization Type*	*Budget Size*	*Respondent role*
We employ a **'growth pipeline' to retain talented staff** by providing them with leadership and/or promotion opportunities.	Challenge	Challenge for congregations, day schools, social service agencies, and non-day school education orgs; neutral for the rest.	Under $100K most frequently described this as not applicable. Strength for $5-10M; challenge for the rest of the budget categories.	Lay and professional leaders both rated this as a challenge overall (37% and 45%, respectively).
We are able to **identify the talent we need** in a reasonable timeframe.	Challenge	Strength for cemeteries, day schools, and non-day school education-focused organizations; challenge for congregations, social service agencies, and other community organizations. Social service organizations had the highest percentage of Fair and Struggling ratings at 63%.	Statistically significant relationship between these variables. Neutral for under $100K or $100K-500K. Nearly half of the smallest orgs selected N/A – these are likely run by volunteers. $1-5M and $5-10M rated this area as a challenge, while $500K-1M and $10M+ rated it as a strength.	Lay and professional leaders described this area as a challenge at similar rates (37% and 42%, respectively).
Staff development needs are regularly identified and addressed through coaching, mentoring, training, and/or ongoing education.	Challenge	Statistically significant relationship between these variables. Strength for cemeteries, social service organizations, youth and student engagement organizations, and other community organizations; challenge for congregations and day schools.	Statistically significant relationship between these variables. Two-thirds of leaders of organizations under $100K reported that this was not applicable. Strength for $100K-500K, $500K-$1M, and $5-10M; challenge for $1M-5M.	Statistically significant relationship between these variables. Challenge for lay leaders, with 40% selecting Fair or Struggling (and 34% Excellent or Good). Strength for professional leaders, with 71% selecting Excellent or Good (and 26% selecting Fair or Struggling).

When asked if there are **specific staff positions they have trouble filling** (open-ended question), these themes emerged:

1. Education-related positions (A total of all education-related responses, including ECC Teacher, Religious School Teachers, Educator, Aftercare Teachers, Substitute Teachers, Head of School, Religious School Teacher, Education - Not Specified. Note: 4 of these responses were about ECC teachers specifically.) – 12 respondents
2. Development positions – 8 respondents
3. (Not applicable – 8 respondents)
4. Lower Salaried/Paid and Part-Time Staff (Engagement, Secretarial, Administrative, Part Time Bookkeeper, Entry-Level Support, etc.) – 8 respondents
5. Maintenance/facilities workers – 5 respondents

When asked which **skills respondents find that job applicants are lacking** (open-ended question), these themes emerged:
1. Accountability/reliability – 4 respondents
2. Interpersonal skills (i.e., teamwork, relationship skills) – 3 respondents
3. Fundraising skills – 3 respondents

Respondents were asked whether their organizations collect any **data to understand their organizations' patterns in retaining employees**. About a fifth (18%) said yes and just over half (53%) said no. 22% were not sure, and 7% said collecting this data is not applicable as they don't have any employees.
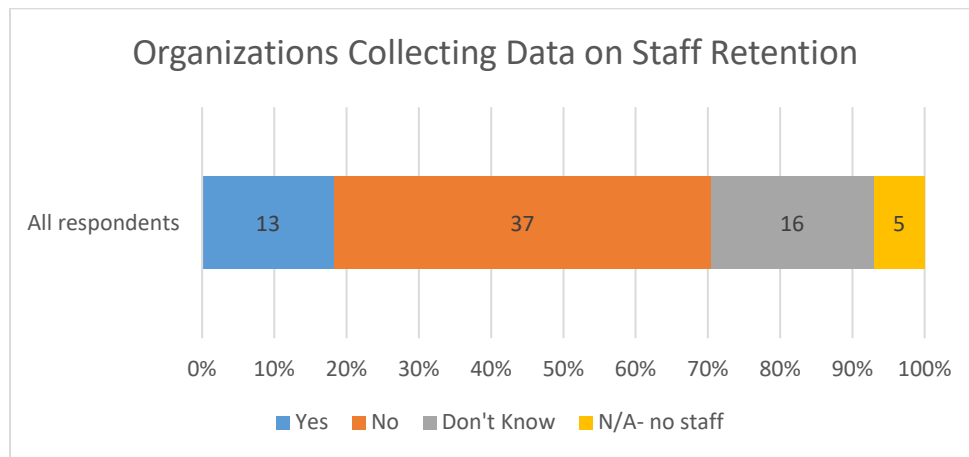
When asked **what kinds of data are being collected** for those that are gathering such data (open-ended question), these themes emerged:
1. Exit interviews – 8 respondents
2. Employee engagement surveys – 5 respondents
3. Turnover rate – 4 respondents
4. Tenure – 4 respondents

When asked to share about any other **challenges with recruiting, training, supervising, and retaining staff** (open-ended question), these themes emerged:
1. Limited budget for salaries impacts recruitment and retention – 8 respondents
2. Challenges with staff differentiating between roles as staff and roles as community members – 3 respondents

Front Line/Direct Service Volunteers

Overall Strengths	Overall Challenges

• Our volunteers **understand what is expected** of them. (77% combined: 24% excellent, 53% good) • We **recognize and celebrate the contributions of volunteers** to our organization. (71% combined: 30% excellent, 41% good) • We recruit and utilize **skills-based volunteers** (beyond the board) who lend specific skills and expertise to our organization. (68% combined: 21% excellent, 47% good)	• Our **staff have enough skills and time** to meet our volunteer management needs. (43% combined: 29% fair, 14% struggling) • We **succeed in recruiting** the volunteers we need. (37% combined: 20% fair, 17% struggling)

Comparisons by organization type, budget size, and respondent role

Statement	Strength or Challenge for Respondents Overall?	Organization Type	Budget Size	Respondent role
Our **staff have enough skills and time** to meet our volunteer management needs.	Challenge	Strength for social services and cemeteries, challenge for all other organization types.	Statistically significant relationship between these variables. All budget categories other than $10M+ described this as a challenge.	Only one-third of lay leaders consider this a challenge compared to half of professional leaders.
We **succeed in recruiting** the volunteers we need.	Challenge	Strength for day schools, non-day school educational organizations, and social services; challenge for cemeteries, congregations, and other community organizations.	Strength for $500K-1M and $10M+; challenge for all other budget size categories.	Lay leaders rated this as a strength while professionals rated this as a challenge.

When asked to share about any other **challenges with front line/direct service volunteers** (open-ended question), these themes emerged:

1. Challenge setting clear expectations with volunteers – 4 respondents
2. Volunteer recruitment-related challenges (a total of all responses involving finding enough volunteers, including finding new ones, finding enough of them, having a small pool, etc.) – 4 respondents

Financial Management

Overall Strengths	Overall Challenges
• We have a **deep understanding of our organization's strengths and weaknesses** regarding financial management. (85% combined: 55% excellent, 30% good) • Our **board approves our organization's annual budget**. (83% combined: 63% excellent, 20% good) • Our **board reviews performance against budget** on a regular basis. (80% combined: 56% excellent, 24% good)	None of the Fair + Struggling combined response percentages totaled more than one-third of respondents for this section of the survey. See Qualitative Data later in this section for challenges organizations are experiencing in this area.

• We have **appropriate internal controls/segregation of duties**. (78% combined: 48% excellent, 30% good) • We prepare **monthly financial statements** (Balance Sheet, Statement of Activities, and Statement of Cash Flows). (78% combined: 61% excellent, 17% good) • Our **senior staff monitor revenue and expenditures against budgets** on a monthly basis. (74% combined: 56% excellent, 18% good) • We **regularly re-forecast** year-end revenue and expenses to assist management decision-making. (75% combined: 44% excellent, 31% good)	

The only Likert-type response statement in this section that did not make it into the Strengths section above for all respondents was "Our organization has an up-to-date financial policy and procedures manual." 25% of respondents reported Fair (20%) or Struggling (5%) for this statement. 13% respondents reported Don't Know to this statement – the largest proportion to choose that answer out of all the statements in this section.

