

Kansas City Town Hall Meeting on the Nonprofit Sector

**September 25, 2006
7:30 a.m. – 10:30 a.m.**

**Ewing Marion Kauffman Foundation
Kansas City, Missouri**

Kansas City Town Hall Meeting on the Nonprofit Sector

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Town Hall Meeting General Information:

Nonprofit Leaders Are Coming Together to Give Collective Voice to the Critical Interests of the Sector!

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Are you interested in:

- **Giving voice** to the issues and concerns affecting nonprofits in our community?
- **Articulating a vision** for the future of the nonprofit sector?
- Becoming part of a **national nonprofit movement** to support nonprofit organizations?
- Becoming a part of a **network of nonprofit leaders** working to address the key issues confronting the nonprofit community, in Kansas City and across the U.S.?

If you answered “Yes!” to any of these questions, then we invite you to join us at the Kauffman foundation Conference Center on the morning of September 25 for **Kansas City’s Town Hall Meeting on the Nonprofit Sector**.

What Is This About?

Nonprofits and their leaders across the country are coming together through local Town Hall meetings to share their dreams, express their concerns, and find their voice. The charitable nonprofit sector has long served our nation with distinction – from helping individuals survive (through health care, domestic violence centers, meals, and other human services) to helping local communities thrive (through artistic, cultural, educational, environmental, and other enriching services). *Every American is has been touched at one time or another by the work of a nonprofit.* Now in the face of mounting challenges, it is time for nonprofits, regardless of size, mission, or location, to come together and speak with one voice about the issues that challenge the sector. This meeting, hosted by the Midwest Center for Nonprofit Leadership and the Council on Philanthropy, is part of an unprecedented national movement called the Nonprofit Congress (find out more at www.nonprofitcongress.org) and we invite you and your colleagues to join us.

The ideas and issues that we identify at this meeting will be presented to the national Nonprofit Congress by representatives from our region, where they will be discussed along with those voiced in Town Hall Meetings from around the United States. Leaders from nonprofits of all types and sizes are invited:

Kansas City’s Town Hall Meeting on the Nonprofit Sector September 25, 2006

**Kauffman Foundation Conference Center
4801 Rockhill Road, Kansas City, Missouri**

7:30 a.m. Breakfast and Networking 8:00 to 10:30 a.m. Town Hall Meeting

Registration Fee: \$15 (covers the cost of meeting resource materials and breakfast at the meeting)

To Register: On-Line Registration will be available after September 5 – we will send notification and the formal register link to you via e-mail during that week.

In the meantime, if you have questions or need more information, contact either

- The Midwest Center for Nonprofit Leadership at UMKC: (816-235-2305) or
- The Council on Philanthropy (816-235-1176)

Know of another nonprofit leader who should attend this event? **Please forward this invitation to them!** We look forward to seeing you at Kansas City’s Town Hall Meeting on the Nonprofit Sector!

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Nonprofit Congress General Information

What is the Nonprofit Congress?

According to its website (www.nonprofitcongress.org), the “Nonprofit Congress is an unprecedented effort to unite nonprofits and strengthen the charitable sector. In the best spirit of democracy, the Nonprofit Congress is bringing together nonprofits from across the country to: identify the values that all nonprofits share; develop a vision and priorities for the nonprofit sector; and exercise a collective voice.” Funding for this effort has been received from the Bill & Melinda Gates Foundation, Ford Foundation, Rockefeller Brothers Fund, the Alliance of Nonprofits, Risk Retention Group, and the Nonprofits’ Insurance Alliance of California.

From October 16 -17, 2006, approximately 500 nonprofit delegates and 200 at-large participants from 48 states and the District of Columbia will gather in the nation’s capital. They will be informed by data gathered from the Kansas City town hall meeting and scores of others from around the nation. Delegates will affirm the shared values of nonprofits, determine the priorities of the nonprofit sector, and create an action plan for charitable nonprofits.

This national meeting is the third phase of a four-point plan.

- During the first phase, individuals across the county were invited to their commitment to nonprofits by signing the *Declaration for America’s Nonprofits*. Support is always welcome, and the declaration can be signed by visiting <http://www.nonprofitcongress.org/declaration.htm>.
- Town hall meetings like that summarized here were conducted during the second phase.
- The fourth and final phase will be action-focused. According to the Congress’ website, “after the national meeting, the Nonprofit Congress will continue to build the capacity of delegates and at-large participants to take action at the local, state, and national levels in partnership with media, business, government, and civic leaders. In addition, the Nonprofit Congress will link participants to key local partners, such as state associations of nonprofits, in an effort to strengthen the Nonprofit Congress network.”

More information on the Congress can be found online at www.nonprofitcongress.org.

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Roundtable Discussion Process

Who participated?

Over 140 representatives of area nonprofits attended the event. They included board members, executives, program directors, and other relevant staff. These representatives were randomly assigned to fifteen tables. Extra care was taken to assure that participants who were professionally affiliated with each other were seated at separate tables. This was done to avoid “groupthink” and increase the probability that opinions expressed would represent as diverse a body of opinions as possible. Each table was staffed with a facilitator who was responsible for provoking, guiding, and recording the discussions. Facilitators included Midwest Center faculty, fellows, and graduate research assistants along with MPA students studying Nonprofit Management.

Also in attendance were the four Nonprofit Congress delegates from Missouri and Kansas:

- Karen Paisley, Artistic Director, Metropolitan Ensemble Theatre
- Marcy Smalley, Board President, City in Motion Dance Theatre Inc.
- Phyllis Wallace, Vice President for Nonprofit Partnerships, American Humanics
- Stephen Bauer, Director of the Initiative for Nonprofit Sector Careers, American Humanics

The four delegates rotated between tables, spending some time at each listening to the discussions.

The Discussion Process

Within established timeframes, facilitators asked the participants a total of five questions:

1. What do all nonprofits have in common?
2. What is your ideal vision for the nonprofit sector in our region?
3. What are the challenges that prevent all nonprofits – regardless of mission – from reaching this vision?
4. What key *short-term* steps should our community of nonprofit organizations, collectively, take to address or eliminate these challenges and issues?
5. What key *long-term* steps should our community of nonprofit organizations, collectively, take to eliminate these obstacles?

Facilitators guided discussions by encouraging openness and allowing all participants the chance to thoroughly voice their opinions and concerns. Both facilitators and participants kept detailed notes to assure that no points were left undocumented.

After discussions were completed, facilitators and participants alike shared with the whole group what they saw as common issues that developed out of the discussions at their tables. A note taker documented this as well.

Notes from these discussions have been compiled, categorized, and summarized on the following pages.

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Ideas Shared from Tables *(Each Table Facilitator reported out on their table's discussions):*

1. What do all nonprofits have in common?

- Lack of a well-prepared, professional staff
- Passion for the work that we do
- Not publicly owned, no shareholders, but deeply committed stakeholders
- Lack of funding
- Community focus
- Need for good staff and good board
- Operating in areas not fulfilled by market & government organizations
- Responsibility to be good stewards and maintain public trust
- We do more for less!
- Defined mission
- Depend on volunteers to do much of the work
- Retention of talent; offering appropriate salary
- Looking to identify sources of support
- Challenge to develop infrastructure with limited resources (HR, tech, back office)
- What happens in political scene affects us
- Programming effectiveness
- Intimate knowledge of rejection
- Staff/volunteers/board members cannot just be replaced by paying someone else to do the job

2. What is your ideal vision for the nonprofit sector in our region?

- Development of the sector through better education
- Find ways to collaborate rather than compete
- Funder/grantee relations – more like partnership, less parental
- Deliberate, sustained mentoring of staff/leaders
- Increase self-esteem of nonprofit sector - be a full community partner, make a case for the tremendous service we provide
- Mergers between nonprofits and diverse funding resources
- Passion/motivation
- Mission-focused nonprofits that can be self-sustaining; no morphing of mission
- Robust organizations that have infrastructure and financial security to meet needs of community
- Articulate outcomes, economic impact

3. What are the challenges that prevent all nonprofits – regardless of mission – from reaching this vision?

- Leadership – board and staff commitment, training, diversity of expertise and ethnicity; governance
- Early orientation to market rather than nonprofits – no NP professionals at “career days”
- Lack of funding and recognition that organizations need infrastructure
- Difficulty responding to change and managing change process
- Need to do real in-depth strategic planning, more training on strategic planning at all levels (economic and outcomes)
- Need for earned income, self-funded revenues
- Communications – message out to people, funders through media
- Technology and its impact on our organizations
- Accountability (Sarbanes-Oxley)
- Need to encourage planned giving and training on how to do so
- Need to build social conscience among young people; responsibility to community
- Trying to have open dialogue between funders and NPs – simplify the “hoops” we jump through to get funding
- Awareness of skill sets needed for NP positions – hire and train the right people; retain them
- Educate public & funders on NPs so they understand how we work
- Lack of willingness by NPs to operate more like for-profits
- Lack of diversity among staff, executives, board members
- Need to invigorate our staffs to prevent stress, burnout