Comparisons by organization type, budget size, and respondent role

| Statement	Strength or Challenge for Respondents Overall?	Organization Type	Budget Size	Respondent role
We have a **deep understanding of our organization's strengths and weaknesses** regarding financial management.	Strength	Strength for all types other than non-day school education orgs.	Strength for all budget sizes.	Lay and professional leaders described this area as a strength at nearly exactly the same rate: 85% and 84%, respectively.
Our **board reviews performance against budget** on a regular basis.	Strength	Statistically significant relationship between these variables. Strength for all organization types.	Strength for all budget sizes – especially $5-10M and $10M+. 100% of respondents from those budget sizes selected Excellent or Good.	While both rated this area as a strength, 71% of professional leaders selected Excellent or Good, while 91% of lay leaders did.
We have **appropriate internal controls/segregation of duties**.	Strength	Statistically significant relationship between these variables. Strength for all types other than day schools, which were again right on the line with 67% Excellent/Good and 33% Fair/Struggling, and non-day school education organizations, for which it was a	Statistically significant relationship between these variables. Strength for all budget categories other than under $100K, for which it was neutral. 43% of respondents in this category selected N/A and another 14% selected Don't Know.	Lay and professional leaders described this area as a strength at similar rates: 76% and 79%, respectively.

		challenge. Social services were particularly strong -- 100% selected Excellent or Good.		
Our **senior staff monitor revenue and expenditures against budgets** on a monthly basis.	Strength	Strength for all organization types apart from day schools – they sit right on the line of the strength/challenge demarcation with 33% of respondents selecting Fair or Struggling and 66% selecting Excellent or Good.	Statistically significant relationship between these variables. Strength for all budget sizes other than under $100K, for which it was neutral—high proportion of N/A responses (43%) for this category. 100% of $5-10M and $10M+ rated this as Excellent or Good.	Strength for both lay leaders and professionals. 70% of lay leaders and 79% of professionals rated it Excellent or Good. 12% of lay leaders selected Don't Know.

When asked to share about any other **challenges with financial management** (open-ended question), these themes emerged:
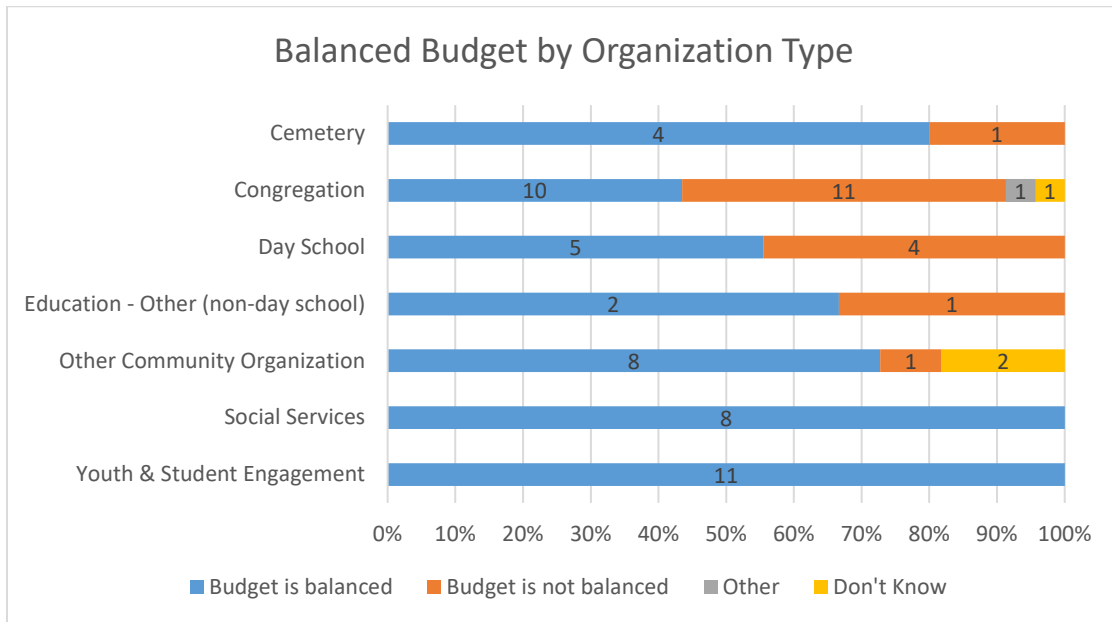1. Challenge finding adequate revenue overall – 5 responses
2. Challenge with meeting fundraising goals – 4 responses
3. Lack of financial management skills among staff – 4 responses
4. Challenge with maintaining a balanced budget – 3 responses
5. Challenge with communication and role definition between board and staff around finances – 3 respondents
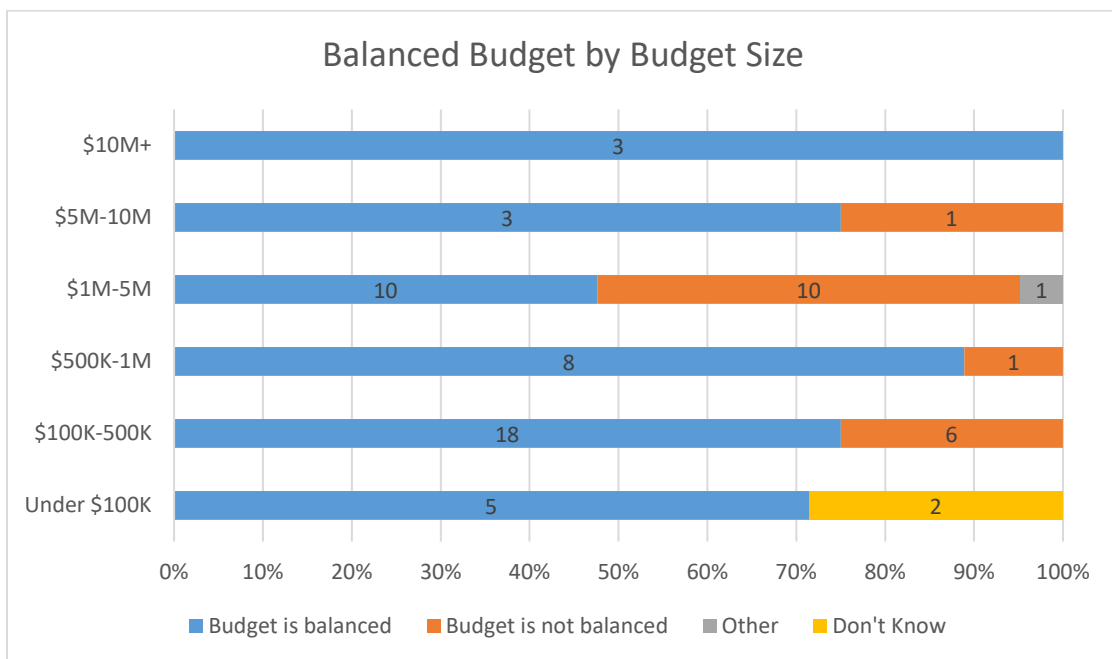
Balanced budget:

As shown in the chart below, about two-thirds of respondents reported that their organizations have a balanced budget. One-quarter of respondents reported that their organization does not have a balanced budget. The one respondent who chose "other" explained that their organization had a surplus. The survey did not ask whether organizations that reported not having a balanced budget had deficits or surpluses. Not having a balanced budget does not inherently mean that an organization is in financial trouble; concerns arise when there is a pattern of deficits over time.