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- Look at every person as a possible volunteer, including retired people
- Need for a pro bono goods/services bank
- Difficulty acquiring unrestricted revenue sources (tough to build a car with just parts that you are given)
- Problem of student debt, and how it may be preventing recent graduates from entering the nonprofit sector
- Competition between organizations – mentality of scarcity can create unhealthy competition
- Lack of market research on new services – need to develop concept of target audience, targeted services
- Are we trying to do too much for too many – chasing dollars – losing sight of main mission
- Maintaining focus on mission among competing demands from funders and others
- Need to set outcome goals from within sector, rather than having them set for us from outside

4. Key short-term steps

- Standardization of forms/requirements from funders; standardized grant applications
- Truly competitive salary & benefits packages, to recruit and retain competent staff
- Defining organization's services, mission, strategy
- Board member resource bank – to match the right board members to the right organizations
- Regional task force to look at workforce standards – skill sets for various positions in the sector
- Collectively proactive, drive solutions from bottom-up: define own standards for outcomes, educate funders on the importance of infrastructure
- Buy-in from volunteers and board members that it is important for staff to get ongoing training and professional development
- Become better advocates for our organizations; tell stories to wider audiences
- Explore how we can increase individual charitable giving
- Encouraging media to give active attention to the sector (e.g. section in newspaper?)
- Policy-guided funding to support capacity building in sector
- Meet collectively, network, talk with others in sector
- Seek state subsidies for volunteer background checks
- Create organization or structure through which nonprofits can pay in and then use technical/back office support
- Fewer meetings with just each other; more communication with community outside the nonprofit sector: business, government, corporate
- Teaching nonprofits how to collaborate: tools and resources
- Free board member training programs
- Tap into existing organizations: Midwest Center, Council on Philanthropy
- Address changing board member responsibilities and roles
- Regional dialogue about ethical/economic challenges of mergers, social enterprise, endowments; debate these issues and know when to push back when these issues may *not* be effective for certain nonprofits
- Build strategic boards; look for individuals with particular skills to build boards
- Instead of a funders' forum; have a nonprofit needs forum

5. Key long-term steps

- Community-wide infrastructure; nonprofits working toward community-level goals as a community rather than just as individual organizations
- Address transportation challenges
- Improve communication between funders and organizations, between nonprofits, etc.
- Foster relationships with funders on a collaborative basis: “bank” of volunteers to help nonprofits build
- Continued education of larger community (e.g. Chamber, Business community) to share impact of our sector
- Increasing requirements for establishing a nonprofit (reduce overlap)
- Educate students from middle-school level on about careers in nonprofits
- Partner with higher education: professionalize this field of study, have more adjuncts from the sector
- Promote the idea/value of community needs over individual
- Study the overlap of organizations; promote collaboration/mergers to increase capacity/effectiveness
- Tap into what is going on with the nonprofit sector across the country, especially with research and knowledge
- Training of competent staff, supported by line item in nonprofit budgets
- Positioning of community-wide training programs – reach maximum people with maximum effectiveness

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Roundtable Discussion Form (For Individual Attendees):

The following section is the compiled data from the individual responses from the participants at the Kansas City Town Hall meeting. We attempted to cluster the responses by category (some of the responses fit under multiple categories so we included it under each that applied).

1. What do all nonprofits have in common?

Accountability

- Accountability to public
- Stewardship dependent
- Public accountability
- Trust and accountability are high with in public
- Accountable to public
- Accountability
- Struggle to meet client demands with funding
- Stricter scrutiny
- Serve their consumers
- Accountability to public in a number of ways
- Boards and staff accountability
- Mission driven decision making
- Board represents public
- Responsible for the public trust
- Responsible to public trust
- Accountability is required to use resources wisely
- High level of trust
- Non profit board represents public
- High level of trust to be accountable
- Serve their consumers

Advocacy

- Advocates for the poor

Collaboration

- Collaboration
- Collaboration forced by funders
- Collaboration- we are willing to work together
- Part of greater network
- Collaborating with selling mission
- Collaboration
- Collaborative and other non profits
- Want to work with other organizations

Community focus

- Save lives/change lives
- Change lives/save lives
- Meet community needs
- Goal of helping others
- Target a local need
- Provide a service or a need not currently met by non profit in community
- Common good
- Service/passion
- Make community a better place
- Steward of public interest
- Community
- Target needs
- Work to improve quality of life of all community members

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The desire to make a difference
Mission defined and delivered to the community
Values
Focus on greater good/vision
Distributing resources
Mission related to serving the greater good
Mission to serve community
Mission for public interest and quality of life
Desire to good work
Originally established to meet a need in the community or larger world
Missions; visions that serve the public interest
Achieve social benefit
All provide service
Advocates for the poor
Mission driven by what the community needs
Desire to serve
Charitable/philanthropic/altruistic mission
Focus on greater good
Distribute resources for public good
Improve the quality of life
Service to community needs
Service to community
Common good
Create an awareness of needs
Serve clients that can't pay for service
Serve their consumers
Goal for the common good
Positive impact in the community
Make community better
Better community
Make community better
Collective interest
Make communities better
Work in the public interest
Commitment to a greater/ common good
Achieving some social good to the community at large
The desire to serve the community
Re engaging with community
Service to community
Serve their consumers

Competition

Competition for personnel
Competition for resources

Financial management

Distributing resources
Distributing resources
Financial pressures
Tax status that provides operational flexibility
Overhead expenditures
Leadership- run with a business principle
Accountability is required to use resources wisely
Distribute resources for public good
Difficulty in raising funds for operating costs

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Need to effectively and efficiently use resources

Financial pressures

Resources are limited (skills, financial)

To effectively and efficiently utilize sources towards meeting the mission of the organization

Use of resources to drive toward vision/mission/strategic

No capital structure

Distribution of resources

Mission driven, yet with a bottom line

Volunteer and financial resource challenge

Resourcefulness

Funding

Funding

Raising dollars to function

Need for sustainable income streams

Financial support

Lack of funds to assist mission

Lack of funding

Funding

Lack of funding

Need public support

Lack of venture capital

Difficulty in raising funds for operating costs

Must rely on funding to operate

The need for maximum from available resources

Need for capital

Concern for money- sustainability

Lack of capital for research and development

New resources

Need sustainability

Fewer resources to serve clients

Grants

Raising money

They all identify/designate/prospect revenue sources of some

Funding issues

Volunteer and financial resource challenge

Distributing resources

Need money

Competition for resources

Need to raise money

Challenge to make money

Sustainable funding source to achieve mission

Lack of venture capital

Stewardship dependent

Financial- fundraising need

Financial pressures

Adequate funding- always a challenge

Money

Inconsistent government support

Challenges

Struggle to meet client demands with funding

Need funds

Charitable/philanthropic/altruistic mission

Need for money

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Collaboration forced by funders
Challenges stay on mission instead of responding to grant opportunities
Infinite needs and finite resources
Resourcefulness
Struggle for resources
Ongoing efforts to identify resources to support services provided to the community
Need for resources and funding
Funding always an issue/resources
Worries about money
Rely on outside/ public support
Funding issues
Financial pressures- seeking funding for limited resources
The need to raise funds
Financial pressures
Need money
Public support
Pay issues

Governance

Boards
Governance by boards
Board of directors are represented by public and should be more integral to organization
Governed by volunteers
Board/staff
Board governed
Board
Board of directors
Non profit board represents public
No share holders but stakeholders
Need for good staff and board members
Governed by volunteers
Board and staff
Boards and staff accountability
Need for good staff and board members
Board function different
Board led
Board
Guided by board
Stakeholders vs. Shareholders
Board represents public
Need for good board members/stakeholders
Board of directors
Board of directors

Human resources

Lack of "grooming"
Staffing
Resources are limited (skills, financial)
Competition for personnel
Staff- available of capable/trained personnel
Board/staff
Challenges
Succession planning
Pay issues
Personnel stability/ high turn over

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Need for good staff and board members

Board and staff

Underpaid workforce

Staffing

Need for good staff and board members

Staff is dedicated

Finding good talent for staff needs

Boards and staff accountability

Stability in personnel

Need for good board members/stakeholders

Need for resources and funding

Infrastructure

Overhead expenditures

Overhead expenses

Leadership

Leadership- run with a business principle

Mission focus

Lack of funds to assist mission

Tackling the difficult issues

A defined mission

Passion-driven

All have a basic cause

Tackle difficult problems

Mission

Defined purposes by law

Integrity

Goal of helping others

Positive impact in the community

Mission related to serving the greater good

Commitment to a greater/ common good

Collaborating with selling mission

Ethics

Missions misunderstood in community

Originally established to meet a need in the community or larger world

Mission driven

Commitment to a mission

Service/passion

Values

Mission driven decision making

Challenges stay on mission instead of responding to grant opportunities

All provide service

Mission defined and delivered to the community

Mission driven by what the community needs

Focus on greater good/vision

Mission of organization

Need directed mission

To effectively and efficiently utilize sources towards meeting the mission of the organization

Use of resources to drive toward vision/mission/strategic

They are created in the interest of getting the world through programming

Sustainable funding source to achieve mission

Mission to serve community

Mission driven, yet with a bottom line

Work for social good

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Philanthropic focus
Mission
Save/change lives
Value system- passion for people
Motivated by experiences
Desire to good work
The desire to make a difference
Passion for the mission
Vision and mission match
Passion
Mission- purpose
Service
Matching the mission
Mission
Passion
Mission
Mission
Targeting and effectively working towards their mission
Achieve social benefit
Mission driven
Passion for cause
Change lives/save lives
Supporters have connection to mission
Mission driven
Save lives/change lives
Mission driven/passion driven
Vision- making world a better place
Improving quality of life in private
Service oriented
Image, integrity- perception
Representing a perceived collective interest
Greater good
Passion for the work
Mission
Mission
Missions; visions that serve the public interest
Must sell the mission; heart
True mission/vision must be believed
Desire to serve
Focus on greater good

Other

Need for all non profits
Not critical enough by same
Taking on more than possible
Not as important as others
Organizations- structural and behavioral
Keep doors open
Non profit work
Shared knowledge
The behavior of the organization

Politics

Inconsistent government support
Impact of political situation

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Political influence
Political measure
Political challenges

Programs

Service oriented
They are created in the interest of getting the world through programming
Program or service

Public good theory/ market failure

Achieving some social good to the community at large
Seeking people not served by for profit
Serving groups not always served by for profit businesses
Mission for public interest and quality of life
Serve clients that can't pay for service
Non profits provide services, opportunities, activities, and experiences that for profit
Organizations are either unable or unwilling to provide
Attacking problems that no body else wants
Working in areas where others don't
Fill the gaps of service- between for profits, government, etc
Working to solve a problem in society
Objective to fill void left by others/government
Service to people not served by for profit
Underserved population
Infinite needs
Tackle difficult problems
Tackling the difficult issues
They provide a service that has been identified as a societal need
Committed to social good
Infinite needs and finite resources
Meet social needs/gaps
Fill needs
Provide a service or a need not currently met by non profit in community

Public relations

Perception is key
Create an awareness of needs
Stricter scrutiny
Perception issues
Underestimated potential
High level of trust
Image, integrity- perception
Raising awareness
Lack of understanding
Trust and accountability are high with in public
Need public support
Missions misunderstood in community
High level of trust to be accountable
Supporters have connection to mission
How to tell the story
Importance of non profits not understood
Not critical enough by same
Not as important as others
Rely on outside/ public support

Regulatory/legal issues

Tax status that provides operational flexibility

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Tax exempt
Tax exempt
State and federal regulation
Tax exemption
Definition of sector
Subject to different regulations
Tax exempt
Defined purposes by law
Tax exempt
Subject to federal state regulation
Comply with IRS regulations
Tax exempt
IRS compliance

Sustainability

Personnel stability/ high turn over
Concern for money- sustainability
Sustainability
Lack of capital for research and development
Need sustainability
Lack of "grooming"
Succession planning
Sustainable funding source to achieve mission

Volunteers

Volunteers
Governed by volunteers
Volunteer and financial resource challenge
Volunteer dependent
Volunteers
Volunteers
Volunteers
Governed by volunteers
The use of volunteers
Volunteerism
Volunteers
Involvement of volunteers
Involvement of volunteers
Involvement of volunteers
Depend on volunteers
Volunteers
Involvement of volunteers
Rely on volunteers
Volunteerism
Volunteers- we can't survive without them
Volunteer dependent
Volunteers are essential
Extensive use of volunteers
Volunteer driven
Rely on volunteer

2. What is your ideal vision for the nonprofit sector in our region?

Accountability

Client driven services

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More accountability

Capacity

Effective strategic map- balancing of capacities

Balanced capacity and priorities

Collaboration

Utilize togetherness

Greater collaboration

Collaboration among like sectors

Share information

Working together

Put turf issues aside

Synergy

Collaboration between several nonprofits

More and more collaboration

Less turf issues

Collaboration- partnerships

Learning to work/collaborate with more non profits across different sectors

Collaboration

Collaboration

Better collaboration among agencies to utilize resources more wisely

More collaboration

Communication with in all non profit

Collaboration

Awareness of other non profits

Shared knowledge

Increase collaboration

Web/network of service providers

Collaborations

Communication resources

Collaboration

Connected

Collaboration

Lots of partnership between organizations

Collaboration- partnering

Collaboration

Collaborate- not as competitive

To be a full community partner with for profit and government

Collaboration

Eliminate competition and overlap- wasted resource

Leadership to communicate to like organizations

A more collaborative effort amongst organizations to create more win-win scenarios

Collaborative

Strategic systemization

Collaboration and decrease the number of non profits

Collaboration

A non profit sector in our region should be well connected network of agencies

Well connected network of agencies

Collaboration and merge driven by taxes

More partnerships

Too competitive

Collaboration among like organizations to serve

Overlap of services of non profits-collaborate to ensure all served

Groups working together

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Networks on each board of directors
A missions forum to present to funders
Outcomes- effectiveness- consolidation
Propelling body of knowledge
Continued cross fertilization of non profits through the MCNL and Council on Philanthropy
See every for profit partnered with non profit
Better relationships with nonprofits vs. for profits
Collaboration
Consolidate to provide services more efficiently
Sharing and collaboration
Collaborate
All needs are being met by well coordinated agencies
Every for profit partners with a non profit
Collaboration- partnering
Better collaboration- compliment and work together for money
More communication between non profits
Better collaboration with each other
Website or resource for groups to sell- need better distribution
Other organizations as opportunity to work together, not loss of money
Collaborate not compete with each other
Collaboration
Better allocation of service resources
Communication network
Coordination- too many no profits
Better communication among non profits so they can work together
Every for profit associate with non profit
For profit and non profit individual align

Community focus

Real involvement of "key stakeholders" especially youth
Provide quality of life to the region
Client driven services
Common good
Know the market and population to be served
Meet needs
Healthy vibrant community
Health community
Meet a need- make a difference
Healthy region with high quality of life
To go away because the needs go away
Quality of life- healthy
Improve quality of life
Needs of all consumers are served
Fulfilling as many perceived needs as possible
Work together to improve quality of life
Address not only short term needs but long term as well
Ultimately address all issues
A healthy place to live
Muscle behind non profit efforts
Plenty of funds available to meet needs of those most in need
Know your market
Fulfill all needs with your vision
All needs are being met by well coordinated agencies
Regional planning around issues

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Quality of life
Balanced capacity
Involvement of stake holders
Connected

Effectiveness

Apply what we know works

Financial management

Business mind set
Act with financial responsibility in a business like fashion
Innovation and efficiency
Better allocation of service resources
Innovation and efficiency
Resource for small non profits for greater buying power
Eliminate competition and overlap- wasted resource
Efficiency- maximum
Maximum efficiency
Business mind set maximize efficiencies
Maximize efficiency
Work at maximum efficiency
Balanced capacity
Business mindset
Adopt a business mind set
Utilize resource

Funding

Better collaboration- compliment and work together for money
Every for profit associate with non profit
Funder grantee relationships
Recognize limited sources of funding
Like non profits to be able to pay talented employees
A missions forum to present to funders
See every for profit partnered with non profit
Enough money to keep talented
Better collaboration among agencies to utilize resources more wisely
Funder/grantee relationships
Leadership for pooling resources
Other organizations as opportunity to work together, not loss of money
To be able to pay good people enough to stay
For profit and non profit individual align
Funders "unrealistic" expectations
Plenty of funds available to meet needs of those most in need
Generate more philanthropy
Utilize resource
Kauffman money to stay in region
Well funded and well known through media
Well funded
Funds
Well funded
Non profit marketing in KC as a model of "best giving/stewardship practices"
Adequate funding and greater ability to focus on mission
Kauffman dollars stay home
Sufficient resources
Well funded and well advertised
Operational funding- board of directors-resource

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- Clarity of resources available
- Resource for small non profits for greater buying power
- Philanthropy growth
- Higher funding levels for non profits in all areas
- Diversification of funding services
- Opportunity to generate our funds
- Every for profit partners with a non profit
- Diverse groups of providers around professional development
- Kauffman money stay instead of NY or D.C.