Overall Respondents Reporting a Balanced Budget
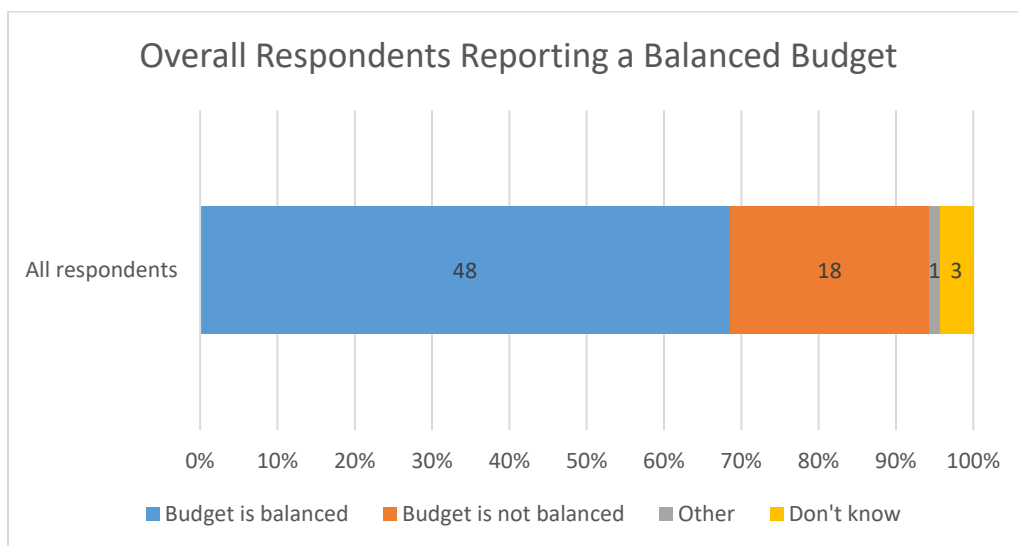
As demonstrated in the chart below, 100% of respondents from social service and youth and student engagement organizations reported that their organizations have balanced budgets. Congregations and day schools reported having balanced budgets at the lowest rates.


Balanced Budget by Organization Type

Organization	Budget is balanced	Budget is not balanced	Other	Don't Know
Cemetery	4	1		
Congregation	10	11	1	1
Day School	5	4		
Education - Other (non-day school)	2	1		
Other Community Organization	8	1		2
Social Services	8			
Youth & Student Engagement	11			

There was a statistically significant relationship between an organization's budget size and whether its budget was balanced. As shown in the chart below, all of the respondents from organizations with budgets over $10 million reported having a balanced budget; no other budget category was 100% balanced, though just under 90% of organizations with budgets of $500K-$1 million reported having a balanced budget. The budget category with the lowest rate of balanced budgets was $1-5M, with about 50% reporting balanced budgets.

Balanced Budget by Budget Size

| Budget Size	Budget is balanced	Budget is not balanced	Other	Don't Know
$10M+	3			
$5M-10M	3	1		
$1M-5M	10	10	1	
$500K-1M	8	1		
$100K-500K	18	6		
Under $100K	5			2

Cash reserves:

Exactly two-thirds (66%) of respondents reported that their organizations have at least three months' worth of cash reserves. About one-fifth of respondents (19%) reported that their organization does not have cash reserves equal to at least three months' operating expenses. 11% were not sure, and a few more reported that their amount of cash reserves fluctuates across the year.
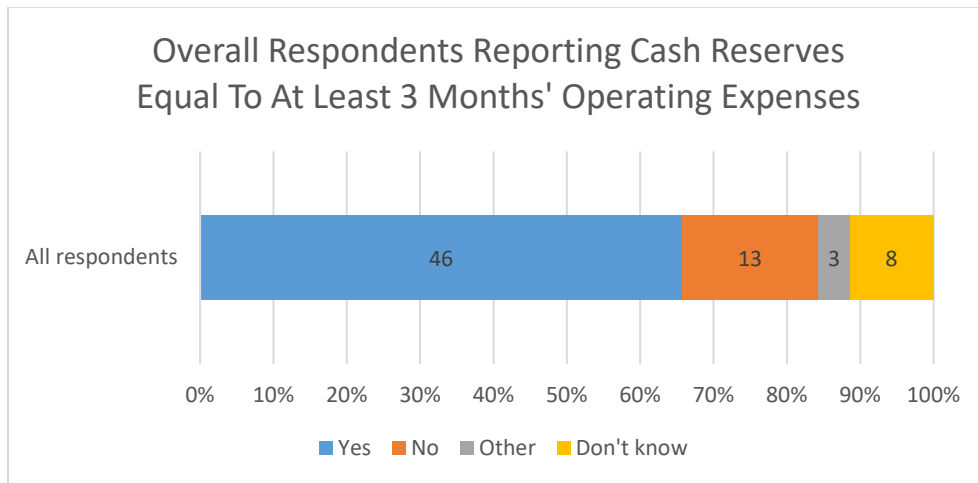
There was a statistically significant relationship between organization type and whether an organization reports at least three months of cash reserves. All cemeteries and social service organizations reported having this amount of reserves; day schools and non-day school education organizations reported having these reserves at the lowest rates.
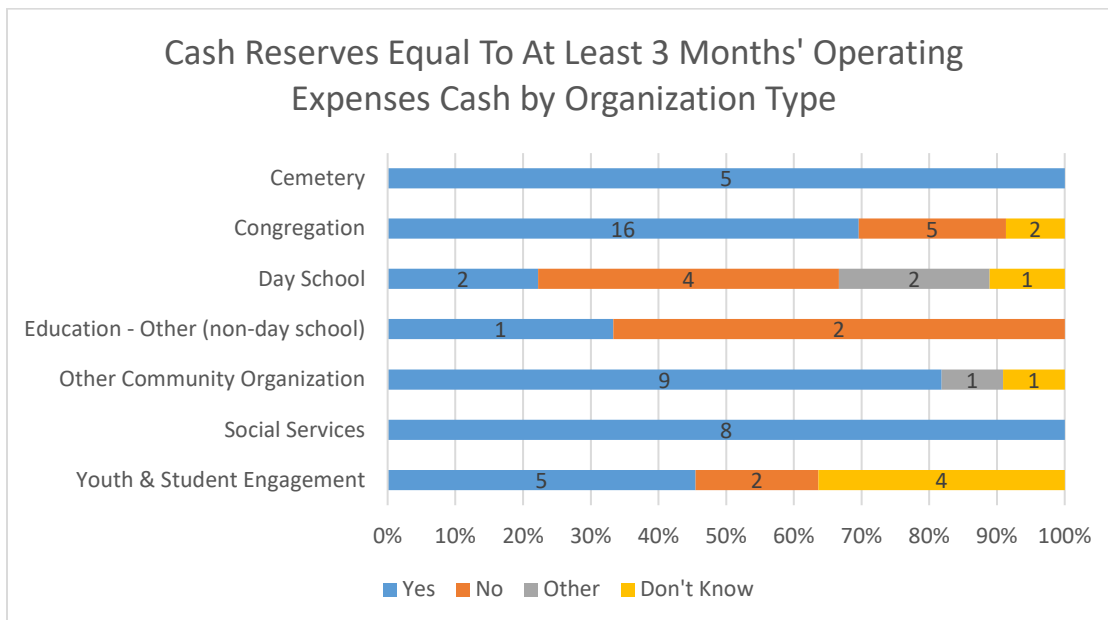

As is shown in the chart below, overall, the larger the organizational budget, the more likely the organization is to have at least 3 months of operating expenses in reserve.