Governance

- Real involvement of "key stakeholders" especially youth
- Networks on each board of directors
- Supported/shared by skilled boards
- Involvement of stake holders
- Operational funding- board of directors-resource
- Involvement of stakeholders in crafting and delivering vision
- Leadership from stakeholders

Human resources

- Well trained and adequately compensated
- Trained workforce
- Healthcare
- Retains competent talented people
- Insurance
- Enough money to keep talented
- Quality of life
- More leaders
- Non profit paid well and trained
- Development of staff
- Health care coverage
- Diverse groups of providers around professional development
- Like non profits to be able to pay talented employees
- To be able to pay good people enough to stay
- Well trained/compensated
- Less turnover
- Quality of applicants
- Career trades for non profit professionals
- Trained workforce

Infrastructure

- Leadership for pooling resources
- Health care coverage
- Web/network of service providers
- Healthcare
- Communication resources
- Insurance

Leadership

- Career trades for non profit professionals
- Leadership from stakeholders
- Leadership to speak on behalf of non profit legislation
- More leaders
- Leaders take a role in securing non profit sector
- Adopt a business mind set
- Muscle behind non profit efforts
- Leadership to communicate to like organizations

Kansas City Town Hall Meeting on the Nonprofit Sector

Business mind set maximize efficiencies
Business mindset
Leaders to take a role and speak on behalf of non profits
Leadership for pooling resources
Business mind set

Mission focus

Address needs in away to eliminate needs for non profits
A missions forum to present to funders
Stay true to organization mission/impact the programs
Programs that are sustainable and true to missions
Avoid duplication of servers
Respect the individual and unique missions
Clarity of purpose
Maintain integrity of program
Fulfill all needs with your vision
Balanced capacity and priorities
Clarity of purpose
Mission focused
Adequate funding and greater ability to focus on mission
Coordination- too many no profits
Collaboration and decrease the number of non profits
More efficient/effective
Involvement of stakeholders in crafting and delivering vision
Vision

Other

Self esteem boost
Organization

Outcomes

To address all issues effectively
Innovation and efficiency
High performing non profits
Funders "unrealistic" expectations
To go away because the needs go away
Outcomes
More efficient/effective
Ultimately address all issues
A more collaborative effort amongst organizations to create more win-win scenarios
Outcomes to demonstrate value of non profit
Innovation and efficiency
Measurable outcomes
Have all be robust
Learn "what works" and move in that direction
Outcome statistics
Measurable outcome- structural analysis
Outcomes- effectiveness- consolidation
Address not only short term needs but long term as well
Efficiency/impact
To be proud of work
Learn "what works" and constantly move in that direction

Politics

Leadership to speak on behalf of non profit legislation

Programs

Stay true to organization mission/impact the programs

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Programs that are sustainable and true to missions

No cycle of program

Balanced capacity and priorities

Maintain integrity of program

Public good theory/ market failure

Address needs in away to eliminate needs for non profits

Eliminate the need

Public relations

Recognize non profits are vital to a healthy community

Well known

Self esteem boost

Recognition as a whole for non profits

Defining "non profits" by functional commonalities

Value of non profits is universally recognized

A model for the rest of the country

Come together collectively to advocate for non profits

Categorize the sector

Self esteem boost

Same respect as for profit

Make others outside the sector have a better realization of what we do

Self esteem boost

Well funded and well advertised

Self esteem boost

Board awareness for each organization

Leaders to take a role and speak on behalf of non profits

Non profit marketing in KC as a model of "best giving/stewardship practices"

Well funded and well known through media

More awareness of sector as whole

Outcomes to demonstrate value of non profit

Awareness

Website or resource for groups to sell- need better distribution

To be proud of work

Knowledge about what a non profit really is

Regulatory/legal issues

Categorize the sector

Collaboration and merge driven by taxes

Defining "non profits" by functional commonalities

Strategic planning

Learn "what works" and move in that direction

Effective strategic map- balancing of capacities

Strategic systemization

Regional planning around issues

Quarterly profits to "art of the long view"

Address not only short term needs but long term as well

Time for strategic planning

Apply what we know works

Sustainability

Leaders take a role in securing non profit sector

Self help

Programs that are sustainable and true to missions

Time management

Time for strategic planning

Training

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Trained workforce
Trained workforce
Well trained and adequately compensated
Development of staff
Well trained/compensated
Non profit paid well and trained

Volunteers

Younger more involvement

3. What are the challenges that prevent all nonprofits—regardless of mission— from reaching this vision? Please identify them and rank them in order of importance.

Accountability

Reporting requirements
Accountability time consuming
Trust/credibility

Advocacy

Public policy/advocacy

Assessment

Lack of resources to consistently evaluate programs to ensure relevancy
Ability to measure program outcomes
Honest evaluation
Candid self assessment of agency board and executive
Adequate oversight- are clients being served?
Lack of data regarding program effectiveness

Collaboration

Aggregate them selves to best utilize resources to fill a common mission
Publicity and communication/collaboration
Continuing to encourage collaboration as vs. Competition when funding is tight
Competition
There may be too many non profits with overlapping missions that require more funds than necessary to serve the metro
Communicating need to communicate
Securing pro-bono work for non profits
Competition between agencies for staff and dollars
Competitive nature
Communication
Competition between organizations
Ignorance of factors/facts of mission and decisions of particular non profits
Competitiveness- unwillingness to work together
Lack of collaboration
Competition
Survival instincts vs. Collaboration
Competition with in sector and with for profit
Research shared
Collaboration
Failure to communicate, collaborate with like organizations
Territorial/competitiveness that prevents collaboration
Communication
Lack of communication
Everything works on own mission with out thinking of the commonalities of all
Need for collaboration
Mentality of scarcity drives unhealthy competitiveness
Pressure to accomplish mission precludes collaboration

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Proliferation of non profits and their non collaboration
Difficult to objectively analyze if your non profit is duplicated
The sector is made up of small organizations with many different mission
Competition-- fundraising
Competition for dollars
Turf
Collaborations/partnerships
Territorial/competitiveness

Community focus

Poor awareness/ data of target audience and constituent views
Responding to change
Our constituency
Flexibility and adaptability
Responding to change
Need outweighs capacity
Response to changes
Growing demand for services
Willingness to adapt or change to a changing society
Trying to be too much to too many
Public interest
Poor definition of problem, issues, solutions
Geographic prejudices in a large metro area like KC
Diversity of interests
Adequate oversight- are clients being served?
A vision in need of updating to fit current needs, culture
Lack of marketing

Crisis management

Crisis management

Diversity

Diversity
Diversity and the lack there of
Diversity
Lack of inclusion and diversity
Staff; diversity of expertise; ethnicity
Geographic prejudices in a large metro area like KC
Not enough diversity on board of directors

Financial management

Define ourselves and management practices
Ensuring strong business
Business practices
Resources- money goes to programs and it should but also spend on staff/facilities
Securing pro-bono work for non profits
Appropriate allocation of resources
Budget limits
Cash/ money issues
Business "mind set"
Financial resources and management
Financial management of existing resources
Desire to do good and not having business savvy
Resources
No dollars go to marketing
Alignment of resources
Lack of business capacity/infrastructure

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Resources- personnel, money, physical plant
Lack of business capacity and infrastructure
Fundraising operations
Funding and mismanagement of available funds

Funding

Funding
Revenue
Money
New funding sources
Cash/ money issues
Resources in money
Funding
Fundraising
Financing
Funding for administrative needs
Revenue self generated
Funding- competing for scarce dollars
Uncertainty of funding
Revenue
Structure and money to develop capacity to sustain sufficient resources to adequately fulfill mission
More money for current programs
Resources
Money- funders never offer money to building improvements
Funding
Non profits try to do too much with little
Competition-- fundraising
Limited resources
Lack of funding
Success of revenue
Funding- sustainability
Fear of low funding
Mentality of scarcity drives unhealthy competitiveness
Resources
Consolidation of providers
Grants- expertise and time consuming
Finances
Money resources
Revenue
Uncertainty of funding
Continuing to encourage collaboration as vs. Competition when funding is tight
Operating costs are often not covered by funders, need to educate funding community about costs of providing services to the understand
Funders often don't actually visit the site to see the organizations in action
Lack of money
Competition for resources and volunteers
Funding
Funding
Multiple and conflicting requirements form funders
Federal funding that focuses on new programming only
Competition for scarce resources
Funding
Funding limitations
Infrastructure, engaged and sufficient donors

Kansas City Town Hall Meeting on the Nonprofit Sector

Struggle to identify resources
Too much with too little
Operating funds difficult to get from funders
Financial resources and management
Lack of resources to consistently evaluate programs to ensure relevancy
Responsibly define- strategy, fund development, priorities
Reporting requirements
There may be too many non profits with overlapping missions that require more funds than necessary to serve the metro
Lack of standard ways for public to see successful business has growth in money
Shifts in public policy that are giving short shift to a domestic agenda
Competition between agencies for staff and dollars
Diversified funding base
Funds
Funding and mismanagement of available funds
Geographic prejudices in a large metro area like KC
Failure to deliver message and build funding, staff, resources
Funding
Constant chase for money takes away from fulfillment of mission need for more stable
Limited access to capital
Lack of state resources
Funding for operating
Transfer of funding responsibilities from federal to state
Raising funds for operating and capacity building
Funders who won't fund operations
Operating funding
Match mission with funding
Challenge of infrastructure to get state funds out to sector
Money
Funders don't know life in non profit
Fundraising operations
Funding always a problem
Fundraising- non restricted funds
Resources
Funding
Competition for dollars
Funding- dependence on giving
Funders don't really know what life in the nonprofit sector is like
Lack of funding/resources
Lack of funding to meet grouping budgets
Funding
Resources

Governance

Volunteers- boards
Board leadership
Strong and active board of directors
Board members training
Educated board- effective meetings
Difficult to find connected board members
Lack of board development
Board leadership and training
Boards not knowledgeable about role
Board- governance

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Change in boards/ volunteers
Board reluctant to change
Board leadership
Board/staff issues
Effective board and governance
Board members trained
Vision and training of board members
Compete for the same board volunteers
Retaining key individuals and structure skilled board members
Not enough diversity on board of directors
Engaged board
Challenges with board of directors

Human resources

Unskilled management staff
Lack background to lead organization
Staffing needs
Lack of staff capacity
Staff turnover
Need for mentoring
Lack of appropriate expertise
Salaries and attracting good staff
Staff turnover
Retaining talented leadership to produce continuity
Time leadership and staff
Board/staff issues
Challenge of executive director balancing operations
Untrained staff who work "to do good" with out understanding the business side of the work
Failure of professional supports
Retaining key individuals and structure skilled board members
Workforce- no succession planning
Resources
People
Staff; diversity of expertise; ethnicity
Staff development- resource management
Candid self assessment of agency board and executive
Paying competitive wages and benefits
Lack of awareness of training and networking potential
Lack of funding/resources
Relatively lower salary ranges
Turn over
Succession planning
Salaries for direct care staff
Retention/recruitment of good staff
Resources- personnel, money, physical plant
Lack of professionalism in workforce
Staffing issues
Pay scale
Salary for non profit enlarges
Low salaries
Trained staff
Motivating employees
Competition between agencies for staff and dollars
Retain and diverse staff

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Uneven staffing
Competencies of staff
Talent in HR
Staff- will only commit to make little money for a short period of time
Talent pool for non profits is lacking
Personnel- benefits often lacking no competitive salaries
Poorly prepared leadership, staff, and volunteers, and board
Turn over
Failure to deliver message and build funding, staff, resources
Underdeveloped staff
Talent pool
Providing benefits
Inability to hire qualified or stellar
Ability to retain great talent
Employee turnover
Retention of talent
Pay for our staff

Infrastructure

Infrastructure, engaged and sufficient donors
Desire to do good and not having business savvy
Operating funds difficult to get from funders
Infrastructure
Funding for administrative needs
Securing pro-bono work for non profits
Raising funds for operating and capacity building
Operating funding
Resources- money goes to programs and it should but also spend on staff/facilities
Funders who won't fund operations
Funding for operating
Money- funders never offer money to building improvements
Structure and money to develop capacity to sustain sufficient resources to adequately fulfill mission
Updated technology
Operating costs are often not covered by funders, need to educate funding community about costs of providing services to the understand
Federal funding that focuses on new programming only
Lack of business capacity/infrastructure
Lack of business capacity and infrastructure
Non profit infrastructure
More paperwork
Resources- personnel, money, physical plant
Lack of structure input

Leadership

Are we represented well
Leadership
Time leadership and staff
Business "mind set"
Poorly prepared leadership, staff, and volunteers, and board
Leadership
Leadership
Define ourselves and management practices
Poor leadership in some areas
Inconsistencies in leadership
Lack of trained leadership

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Lack background to lead organization
Lack of appropriate expertise
Business practices
Leadership
Closed mindedness
Leadership
Keeping motivation
Application of knowledge vs. day to day
Challenge of executive director balancing operations
Second hand management theories
Leadership development

Mission focus

Survival instincts vs. Collaboration
Best standard practices
Unrealistic expectations
There are so many types of non profits spread across the region
Define ourselves and management practices
Each is serving a unique need/mission
Communicating our mission
Maintain integrity long term viability
Constant chase for money takes away from fulfillment of mission need for more stable
Definitions of outcomes
A vision in need of updating to fit current needs, culture
Loss of focus on their mission and vision
Little public policy regarding non profits and their mission
Territorial/competitiveness
Communicating mission
Difficult to objectively analyze if your non profit is duplicated
Desire to do good and not having business savvy
Turf
Trying to be too much to too many
Overlapping missions
Match mission with funding
Everything works on own mission with out thinking of the commonalities of all
Pressure to accomplish their mission
Pressure to accomplish mission precludes collaboration
Perhaps too many non profits
Focus - mission drift
Ignorance of factors/facts of mission and decisions of particular non profits
Too many non profits
Aggregate themselves to best utilize resources to fill a common mission
Ethical
Lack of resources to consistently evaluate programs to ensure relevancy
Structure and money to develop capacity to sustain sufficient resources to adequately fulfill's mission
Proliferation of non profits and their non collaboration
Competing priorities
The sector is made up of small organizations with many different mission
Stay focus on mission
Proliferation of new non profits
Lack of broad identity for non profits
Proliferation of non profits
Diversity of interests

Other

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Distractions

Egos

Outcomes

Honest evaluation

Pressure to accomplish their mission

Lack of data regarding program effectiveness

Outcomes

Unrealistic expectations

Look successful

Definitions of outcomes

Ability to measure program outcomes

Inability to articulate outcome

Best standard practices

Politics

Little public policy regarding non profits and their mission

Legislation

Shifts in public policy that are giving short shift to a domestic agenda

Understanding there is always the unknown politics in KC

Public policy/advocacy

Political interest

Transfer of funding responsibilities from federal to state

Programs

Getting the word out about our current programs

More money for current programs

Too much with too little

Poor definition of problem, issues, solutions

Non profits try to do too much with little

Public relations

Feeling respected in the general business arena

Operating costs are often not covered by funders, need to educate funding community about costs of providing services to the understand

Unequal exposure

Inability to get message out or heard

Perception

Public awareness

Failure to deliver message and build funding, staff, resources

Exposure

Lack of publicity

Communicating mission

Getting word out on services

Public interest

Public relations

Reputation

Respect

Look successful

Control of PR

Getting the word out about our current programs

Lack of legitimacy for non profit is for profit

Publicity and communication/collaboration

Advertising- letting public know about issues

Trust/credibility

Lack of standard ways for public to see successful business has growth in money

Not as much respect

Kansas City Town Hall Meeting on the Nonprofit Sector

Building social conscience for young people
Lack of marketing
Fundors don't know life in non profit
Awareness/communication- marketing
Are we represented well
Understanding there is always the unknown politics in KC
Communicating our mission
Fundors don't really know what life in the nonprofit sector is like
Inability to articulate outcome
Legislation
Self-centered view
No dollars go to marketing

Regulatory/legal issues

Increasing regulations

Research

Lack of research in field
Research shared
So much research so much knowledge how to get applied on a wide scale
Poor awareness/ data of target audience and constituent views
No feed back for research
No feedback loop for research in the field

Strategic planning

Competing priorities
Flexibility and adaptability
Responsibly define- strategy, fund development, priorities
No feed back for research
Long term planning
Response to changes
Ensuring strong business
Application of knowledge vs. day to day
Lack of research in field
No feedback loop for research in the field
So much research so much knowledge how to get applied on a wide scale
Succession planning
Too busy to learn more/focus on the past ways of doing things
Responding to change
Insufficient strategic planning

Sustainability

Federal funding that focuses on new programming only
Sustainability
Funding- sustainability
Maintain integrity long term viability
Retaining talented leadership to produce continuity
Need outweighs capacity

Time management

Time
Too busy to learn more/focus on the past ways of doing things
Accountability time consuming
Time
Resources in time

Training

Lack of appropriate expertise
Training

Kansas City Town Hall Meeting on the Nonprofit Sector

- Education
- Trained staff
- Board members trained
- Lack of awareness of training and networking potential
- Boards not knowledgeable about role
- Untrained staff who work "to do good" with out understanding the business side of the work
- Staff development- resource management
- Underdeveloped staff
- Educated board- effective meetings
- Unskilled management staff
- Leadership development
- Board leadership and training
- Vision and training of board members
- Lack of trained leadership
- Lack of board development
- Leadership training
- Board members training

Volunteers

- Volunteers- boards
- Reliance on volunteers to deliver services
- Change in boards/ volunteers
- Poorly prepared leadership, staff, and volunteers, and board
- Competition for resources and volunteers
- Continual turn over of volunteers
- Building social conscience for young people
- Trouble with volunteer recruitment/replacement

4. What key *short-term* steps should our community of nonprofit organizations, collectively, take to address or eliminate these challenges and issues?