Jewish Federation of St. Louis | Organizational Capacity Survey Results | 2020

Cash Reserves Equal To At Least 3 Months' Operating Expenses by Budget Size
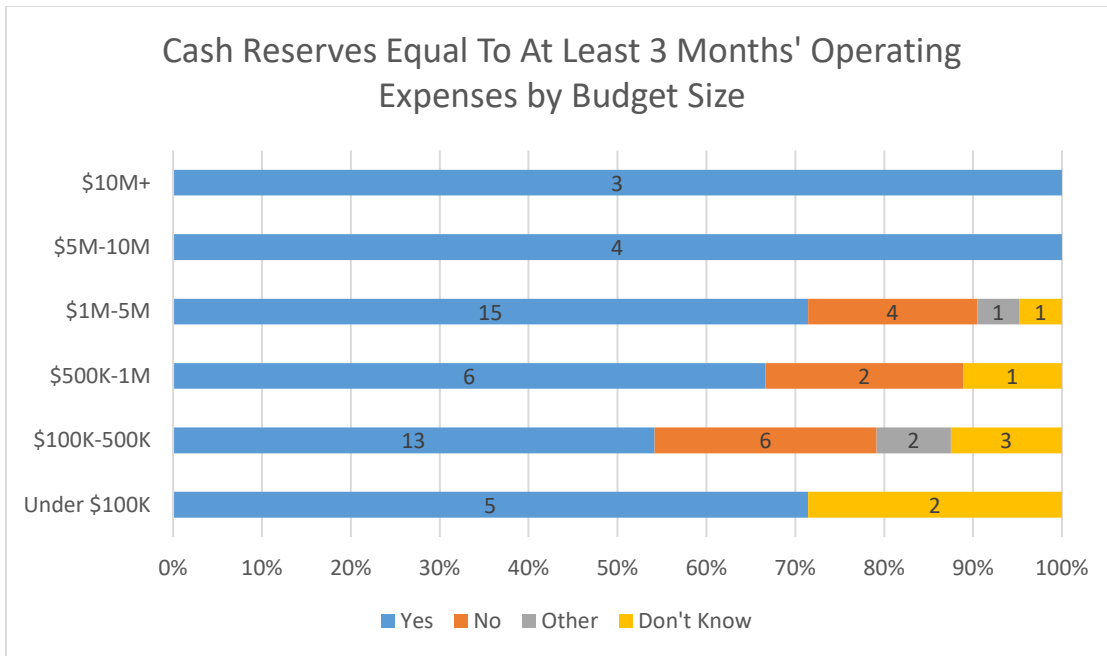
Audits and reviews by an independent Certified Public Accountant:

Just over half of respondents (55%) reported that a CPA conducts an annual audit of their organization; about one-fifth (19%) reported that a CPA conducts an annual review of their organization; and 25% reported that they conduct neither.
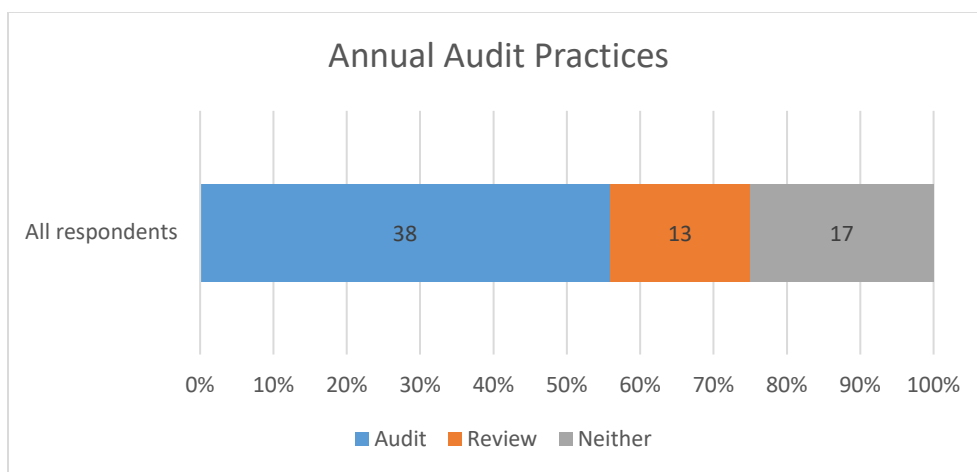
Annual Audit Practices

There was a statistically significant relationship between organization type and whether an organization conducts an audit, a review, or neither. The highest rate of "neither" responses was from congregations – less than half of them have a CPA conduct an annual audit or review.

Annual Audit Practices by Organization Type
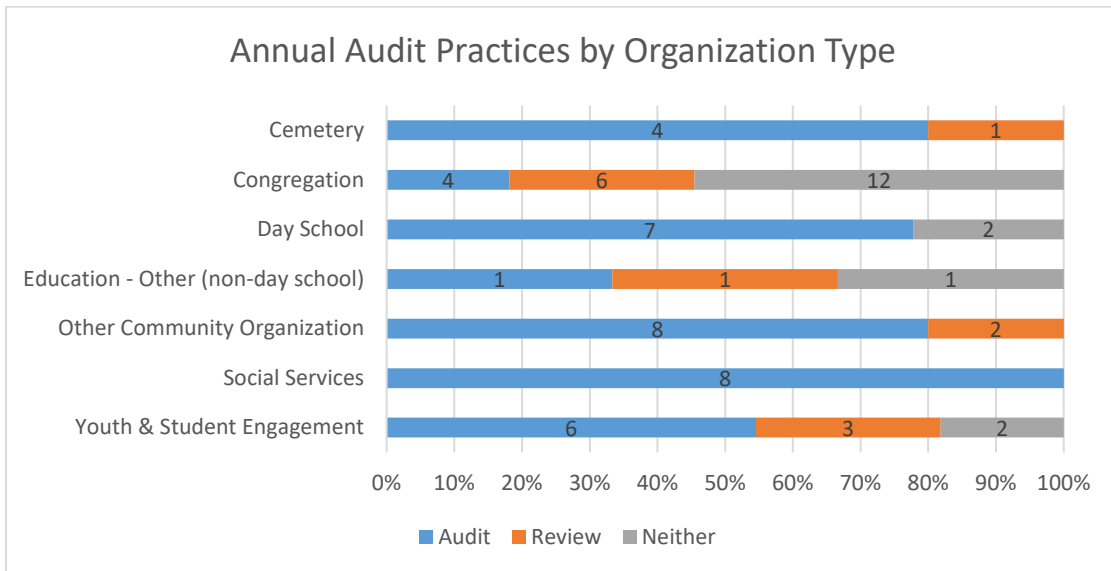
Analyzing audit practices by budget size, 100% the two highest budget categories reported conducting annual audits. The smallest budget size was the least likely to conduct an audit.

Annual Audit Practices by Budget Size
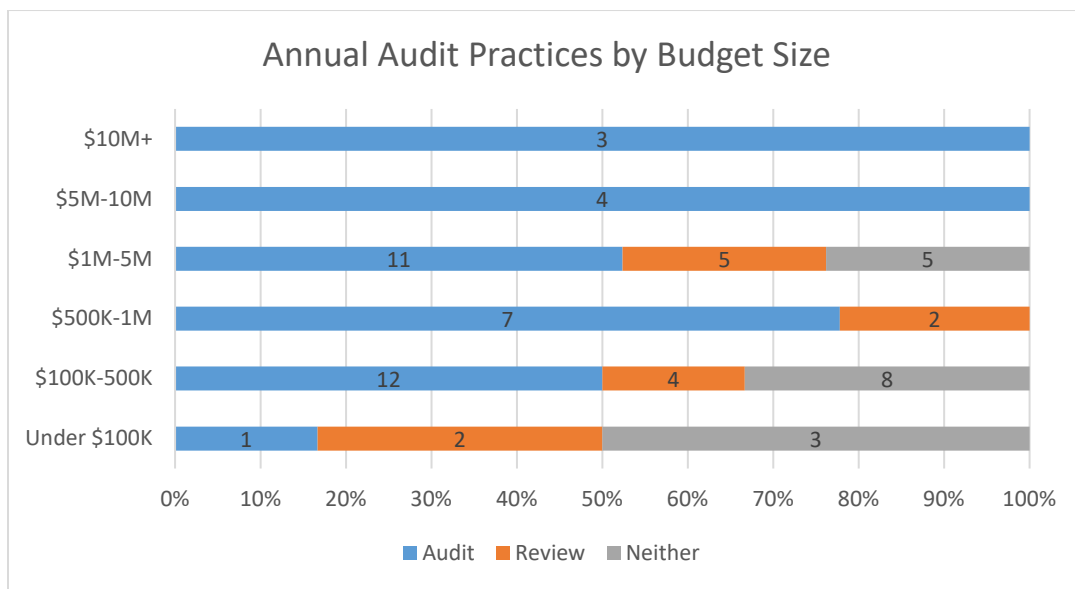
When asked **what factors influence their choices of whether to conduct an independent audit** (open-ended), these themes emerged:

1. Cost (too expensive) – 6 respondents
2. Funder requirements – 5 respondents
3. Organization/budget size – 4 respondents
4. To ensure that appropriate financial controls and management are in place – 3 respondents

Technology

Overall Strengths	Overall Challenges

• Our **staff has the technology they need to do their jobs** effectively and efficiently. (66% combined: 23% excellent, 43% good) • We have staff, consultants, or volunteers who have the **expertise to support our technology operations**. (64% combined: 30% excellent, 34% good – total is just slightly under 2/3, borderline neutral)	• We have **robust cybersecurity**, including risk education for our staff and secure IT infrastructure. (35.7% combined: 24.3% fair, 11.4% struggling)			

Comparisons by organization type, budget size, and respondent role

Statement	*Strength or Challenge for Respondents Overall?*	*Organization Type*	*Budget Size*	*Respondent role*
Our **staff has the technology they need to do their jobs** effectively and efficiently.	Strength	Challenge for congregations and non-day school education organizations. Neutral for cemeteries, day schools, and social services. Strength for youth and community engagement organizations and other community organizations.	Strength for $500K-$1M, $1-5M, and $10M+. Challenge for $100K-500K. Neutral for the other budget sizes.	Similar rates of lay leaders (64%) and professionals (68%) described this as a strength.
We have **robust cybersecurity**, including risk education for our staff and secure IT infrastructure.	Challenge	Statistically significant relationship between these variables. Strength for social services and other community organizations. Challenge for congregations, day schools, cemeteries, and youth and student engagement organizations.	Statistically significant relationship between these variables. Strength for the two biggest budget sizes, challenge for the rest.	Statistically significant relationship between these variables. Lay leaders were all over the map: 36% rated it as a strength, 21% rated it as a challenge, 9% chose N/A, and 33% chose Don't Know. A similar proportion of professionals rated this area as a strength (43%); significantly more professionals (49%) than lay leaders rated it as a challenge; and only 5% selected Don't Know.

Use of constituent relationship management (CRM) software: Nearly two-thirds of respondents reported that their organizations utilize a CRM or database other than Excel. 16% reported that their organizations do not use a CRM or database. 20% of respondents didn't know if their organization uses a CRM.

Types of CRMs/databases in use in the community: Respondents reported that 29 different databases are currently being used at their organizations (this was an open-ended question). The most common ones were ShulCloud (8 respondents), Salesforce (6 respondents), Quickbooks (5 respondents), and Chaverware (4 respondents).

Uses for CRM software/databases: The most common ways that organizations in our community use CRMs are for donor information (26%), revenue tracking (20%), and constituent engagement (i.e., attendance/participation in

programs or interactions) (18%). (Note: respondents could select more than one answer.) Smaller numbers of organizations are using these tools for volunteer management (9%), program evaluation (8%), case management (7%), and other purposes (4%).

When asked to share about any other **challenges with technology** (open-ended question), these themes emerged:
1. Challenge affording new technology and/or enough licenses – 8 respondents
2. Lack of technological acumen among staff – 4 responses
3. Technology is outdated and needs updates/upgrades – 4 responses
4. Lack of staff capacity to invest adequate time into technology needs – 3 responses

Human Resources

Overall Strengths	*Overall Challenges*
• We provide **adequate and affordable health benefits** to our employees. (66% combined: 37% excellent, 29% good – this is right on the borderline of the strength/challenge classification system)	• We have clear **criteria and procedures for pay raises** that are not inflation-based. (49% combined: 27% fair, 21% struggling) • We have a **compensation structure** (e.g., standard pay ranges or a pay classification system) that is reviewed against benchmarks and updated annually. (43% combined: 29% fair, 14% struggling) • Our compensation structure and policies (not specific individual salaries) are **transparent to staff** throughout our organization. (40% combined: 19% fair, 21% struggling) • We have the **HR resources required** to meet our organization's needs. (40% combined: 30% fair, 10% struggling) • We provide **adequate retirement benefits** to our employees. (36% combined: 19% fair, 17% struggling)

Comparisons by organization type, budget size, and respondent role

Statement	*Strength or Challenge for Respondents Overall?*	*Organization Type*	*Budget Size*	*Respondent role*
We provide **adequate and affordable health benefits** to our employees.	Strength	Strength for cemeteries, social services, and other community organizations. Challenge for day schools and other education organizations. Neutral for congregations and youth and student engagement.	Statistically significant relationship between these variables. Majority of under $100K respondents selected N/A. Neutral for $500K-1M (33% N/A). Strength for the rest. The proportion of respondents in each budget category that rated this area as a strength generally increased as budget size increased. 100% of the two largest budget sizes rated this area Excellent or Good.	Strength for both lay and professional leaders, and at very similar rates (64% and 68%, respectively).

Jewish Federation of St. Louis | Organizational Capacity Survey Results | 2020

We have a **compensation structure** (e.g., standard pay ranges or a pay classification system) that is reviewed against benchmarks and updated annually.	Challenge	Strength for cemeteries. Challenge for congregations, day schools, youth and student engagement, and other community organizations. Neutral for non-day school education organizations and social services.	Statistically significant relationship between these variables. Challenge for $100K-500K, $500K-1M, and $1M-5M. Strength for $5M-10M. Right on the border for $10M+: 33% of those respondents rated it Struggling while 66% rated it Excellent or Good.	Both leadership roles rated this area as a challenge, but lay leaders did so at lower rates (36%) than professionals (47%).
We have the **HR resources required** to meet our organization's needs.	Challenge	Strength for non-day school education organizations and social services. Neutral for other community organizations. Challenge for the rest of the types.	Statistically significant relationship between these variables. 74% of respondents from organizations with budgets under $100K selected N/A. Strength for $500K-$1M, $5-10M, and $10M+. Challenge for $100K-$500K and $1M-$5M.	Professionals rated this area as a challenge at higher rates (46%) than did lay leaders (33%).