Accountability

- Accountability
- Standardized reporting back to funders

Advocacy

- Advocacy
- Advocacy
- Opportunities for advocacy
- Course on advocacy
- Advocacy and public policy

Assessment

- Greater understanding of measures for mission, programs, success
- Needs assessment
- Individual agency self review

Collaboration

- Network with other non profits
- Collective pro-activity on part of non profits to lead initiatives to overcome our challenges
- More umbrella groups
- Non profit assume responsibility for leading the discussion
- Collaboration
- More partnering in for profit world
- Open safe dialogue
- Umbrella organizations
- More internships with area universities

Kansas City Town Hall Meeting on the Nonprofit Sector

- Build trust between non profits leaders
- A "readers digest" for non profits
- Collaboration among local non profits
- Join council on philanthropy
- Take advantage of COP
- Teaching people how to collaborate
- Share resources
- Update and accessible donor edge
- Partner with agencies that have like missions
- Increased exposure to donors edge
- Collaboration
- Communication between organizations
- Board member networking sessions
- Develop a pool and training for board members candidates and connect them to NPO's that do the work they are interested in
- More standardized forms for applications
- Simplified funding applications
- Clear road maps to help create fundraising plans and know the fundraising landscape
- Board bank- connects people with boards
- Mission forum vendors forum
- Develop consolidation plan
- United way board bank
- Positioning
- Collaboration/merges/partnerships

Community focus

- Needs assessment
- Responding to change
- Marketing
- Engage young generation to involve them in non profits
- Room for more than one organization in community to supply same types of services
- Youth
- Create more opportunities for kids to get service experience
- Flexibility and adaptability
- Look at how many NPO's are providing same services and are they needed
- Address community needs
- Collaboration among local non profits

Diversity

- Cultural diversity- working with it
- Skills in multi diversity

Financial management

- More direction from money given
- Endowment

Funders

- Bring funders to table

Funding

- Simplified funding applications
- Standardized reporting back to funders
- Update and accessible donor edge
- Perpetual funding areas
- More definition of funding needs
- Look at ways to increase individuals charitable giving to NPOs
- Funding
- More funding for training

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Money

- More standardized forms for applications
- Economy
- Educate funders
- Individual charitable giving
- Endowment
- Don't chase money that doesn't fit your mission
- Increased exposure to donors edge
- Opportunities for young people to serve and give financially
- Clear road maps to help create fundraising plans and know the fundraising landscape
- Comprehensive research model/funding
- Educate funders on mission/vision/outcome developments
- Education of potential donors
- Replace short term grants with long-term business consulting help
- Operating funding- education on non profits

Governance

- Board member networking sessions
- Develop a pool and training for board members candidates and connect them to NPO's that do the work they are interested in
- Recruit board members who will be active
- Board training
- United way board bank
- Mandatory board training
- Board education workshops
- Board of non profits and volunteers
- Board training
- Board development/curriculum/accreditation
- Board bank- connects people with boards
- Board development
- Educate/train funders/board/staff/volunteers

Human resources

- Staff of non profits
- Educate/train funders/board/staff/volunteers
- Become more aggressive in recruit talent from for profits to manage non profits
- Salary and benefits
- Recruitment
- Internal communication
- Clearing house- match skills and interests
- Key staff retention
- Utilize volunteers and interns
- More visibility in k-12 (career day)

Infrastructure

- Make technology support available
- A "readers digest" for non profits
- Share resources
- Umbrella organizations
- Organization
- Operating funding- education on non profits

Leadership

- Leadership
- Skilled/business leadership
- Leadership
- Organization

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Become more aggressive in recruit talent from for profits to manage non profits

Management training

Mission focus

Strategic positioning

Look at how many NPO's are providing same services and are they needed

Room for more than one organization in community to supply same types of services

Maintain integrity

Don't chase money that doesn't fit your mission

Mission forum vendors forum

Partner with agencies that have like missions

Prioritization

Positioning

Educate funders on mission/vision/outcome developments

Prioritize for impact

Overlapping missions

Outcomes

Prioritize for impact

Address community needs

Individual agency self review

Greater understanding of measures for mission, programs, success

Outcomes measurement

Politics

Advocacy and public policy

Legislative

Economy

Public relations

Education in the community

Update and accessible donor edge

Advocacy

Legislative

Continue seminars to inform

Educate funders on mission/vision/outcome developments

Marketing non profit and their value

Education of potential donors

Opportunities for advocacy

Publicity is accurate and not bias

Media bias

Press is accurate in presenting story

Non profit assume responsibility for leading the discussion

Media

Marketing

More visibility in k-12 (career day)

Regulatory/legal issues

Cope with change in laws

Research

Lack of good sound research

Comprehensive research model/funding

Strategic planning

Strategic planning work shops

Strategic positioning

Collective pro-activity on part of non profits to lead initiatives to overcome our challenges

Develop consolidation plan

Strategic planning

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Sustainability

Replace short term grants with long-term business consulting help

Training

Mandatory board training
Relevant training
Skills in multi diversity
Board education workshops
Strategic planning work shops
Teaching people how to collaborate
Non profit classes
Low cost skills development training
Educate/train funders/board/staff/volunteers
Management training
Continue seminars to inform
Educate funders
More funding for training
Course on advocacy
Board development
Board training
Clearing house- match skills and interests
Education
Volunteer training and clearing house
Board training

Volunteers

Volunteer training and clearinghouse
Utilize volunteers and interns
Create more opportunities for kids to get service experience
Engage young generation to involve them in non profits
Opportunities for young people to serve and give financially
Recruitment
High quality volunteers
Youth
Recruiting volunteer
Board of non profits and volunteers

5. What key *long-term* steps should our community of nonprofit organizations, collectively, take to eliminate these obstacles?

Advocacy

Changes on advocacy/public policy

Assessment

Develop common language for evaluation
Needs assessment
Needs assessment

Collaboration

Organizations work together
Incentive of mergers
Routine forums within shared visions organization
Have to create incentive to collaborate
Coordinate for events
At community level- strategic plan
Collaboration
Format for non profits to work together to address larger community issues

Kansas City Town Hall Meeting on the Nonprofit Sector

- Share resources
- Create network program for key stake holders
- Teach non profits how to collaborate
- Continue the discussion
- Coalition building
- Oversight committee
- Ongoing dialogue with funders about priorities
- NFP resources forum
- Directory or data base for companies to use to refer employees to non profits
- Grant process collaboration unification
- Local/state staff involvement
- Build trust
- Positioning community wide training
- Improve communication to and about
- Collaborate with funders
- Association of not profits- statewide

Community focus

- Communities continue to encourage community members to be generous
- Educate and involve younger generation
- Format for non profits to work together to address larger community issues
- Needs assessment
- Community needs assessment
- Set long term community goals
- Community education/giving/advocacy

Education

- Planned giving education
- Teach non profits how to collaborate
- Educate younger generations to give back

Financial management

- Non profit find a way to sustain themselves with for profit business
- Foundation transparency
- Develop reserves for economic downturns
- Creating endowment funds
- Organizing money for memberships and training
- Share infrastructure costs

Funders

- Funders should force consolidation of like agencies

Funding

- Communities continue to encourage community members to be generous
- How to connect donors to non profits
- Standardized funding requests
- Educate philanthropic
- Individual giving increase
- Ongoing dialogue with funders about priorities
- Re-systematize funding
- Planned giving education
- Grant process collaboration unification
- Standardization of process for getting funding
- Capacity building
- Educate younger generations to give back
- Capacity building
- Collaborate with funders

Governance

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- Boards that "work" seeking needed skills sets
- Expand committee structures to include non board working members
- Strategic board recruitment
- Strategic board member selection
- Free board member training
- Board bank to inform/recruit volunteers
- Reduce boards accountability
- Board to board retreats

Human resources

- Survey of non profits skills
- How NPO community be considered more professional
- Local/state staff involvement
- Organizing money for memberships and training
- Staff training
- Training more people in non profits world
- Appropriate pay scales for non profits
- Continuity
- Career development in non profits at both younger
- HR agency for non profits
- Directory or data base for companies to use to refer employees to non profits

Infrastructure

- But aware of technology gap
- Infrastructure
- NFP resources forum
- Share resources
- Non profits can use technical supports
- Improved infrastructure
- Management assistance agency
- Need for infrastructure
- Share infrastructure costs

Leadership

- Workshops on "change" management

Mission focus

- Reposition of goals
- Funders should force consolidation of like agencies
- Routine forums within shared visions organization
- Identify/eliminate over lap duplication
- How to keep the mission strong
- Social consciousness