When asked to share about any other **challenges with human resources** (open-ended question), one theme emerged:
1. Lack of capacity for staff training and development – 3 respondents

Community Relations & Outreach

Overall Strengths	*Overall Challenges*
• We have **collaborative relationships with community partners** that enhance our ability to engage our target population and/or mobilize resources. (72% combined: 36% excellent, 36% good) • Our organization is **well-networked with other organizations doing similar work in the St. Louis area.** (70% combined: 41% excellent, 29% good) • Our organization is **well-networked with other organizations doing similar work nationally.** (68% combined: 39% excellent, 29% good) • Our **website is effective** and up-to-date. (67% combined: 23% excellent, 44% good)	• We use **data** (e.g., demographic information, how our audience engages with online content, etc.) **to inform our marketing and outreach** efforts. (57% combined: 38% fair, 19% struggling) • Our executive leadership receives **public relations training or support**. (51% combined: 22% fair, 29% struggling) • We have a **marketing and communications plan** with clear tactics and goals that support our programs and operations. (51% combined: 38% fair, 13% struggling) • We are **successful in reaching our target audiences** through our marketing and communications efforts. (49% combined: 36% fair, 13% struggling)

Comparisons by organization type, budget size, and respondent role

Statement	*Strength or Challenge for Respondents Overall?*	*Organization Type*	*Budget Size*	*Respondent role*

We are **successful in reaching our target audiences** through our marketing and communications efforts.	Challenge	Statistically significant relationship between these variables. 100% of social services rated this a strength. Neutral for cemeteries. Challenge for all other types.	100% of the two biggest budget sizes rated this as a strength. Challenge for the rest. Most significant challenge exists in the smallest budget size, less than $100K, where 71% of respondents rated it Fair or Struggling.	Both lay and professional leaders rated this area as a challenge, and at similar rates (52% and 47%, respectively).

When asked to share about any other **challenges with marketing and communications** (open-ended question), these themes emerged:
1. Lack of marketing staff capacity/time – 6 respondents
2. Lack of community relations, outreach, and social media training for staff – 4 respondents
3. Budgetary constraints – 4 respondents

When asked to share about any other **challenges with public relations and advocacy efforts** (open-ended question), one theme emerged:
1. Lack of staff/staff time – 4 respondents

Respondents were also asked to share about any other **challenges with networking and collaborating with other organizations** (open-ended question), but no themes emerged with more than two occurrences.

Fundraising

Overall Strengths	*Overall Challenges*
• We **thank, recognize, and celebrate** our donors. (75% combined: 36% excellent, 39% good)	• We have the time and skills needed to **write and obtain grants**. (68% combined: 35% fair, 33% struggling) • Our organization is successful in **identifying and cultivating new donors/funders**. (64% combined: 42% fair, 22% struggling) • We have a **diverse set of funding sources** (incl. some combination of individual donors, major donors, grants, government sources, earned income, corporate giving, etc.). (42% combined: 29% fair, 13% struggling) • Our organization is consistently successful in **meeting our fundraising targets**. (42% combined: 22% fair, 20% struggling) • Our organization has a **viable fundraising plan that is regularly reviewed by our board**. (41% combined: 23% fair, 17% struggling) • We are successful in **showing our donors how their gifts make an impact**. (37% combined: 30% fair, 7% struggling)

Comparisons by organization type, budget size, and respondent role

Statement	Strength or Challenge for Respondents Overall?	Organization Type	Budget Size	Respondent role
We have the time and skills needed to **write and obtain grants**.	Challenge	Statistically significant relationship between these variables. Challenge for all organization types. The highest rates of Fair and Struggling responses were cemeteries (100%), congregations (87%), and day schools (75%).	Statistically significant relationship between these variables. Strength for $10M+ (largest size). Challenge for all others. The sizes with the highest rate of Fair and Struggling responses were under $100K and $1-5M.	Both lay (73%) and professional (67%) rated this as a challenge.
We have a **diverse set of funding sources** (incl. some combination of individual donors, major donors, grants, government sources, earned income, corporate giving, etc.)	Challenge	Strength for social services, with 100% selecting Excellent or Good. Neutral for day schools (perhaps because 13% selected Don't Know). Challenge for the remaining types.	Challenge for under $100K, $100K-500K, and $1M-5M. Strength for all of the other budget size categories (including 100% of respondents from the two largest categories).	Both lay (45%) and professional (39%) leaders rated this as a challenge.
Our organization is consistently successful in **meeting our fundraising targets**.	Challenge	Strength for social services, day schools, and non-day school education organizations. Challenge for all others.	Strength for two biggest sizes. Challenge for all others.	Lay and professional leaders both rated this as a challenge, and at very similar rates (43% and 42%).

When asked to share about any other **challenges with fundraising** (open-ended question), these themes emerged:
1. Lack of dedicated staff responsible for fundraising – 5 respondents
2. Lack of time and resources for adequate fundraising – 5 respondents

Program Development & Evaluation

Overall Strengths	Overall Challenges
• We regularly **assess community needs** to ensure that our programs respond to those needs. (66% combined: 29% excellent, 37% good)	• We **evaluate the outcomes/impact** (i.e., specific changes in behavior, attitude, or knowledge) that result from our work. (44% combined: 29% fair, 15% struggling) • We conduct research on **proven/promising practices** when creating a new program or changing an existing program. (38% combined: 19% fair, 19% struggling)

	• We use **performance data** to make changes, such as adding/eliminating programs, changes in personnel, program redesign, etc. (37% combined: 24% fair, 13% struggling) • We set meaningful and realistic **performance indicators** for all of our programs. (37% combined: 28% fair, 9% struggling) • We regularly track **program outputs and participant satisfaction**. (34% combined: 24% fair, 10% struggling) • We **incorporate a broad range of constituent input** in developing and evaluating our programs. (34% combined: 30% fair, 4% struggling)

Comparisons by organization type, budget size, and respondent role

Statement	*Strength or Challenge for Respondents Overall?*	*Organization Type*	*Budget Size*	*Respondent role*
We **evaluate the outcomes/impact** (i.e., specific changes in behavior, attitude, or knowledge) that result from our work.	Challenge	Statistically significant relationship between these variables. Strength for cemeteries, social services, and youth and student engagement organizations. Challenge for congregations, day schools, non-day school education organizations, and other community organizations.	Strength for $10M+ and $500K-$1M. It was a challenge for under $100K, $100K-500K, and $1-5M.	Both lay and professional leaders rated this a challenge, but more lay leaders (52%) did so than professionals (37%).

Respondents were also asked to share about any other **challenges with program development and evaluation** (open-ended question), but no themes emerged with more than two occurrences.

CONCLUSIONS

Themes Across Capacity Areas

In addition to the capacity area-specific learning summarized in the table that starts on page 9, there are crosscutting patterns in the survey data that provide additional insight about the local Jewish organizational ecosystem:

Organizations have a strong positive perception of their financial management capabilities. The respondents as a whole did not rate any of the Likert questions in the financial management section as a challenge (in contrast to the other sections, all of which had at least one item rated as a challenge overall). Two-thirds of respondents had balanced budgets, more than two-thirds reported that they have three months' cash in reserve, and even more than that have either an annual audit or review by a CPA.

Organizations feel successful in celebrating and appreciating volunteers. Recognizing both front-line volunteers and board-level lay leaders was identified as an overall strength.

Perceptions of lay leaders and professional leaders sometimes differ significantly. The two groups diverged notably in their ratings of boards' understanding of organizations' finances, board engagement in reviewing budgets, staff development, volunteer management, cybersecurity, HR resources, and impact evaluation.

Getting the right people in place to ensure future success—both short- and long-term—is a challenge for organizations. Organizations are having difficulties recruiting new board members, creating growth pathways for talented staff, conducting succession planning for both lay and professional leadership, and identifying new donors.

Organizations likely face equity issues around compensating their employees due to a prevalent lack of clear and transparent compensation structures.

Budget constraints hinder organizations' ability to succeed in their work. Organizations report that they have a hard time obtaining all the revenue they need and meeting their fundraising targets. Lack of financial resources was identified as a root cause of challenges in many capacity areas, including hiring, technology, marketing, and fundraising.

There is a pervasive lack of capacity around impact evaluation. Every question relating to evaluation, from tracking program outputs/participation to conducting more sophisticated evaluation of outcomes to demonstrating to donors the impact of their gifts, was identified as a challenge.

Smaller organizations face increased challenges in many capacity areas. They are less likely to have three months of cash reserves, have less time and fewer skills for grant-writing, are less likely to consistently meet fundraising targets, have a harder time reaching their target audience through their marketing efforts, and are less likely to have robust cybersecurity infrastructure.

Some organizations do not have enough dedicated staff or enough staff time to focus on essential organizational functions. This issue was raised specifically in the areas of marketing and fundraising.

Implications of the COVID-19 Crisis and Next Steps

The deep disruptions the COVID-19 pandemic has caused for our Jewish communal organizations impact every area of organizational capacity. As was noted in the introduction to this report, these data were collected immediately before the pandemic hit and now constitute a baseline for how our organizations were functioning before it. While we do not yet understand the full implications of this crisis on the sustainability of Jewish communal organizations, we can reasonably assume that the pandemic has not ameliorated any of the challenges identified through this survey, and has likely exacerbated many of them.

These data demonstrate that a substantial proportion of community organizations went into the pandemic from a position of financial strength, which has helped them weather the storm thus far. Two-thirds reported having cash reserves equal to at least three months of operating expenses before the pandemic, and about the same reported balanced budgets. For the one-fifth that did not have that much in reserve and one-quarter that did not report having a balanced budget (if we assume the imbalance is a deficit, which may not be the case – see Limitations section), the pandemic will likely be more challenging.

Federation has conducted two needs assessments during the pandemic, finding that organizations are now facing new challenges in the areas of scenario planning, fundraising, personnel management, technology, and meeting new needs

among their constituents. This data has informed those assessments and will continue to be utilized in this way. Some areas that organizations rated as strengths in this survey, such as having the technology they need and having access to adequate expertise to support their technology operations, have become areas of acute challenge under the circumstances of the pandemic. One specific area that was a challenge even before the pandemic was cybersecurity – an issue of particular concern to Jewish organizations, like all security-related functions. Now, with many organizations' employees working from home due to the pandemic, the lack of capacity in this area needs attention on a more urgent basis.

The strengths and challenges identified in this survey provide a starting point for efforts to bolster the organizational capacity of St. Louis' Jewish community organizations through individual or cohort-based training, consultation, centralized infrastructure, and/or financial investments. Strengthening capacity in the identified challenge areas will help ensure that they will be able to continue to pursue their missions over time and weather unexpected storms like the COVID-19 pandemic more successfully. Any capacity building efforts, however, will need to center more recent data on organizational capacity needs and the priorities of our community's organizational leadership in the context of the pandemic. Federation lay leadership and community lay and professional leaders will be engaged in determining next steps for responding to these findings.

APPENDIX A: Survey Questions

Organizational Capacity Survey of St. Louis Jewish Organizations

Thank you very much for your willingness to participate in this comprehensive survey of organizations throughout the St. Louis Jewish Community. It should take about 30 minutes to complete. We greatly appreciate your participation!

Purpose of the survey:
Federation is committed to developing the resources and infrastructure our community needs. We are currently conducting a community-wide needs assessment focused on:
- Recruiting and developing lay leaders and volunteers,
- Attracting and retaining high quality professional staff, and
- Strengthening organizational capacity for our local Jewish organizations.

This survey is a piece of that needs assessment. It focuses on organizational capacity: the ability of an organization to fulfill its mission through sound management, governance, and achievement of results. The questions it asks are based on best practices – it's unlikely / not expected that any one organization would be using all of these practices. **Survey results will provide a community-wide view of areas of strength and opportunity regarding organizational capacity.** Federation will apply what we learn from this survey to work with the community to develop strategies that will benefit all of our community's organizations.

Confidentiality:
This survey is **anonymous** – it does not ask for your name or your organization's name. Your organization will not be linked to the survey responses you provide. The information you share in this survey cannot be used to score, rate, or judge your organization in any way.

We know that many Jewish organizations in our community provide diverse programs and services. When filling out the survey, please reflect on your organization **as a whole.**

If you don't know the answer to a question, please select "Don't Know" rather than guessing.

NOTE TO LAY LEADERS: We recognize that some of the questions in the survey are focused on areas of your organization's operations with which you're probably not very familiar. That's ok! Please select "Don't Know" for anything you are not sure about.

If you have any questions, please contact Nava Kantor at 314-442-3814 or NKantor@JFedSTL.org.

We look forward to sharing composite results of the survey with the community. Your voice is essential to this needs assessment. Thank you very much for your time and input!

DEMOGRAPHICS
We are asking the following demographic questions in order to be able to compare data among different groups of organizations.

What is your role?

- Lay Leadership (Board president or officer)
- Professional Leadership (CEO/Executive Director/Senior Clergy/Senior Staff)

Please select your organization type. (Please choose the one that best reflects your organization overall.)

- Cemetery
- Congregation/spiritual community
- Education – day school
- Education – other (non-day school)
- Social services (including housing)
- Youth and student engagement
- Other community organization

How many staff does your organization have (full-time equivalent)?

- No staff – we are entirely volunteer-led
- 1-10 FTE
- 11-30 FTE
- 31-50 FTE
- More than 50 FTE
- I am not sure

What is your organizational budget (i.e., expenses) this year?

- Under $100,000
- $100,000 – $500,000
- $500,000 – $1 million
- $1 million – $5 million
- $5 million – $10 million
- $10 million +
- I am not sure

Where are you located?

- Within the St. Louis metro area
- Outside of the St. Louis metro area

Please rate how your organization is doing in each of the following areas using the following scale:

Rating scale:

Excellent – Our organization is <u>very strong</u> in this area.

Good – Our organization <u>does well</u> in this area.

Fair – Our organization <u>gets by</u> in this area but does not perform well/has room to grow.

Struggling – Our organization <u>does not perform well</u> at all in this area or <u>does not do this at all</u>.

Not Applicable – This area is <u>not relevant</u> to our organization's work.

Don't Know – I <u>do not know</u> how to rate our organization on this area.

<u>**LAY LEADERSHIP**</u>
This section on lay leadership will ask questions about your board and other high-level lay leaders, such as leaders of key volunteer committees.

1. Our board has the right mix of skills and expertise to govern our organization effectively.
2. We recruit board members based on clearly assessed board needs.
3. The composition of our board reflects the community that our organization serves.
4. Our board members understand what is expected of them.
5. Our board receives the training and support it needs in order to carry out its responsibilities.
6. We create a pipeline of lay leadership (e.g. board members, committee chairs) by developing promising volunteers through mentorship, engagement, and/or leadership trainings.
7. We engage in succession planning for board leadership roles.
8. We recognize and celebrate the contributions of our lay leaders to our organization.
9. Our board provides strong direction, support, and accountability to our organization's professional leadership.
10. Our board has written bylaws that include an ethics policy, defined term limits, and transparent election or appointment procedures.
11. Our board reviews its bylaws on a regular basis.
12. Our board members understand the financial situation of the organization and can tell its financial story.
13. Our board conducts strategic planning on a regular basis.
14. Our board creates, revises, and ensures compliance with policies in the areas of personnel, planning, finance, community relations, and organizational operations.
15. Our board explicitly and regularly utilizes Jewish values and ethics to guide its work.
16. OPEN: Is there anything else you'd like to share about challenges with recruitment, training, and/or functioning of your board or lay leadership?

STAFF
This section on staff will ask questions related to the recruitment, supervision, retention, and training of your personnel.