Outcomes

- Outcome measurement

Politics

- Changes on advocacy/public policy

Programs

- Coordinate for events

Public good theory/ market failure

- Take on place in society not non profits

Public relations

- Improve communication to and about
- Build trust
- Community education/giving/advocacy
- Communication with the media in non profits
- Social consciousness

Kansas City Town Hall Meeting on the Nonprofit Sector

- Educate about non for profits economy
- Non profits in order to educate the entire community about services and volunteer opportunities
- Educate public about why non profits
- How NPO community be considered more professional
- Targeted communications

Strategic planning

- Strategic planning
- Reposition of goals
- Non profit find a way to sustain themselves with for profit business
- Capacity building
- Capacity building
- Set long term community goals
- At community level- strategic plan

Sustainability

- Continuity

Training

- Workshops on "change" management
- Free board member training
- Career development in non profits at both younger
- Positioning community wide training
- Training more people in non profits world
- Educate about non for profits economy
- Staff training
- Education
- Training to help boards and staff more
- Management assistance agency

Volunteers

- Volunteer energizing
- Non profits in order to educate the entire community about services and volunteer opportunities
- Educate and involve younger generation

Mission Area for Organization (Town Hall Participants):

8	Arts, Culture, and Humanities
22	Education
4	Environment and Animals
11	Health
28	Human Services
0	International, Foreign Affairs
6	Public, Societal Benefit
6	Religion Related
1	Mutual/Membership Benefit
13	Other: Grantmaking; Consulting; Endowment fund establishment and education (legal services); Consultant; Corporate; For profit; Consulting; Housing for low income families; Consultant; Economic benefit for all; Corporate foundation/funds; Funding- community foundation; and Finance.

Kansas City Town Hall Meeting on the Nonprofit Sector

Feedback Summary:

Number of feedback forms received: 94

1) What is your primary involvement in the nonprofit sector? Respondents checked all that apply.

	<i>Number of Respondents</i>
<i>Board Member</i>	19
<i>Donor</i>	15
<i>Executive Director</i>	37
<i>Employee/Staff</i>	36
<i>Volunteer</i>	18
<i>Clients/Constituents</i>	2
<i>Media</i>	0
<i>Consultants</i>	5
<i>Other</i>	16

<i>Responses to Other:</i>
<i>Professor</i>
<i>Legal Services</i>
<i>Intern</i>
<i>Fundraising Consultant</i>
<i>Funder</i>
<i>Foundation</i>
<i>For profit sector</i>
<i>Bank Philanthropy management</i>

2) 76% of respondents attended this Town Hall on behalf of a nonprofit organization.

Organizations' classification. Respondents checked all that apply.

(8 people did not respond this question)

	<i>Number of Respondents</i>
<i>Arts, Culture, and Humanities</i>	9
<i>International, Foreign Affairs</i>	2
<i>Education</i>	26
<i>Public, Societal Benefit</i>	10
<i>Environment and Animals</i>	3
<i>Religion Related</i>	6
<i>Health</i>	14
<i>Mutual/membership Benefit</i>	0
<i>Human Services</i>	28
<i>Other</i>	8

<i>Responses to Other:</i>
<i>Youth Development</i>
<i>Youth development</i>
<i>Support agency</i>
<i>Legal corporate structure</i>
<i>Housing for low income families</i>
<i>Grant Maker</i>
<i>Funder</i>
<i>Foundation</i>

I understand the objectives of the Nonprofit Congress?

	<i>Number of Respondents</i>	<i>Percentage of Respondents</i>
<i>Strongly Agree</i>	36	38%
<i>Agree Somewhat</i>	51	54%
<i>Disagree Somewhat</i>	7	8%
<i>Strongly Disagree</i>	0	0
Total:	94	100%

Kansas City Town Hall Meeting on the Nonprofit Sector

I was able to express my thoughts and opinions?

	Number of Respondents	Percentage of Respondents
<i>Strongly Agree</i>	86	91%
<i>Agree Somewhat</i>	8	9%
<i>Disagree Somewhat</i>	0	0
<i>Strongly Disagree</i>	0	0
Total:	94	100%

The Discussion was well facilitated?

	Number of Respondents	Percentage of Respondents
<i>Strongly Agree</i>	65	69%
<i>Agree Somewhat</i>	27	29%
<i>Disagree Somewhat</i>	2	2%
<i>Strongly Disagree</i>	0	0
Total:	94	100%

I am in agreement with the priorities that were developed at this meeting?

	Number of Respondents	Percentage of Respondents
<i>Strongly Agree</i>	65	69%
<i>Agree Somewhat</i>	27	29%
<i>Disagree Somewhat</i>	2	2%
<i>Strongly Disagree</i>	0	0
Total:	94	100%

What would you like to emphasize about the priorities developed?

We need to lead outcomes education
We didn't really prioritize. We just created lists. Perhaps we needed a longer session so we could get into this.
Uniform grant processes, uniform outcome measures and collaborations and merger opportunities are and can be addressed
Understand that current funders are cumbersome. Recognition that morale and motivation of employees is key
There are too many nonprofits. There should be an incentive to consolidate and collaborate
The priorities are not in question
The nonprofit sector is too large and vague in terms. The scale and type of nonprofit organizations vary to such a degree that needs and processes are very different. We need more functional definitions and divisions.
The need for collaboration among nonprofits
Table discussion was great
Student debt forgiveness, shift in leadership. In kind
Strong leadership is needed for Kansas City to be successful. Need fewer nonprofits competing for capital
Strategic planning training (in depth) Comprehensive target market and outcome research. Communicating nonprofit understanding to all
Strategic Planning needs, funding needs and the need to deliver a clear message
Resource expansion. Professionalization of the nonprofit workplace. Comprehensive planning for strategy, FR, marketing etc. Educate the public on the economics of nonprofits
Relevant training
Professionalized workforce
Organization's effectiveness and staffing is a major issue

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Needed collaboration between funders as well as collaboration between nonprofits. Agencies and the role of funders can play as a catalyst for this effort
Need to make sure that we stop duplicating services. Maybe look into consolidation of nonprofits
Need to develop board leadership. Need to network with other key stakeholders, need to develop social consciousness for young people
Need to develop a metro needs assessment on going to identify issues and determine which agencies are best to address needs which may result in mergers. Common language on outcomes or measures of success. Develop workforce competencies and board governance.
Need to circle back with participants regarding outcomes
Need for strong infrastructure in the sector. See and use collaboration vs. competition
Need for connection and communication
Need capacity to get out of crisis mode and into the next level of operating. Openness to change
More emphasis on staff development and disseminating field specific research
Long term survival of nonprofits depend on the broader community understanding that salaries and benefits must compete with those of for profits if it is to attract talent
It was good having funder inputs at these tables and to have them hear us
Great resources
Great discussion
Great dialogue
Get out conclusions to the broader community
Funding issues, many issues. Learning how to advocate for nonprofits
Educate the community on importance of doing non profit work
Developing businesses capacity and infrastructure seemed to be a huge priority in our group
Conversation was a bit too general
Continued collaboration among nonprofit industries
Communities are stronger because of their nonprofit organizations and the service they provide
Collective pro activity on part of nonprofits to lead initiatives to overcome our challenges
Careers in the nonprofit sector should be emphasized and elevated to the professional status by pay and incentives
Bring vendors together in one place with time to staff and boards to see and learn and assemble information
Awareness of needs of nonprofits locally and nationally
A challenge that needs to be emphasized is growing demographic changes, poverty, non-English speaking, aging etc. This trends have multiple implications for the sector
Strong leadership and governance is critical to the continued success of non profit organizations. Funding without strong foundations/infrastructure serves no benefit
Communication and education of everyone involved. Nonprofits, volunteers and donors

Suggestions for future Town Halls:

We need to get to a lower, more detailed level for solutions
We need forums
Very effective format- how will delegates report back from the national congress in October? Can you please send a summary to all participants as well as a list of all participants and their organizations
Town hall meetings with other organizations from the for profit sector
This was a great way to begin Monday morning. Thank you for hosting and facilitating an interesting and provoking discussion for nonprofits
The opportunities to discuss in the small groups was beneficial
That the next meeting not to be a rehash of this meeting and ties it nationally
Sharing was a bit long but well needed
Schedule some time other than Monday morning

Kansas City Town Hall Meeting on the Nonprofit Sector

Salary benchmarks, local and regional for nonprofits
Not so early particularly on Monday mornings
Networking opportunities with funders, corporations and board members
More planning
More often
More of them and the follow up and tracking of progress
More frequently
mentor banks with nonprofits and funder leadership
Learning institute type of meeting to address educational needs of boards and executives in the nonprofit sector
Larger group
Keep them up. We need to identify issues on the sector to implement ideas that come out of this
Keep the politics out. This was a good meeting
Keep bringing them
Involve funders and the business community
invite CEO's and Ed's for for-profit groups
Interactive
I think we need to have our opinion heard
I felt like it was too repetitive, small group discussion and large group discussion
Hot breakfast was great. Ended on time
How do we or will we know that what we talked about today actually was useful feedback?
Have one for board members
Have more
Good format and time frame. Do this periodically to share results
Free opportunities for training.
Foster open discussion among both funders and nonprofits together
Examine ways to include small organizations in this discussion
examine short term steps and take action to make them happen
Creating segment-specific outcome measures
Continue; annual
Bringing nonprofits and business together to benefit the community
Board chairs need to hear these issues
Better explain the origin and purpose of the nonprofit congress
balancing competition and collaboration
Active approach to solutions. Define steps to be taken
A summit, long term strategic planning to reduce the number of nonprofits across the community
"So what" is important? Meeting just to meet quickly dilutes interest and effectiveness

59% of the respondents would like to receive updates about the Nonprofit Congress

Kansas City Town Hall Meeting on the Nonprofit Sector

Town Hall Participant List:

List of Delegates

First Name	Last Name	Organization	Participant Type
Stephen	Bauer	American Humanics	Delegate
Karen	Paisley	Metropolitan Ensemble Theatre	Delegate
Marcy	Smalley		Delegate
Phyllis	Wallace	American Humanics	Delegate

List of Town Hall Participants

First Name	Last Name	Organization	Participant Type
Fredrik	Andersson		Staff
Kristy	Bailey	Council on Philanthropy	Staff
Kathy	Baldwin-Heitman	Kansas City Academy	General
Pat	Bartholome	Housing Authority of Kansas City	General
Cindy	Beggs-Perry	Bank of America	General
Mark	Bertrand	American Stroke Foundation	General
Debra	Box	Support Kansas City	General
Cathy	Boyer-Shesol	Jewish Heritage Foundation	General
Marquita	Brockman-Taylor	Swope Health Services	General
Byron	Brooks	Heart of America United Way	General
Stacey	Brown	Camp Fire USA Heartland Council	General
Eileen	Brown		Staff
Harlan	Brownlee	Kansas City Young Audiences	General
Bob	Buchanan	Fund Raising Counsel	General
Sharon	Buie	CMBC Day School	General
Gene	Buie	CMBC Day School	General
Donna	Burger	Bridging the Gap	General
Patricia	Cahill	KCUR-FM	General
Leslie	Caplan	New House	General
Brent	Caswell	Metzler Bros. Insurance	General
Erin	Chacey	Kansas City Repertory Theatre	General
Pris	Chansky	Hospitalized Veterans Writing Project	General
Dennis	Chapman	City Union Mission	General
Bill	Clause	KKFI Community Radio	General
Olivia	Collins	K-State Leadership Studies and Programs	General
Alex	Couchonnal		General
Amy	Couture		General
Jody	Craig	Mid-America Regional Council	General
Tom	Cranshaw	Tri-County Mental Health Services	General
Mark	Culver	Midwest Center for Nonprofit Leadership	Staff
Diane	Daldrup	Literacy Kansas City	General

Kansas City Town Hall Meeting on the Nonprofit Sector

First Name	Last Name	Organization	Participant Type
Michelle	Davis	Council on Philanthropy	Staff
Jeffrey	Dazey		Staff
June	Dickerson	Kansas City Community Center	General
Janis	Doty	Literacy Kansas City	General
Wendy	Doyle		General
Kelly	Ellison	Camp Fire USA	General
Richard	Enfield	Center for Development of Person-Centered Support Opportunities	General
Connie	Floerchinger		General
Hilda	Fuentes	Samuel U. Rodgers Community Health Center	General
Trudi	Galblum	Trudi Galblum Communications	Staff
Dawn	Gallegos	Catholic Charities of Kansas City - St. Joseph	General
Steven	Geiger	KUMC Research Institute	General
Bob	Gillis	Center for Spirit at Work	General
Lisa	Gioia		Staff
Lew	Goetz		General
Jane Ann	Gorsky	The John Shehane Group	General
Larry	Guillot	Creative Community Services, LLC	General
Suzie	Haake	Hallmark Cards, Inc.	General
Karen	Haren	Harvesters	General
Scott	Helm	Midwest Center for Nonprofit Leadership	Staff
Lauren	Helmstetter	Kansas City Volunteer Lawyers & Accountants for the Arts	General
Marilu	Herrick	Rainbow Center for Communicative Disorder	General
Jennifer	Hill	UMKC, Family Development Credential Program	General
Charity	Hope	MOCSA (Metropolitan Organization to Counter Sexual Assault)	General
Diane	Houk	Puppetry Arts Institute	General
Debby	Howland		General
Joan	Israelite	Arts Council of Metropolitan Kansas City	General
Jeanetta	Issa	Child Abuse Prevention Association	General
Laurie	Jackson	Synergy Services, Inc.	General
Dustin	Jensen		General
Harold	Johnson	Commerce Bank	General
Larry	Jones	Helping Hand of Goodwill Industries	General
Megan	Judd	Learning Exchange	General
Tusha	Kimber	Midwest Center for Nonprofit Leadership	Staff
Katie	Krzesinski		Staff
Kelly	Kultala	Greater Kansas City Community Foundation	General
Lori	Larson	Greater Kansas City Community Foundation	General
Tracye	Laun	Learning Exchange	General
Sherri	Lozano	Saint Luke's Hospital Foundation	General
Aaron	Martin	Foundation Workshop	General
Robert	Mayer	MR Capital Advisors LLC	General
Carolina	Mayorga-Perry	Midwest Center for Nonprofit Leadership	Staff
Marie	McCarther	Midwest Center for Nonprofit Leadership	Staff

Kansas City Town Hall Meeting on the Nonprofit Sector

First Name	Last Name	Organization	Participant Type
Laura	McCrary	Childrens TLC Easter Seals	General
Mel	McCullough	Church of the Nazarene Foundation	General
Jerry	McEvoy	Swope Corridor Renaissance	General
Karen	McGuigan	Girl Scouts (Mid-Continent Council)	General
Mary Kay	McPhee		General
Tracey	Mershon	Mershon & McDonald, LLC	General
Mary Anne	Metheny	Hope House	General
Patty	Miller		General
Susan	Miller	Rose Brooks Center	General
Joy	Mistele	Central Missouri State University	General
Roy	Morrill	Big Brothers Big Sisters	General
Jim	Mueth	Bank of America	General
Amy	Mulligan	Rockhurst University (American Humanics)	General
Phelps	Murdock		General
Ben	Nemenoff		Staff
Molly	O'Neill	Friendship House Catherines Place	General
Ken	Orbals	Community Resource Network	General
Priscilla	Petrini	Youth Entrepreneurs of Kansas	General
Shirley	Phenix	MorningStar's Development Company	General
Susan	Ray	Susan Ray Consulting	General
David	Renz	Midwest Center for Nonprofit Leadership	Staff
George	Robbins	Gillis Center	General
Susan	Rodgers	Heart of America United Way	General
Jeanne	Rooney	Kansas University	General
Linda	Roser	Spofford	General
Robin	Rusconi	Children's Mercy Hospital	General
Chandra	Ruyle	Cranmer Law, LLC	General
Cynthia	Scherb		General
Mark	Shapiro	IN FOCUS	General
Joanie	Shields		General
Dorene	Shipley	Children's Mercy Hospital	General
Cynthia	Smith	Sunflower House	General
David	Stallings	Midwest Center for Nonprofit Leadership	Staff
Whitney	Stephens	Children's Mercy Hospital	General
Linda	Stinnett		General
Elizabeth	Storbeck		Staff
Lisa	Sullivant		Staff
Terri	Swartz-Shelton	Learning Exchange	General
Maria	Tapia-Belsito	Rose Brooks Center	General
Mike	Taylor	Catholic Charities of Kansas City - St. Joseph	General
Marilyn	Taylor	University of Missouri - Kansas City	General
Susanne	Thompson-Wright	Childrens TLC Easter Seals	General
Sharon	Tidwell	Walter S. & Evan C. Jones Foundation	General

Kansas City Town Hall Meeting on the Nonprofit Sector

First Name	Last Name	Organization	Participant Type
Molly	Turner	American Humanics	General
Laurice	Valentine	Children's Connection	General
Wendy	Varbac	Children's Mercy Hospital	General
Carey	Wilkerson Looney	H&R Block Foundation	General
Susan	Wilson	Samuel U. Rodgers Community Health Center	General
Cindy	Worthy	Executive Service Corps of GKC	General
Karen	Wulfkuhle	United Community Services of Johnson County	General
Stella	Yang		Staff
Debbie	Zabica	Girl Scouts of Midland Empire	General