1. When recruiting for new staff, we intentionally build diverse candidate pools.
2. We are able to identify the talent we need in a reasonable timeframe.
3. Managers have regular check-ins with their staff and offer real-time feedback.
4. Staff work plans or goals that are reviewed at least once per year.
5. Staff development needs are regularly identified and addressed through coaching, mentoring, training, and/or ongoing education.
6. We employ a "growth pipeline" to retain talented staff by providing them with leadership and/or promotion opportunities.
7. We have succession plans in place for senior professional leadership transitions.
8. We have a reasonably low rate of staff attrition/turnover for our organization's size, type, and location.
9. We train relevant staff on how to work effectively with lay leaders and volunteers.
10. We explicitly and regularly utilize Jewish values and ethics to guide our staff's work.
11. OPEN: Are there specific staff positions you have difficulty filling?
12. OPEN: When your organization is trying to hire, which needed skills do you find applicants to be lacking?
13. Do you collect any data to understand your organization's patterns in retaining employees?
    __Yes __No __Don't know __N/A – We don't have any employees
14. OPEN: If yes, what kinds of data do you collect? (e.g., turnover rate, cost of turnover, tenure, high-performer resignation/regrettable turnover rate, exit interviews, employee engagement surveys, etc.)
15. OPEN: Is there anything else you'd like to share about challenges with recruiting, training, supervising, and retaining staff?

VOLUNTEERS (Front-Line/Direct Service volunteers)

For this section on volunteers, please focus on your organization's front-line/direct service volunteers (i.e., any volunteers that are not high-level lay leaders).

16. We recruit and utilize skills-based volunteers (beyond the board) who lend specific skills and expertise to our organization.
17. Our volunteers understand what is expected of them.
18. We succeed in recruiting the volunteers we need.
19. Our staff have enough skills and time to meet our volunteer management needs.
20. We recognize and celebrate the contributions of volunteers to our organization.
21. OPEN: Is there anything else you'd like to share about challenges with front-line/direct service volunteers?

FINANCIAL MANAGEMENT

This section will ask about how your board and executive staff oversee your organization's financial operations and financial health.

22. Our organization has an up-to-date financial policy and procedures manual.
23. Our board approves our organization's annual budget.
24. Our board reviews performance against budget on a regular basis.
25. We prepare monthly financial statements (Balance Sheet, Statement of Activities, and Statement of Cash Flows).
26. Our senior staff monitor revenue and expenditures against budgets on a monthly basis.
27. We regularly reforecast year-end revenue and expenses to assist management decision-making.
28. We have a deep understanding of our organization's strengths and weaknesses regarding financial management.
29. We have appropriate internal controls/segregation of duties.
30. Our organization has:
    A balanced budget: __ Yes __ No __Don't know __Other:_____
    Cash reserves equal to at least three months' operating expenses: __ Yes __ No __Don't know __Other:_____
31. Does an independent Certified Public Accountant conduct an annual review or audit of your organization?
    __Yes – a review __ Yes – an audit __Neither
    OPEN: What factors influence your choice of whether to conduct an independent audit on your organization?
32. OPEN: Is there anything else you'd like to share about challenges with financial management?

TECHNOLOGY

This section focuses on whether your organization has the technology it needs.

33. Our staff has the technology they need to do their jobs effectively and efficiently.
34. We have staff, consultants, or volunteers who have the expertise to support our technology operations.
35. We have robust cybersecurity, including risk education for our staff and secure IT infrastructure.
36. Does your organization use any kind of constituent relationship manager (CRM) tool or database (other than Excel)? __Yes __No __Don't know
37. OPEN: If you currently use a constituent relationship manager/database, which one(s) do you use?
    If you plan to get one soon, which one will you get?
38. SELECT ALL THAT APPLY: For what purposes do you use your constituent relationship manager/database? Or, if you're getting one soon, what will you use it for once you have it?
    __Donor information
    __Case management
    __Volunteer management
    __Constituent engagement (i.e., attendance/participation in programs or interactions)
    __Program evaluation
    __Revenue tracking
    __Don't know

__Other: _____

39. OPEN: Is there anything else you'd like to share about challenges with technology?

HUMAN RESOURCES

This section focuses on HR resources/practices, compensation, and benefits.

40. We have the HR resources required to meet our organization's needs.
41. We have a compensation structure (e.g., standard pay ranges or a pay classification system) that is reviewed against benchmarks and updated annually.
42. Our compensation structure and policies (not specific individual salaries) is transparent to staff throughout our organization.
43. We have clear criteria and procedures for pay raises that are not inflation-based.
44. We provide adequate and affordable health benefits to our employees.
45. We provide adequate retirement benefits to our employees.
46. We have comprehensive written personnel policies.
47. Our written personnel policies are reviewed and updated on a regular basis.
48. OPEN: Is there anything else you'd like to share about challenges with human resources?

COMMUNITY RELATIONS & OUTREACH

This section focuses on marketing and communications, public relations, advocacy, and collaboration.

49. We have a marketing and communications plan with clear tactics and goals that support our programs and operations.
50. We use data (e.g., demographic information, how our audience engages with online content, stakeholder surveys, etc.) to inform our marketing and outreach efforts.
51. We are successful in reaching our target audiences through our marketing and communications efforts.
52. Our website is effective and up-to-date.
53. Our executive leadership receives public relations training or support.
54. We monitor the current public policy environment related to our mission and its implications for the communities we serve.
55. We engage in public policy, advocacy, and/or lobbying efforts to promote the interests of our mission and constituents.
56. Our organization is well-networked with other organizations doing similar work in the St. Louis area.
57. Our organization is well-networked with other organizations doing similar work nationally.
58. We have collaborative relationships with community partners that enhance our ability to engage with our target population and/or mobilize resources.
59. OPEN: Is there anything else you'd like to share about challenges with marketing and communications?
60. OPEN: Is there anything else you'd like to share about challenges with your organization's public relations and advocacy efforts?
61. OPEN: Is there anything else you'd like to share about challenges with networking and collaborating with other organizations?

FUNDRAISING

This section focuses on fundraising and donor relationships.

62. Our organization has a viable fundraising plan that is regularly reviewed by our board.
63. We have a diverse set of funding sources (incl. some combination of individual donors, major donors, grants, government sources, earned income, corporate giving, etc.).
64. We have the time and skills needed to write and obtain grants.

65. Our organization is successful in identifying and cultivating new donors/funders.
66. Our organization is consistently successful in meeting our fundraising targets.
67. We thank, recognize, and celebrate our donors.
68. We are successful in showing our donors how their gifts make an impact.
69. OPEN: Is there anything else you'd like to share about challenges with fundraising?

PROGRAM DEVELOPMENT & EVALUATION

This section focuses on how you develop programs and understand their impact.

70. We regularly assess community needs to ensure that our programs respond to those needs.
71. We incorporate a broad range of constituent input in developing and evaluating our programs.
72. We conduct research on proven/promising practices when creating a new program or changing an existing program.
73. We set meaningful and realistic performance indicators for all of our programs.
74. We regularly track program outputs and participant satisfaction.
75. We regularly evaluate the outcomes/impact (i.e., specific changes in behavior, attitude, or knowledge) that result from our work.
76. We use performance data to make changes, such as adding/eliminating programs, changes in personnel, program redesign, etc.
77. OPEN: Is there anything else you'd like to share about challenges with program development and evaluation?

Many questions in this survey were modified from publicly available surveys from the following organizations: Nonprofit New York, Nonprofit Association of Oregon, Volunteer Hub, USAID, New York Cares, U.S. Department of Health and Human Services, and Corporation for National & Community Service.

**This work has been overseen by the Assessment & Planning Subcommittee
of the Community Impact Committee**

Greg Yawitz, Board Chair

Craig Rosenthal, Community Impact Chair

Tim Stern, Assessment & Planning Subcommittee Chair
Rob Wasserman, Assessment & Planning Subcommittee Co-Chair

Laura Chaise
Carla Feuer
Dan Friedman
Betsy Garland
Randy Green
Dalia Oppenheimer
Anna Shabsin
Ian Silberman
Les Sterman
Melanie Winograd

Staff:
Nava Kantor, Manager, Impact and Evaluation
Sierra Debrow, Community Impact Intern
Nikki Weinstein, Director, Assessment and Planning
Mindee Fredman, Vice President, Community Impact
Brian Herstig, President and CEO