

A Study by the Sagamore
Institute for Policy Research

Under Commission from the
Ohio Governor's Office of
Faith-Based and Community
Initiatives

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Mapping Ohio's Compassion



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I. INTRODUCTION AND BACKGROUND

In March 2013, the Ohio Governor’s Office of Faith-Based and Community Initiatives (GOFBCI) sponsored a request for proposals for a multifaceted research study on the social service activities and financing of the state’s nonprofit organizations (NPOs) and houses of worship (HOWs). Titled the *Comprehensive Mapping Project of Ohio's Faith-Based and Community Non-Profits*, the initiative was based on the GOFBCI’s conviction that Ohio’s faith-based and nonprofit communities are enormous sources of social and fiscal benefit to the citizens of Ohio, yet they often remain underappreciated in terms of the practical value they generate—primarily due to the lack of research to quantify that impact. Since the GOFBCI is committed to promoting faith-based and nonprofit community policy and practice solutions—and specifically to supporting the development of local community collaborative efforts to solve problems—it commissioned this research to glean insight on how to amplify the nonprofit assets of the State and optimally identify and position the effective partnering role of good government.

The study’s primary components involved:

- Capturing and analyzing data on the federal and state grants that have been awarded to Ohio’s social service and community serving nonprofits in 2011 and 2012;
- Conducting a survey of Ohio’s social service-oriented nonprofits and its Houses of Worship to collect information on both their service activities (e.g., types of programs and numbers served) and their financing (e.g., individual, philanthropic foundation, and governmental support);
- Conducting a best practices scan to identify promising areas of community-level innovation and showcasing those high-performing nonprofits in an online platform¹;
- Hosting Community Roundtables in three major OH cities to spur intensified dialog on how to increase the effectiveness of public-private partnerships in addressing critical community needs; and
- Visualizing the results of this research on a new interactive website, www.Ohiocompassionmap.org.

In April 2013, Sagamore Institute for Policy Research, a nonprofit, nonpartisan research organization headquartered in Indianapolis with significant organizational and historical ties to Ohio, was awarded the contract, through a competitive bidding process, to conduct this research project. Since then Sagamore’s research team has completed a survey of Ohio’s nonprofits and Houses of Worship, collected comprehensive data on 2011 and 2012 federal and state funding of Ohio’s nonprofit organizations, and launched an intensive best practices scan that has generated over 90 “promising practice” profiles.

¹ See www.BrightIdeasOhio.org

II. EXECUTIVE SUMMARY

The research project yielded the following twelve key findings:

1. Ohio's nonprofit sector is robust and active. Independent Sector has estimated that there are 67,556 nonprofit organizations in Ohio (this total includes some religious congregations).² Just under half of these are very small organizations with budgets under \$25,000, which are not required to file tax data with the IRS. In terms of the nonprofit organizations that do report to the IRS, in 2010 the National Center for Charitable Statistics reports that Ohio had 35,507 nonprofits, with combined assets of nearly \$140 billion.³

2. Ohio's large nonprofit sector makes an enormous contribution to the state's economic productivity. The nonprofit sector is the state's fourth largest employer, providing jobs for roughly one in every ten citizens.⁴ Nonprofits in OH that report to the IRS had total expenditures in 2009 of \$65.3 billion, which was equivalent that year to nearly 14 percent of Ohio's Gross Domestic Product.⁵

3. One critical contribution Ohio's nonprofit sector makes to the state and its citizens is its effective garnering of federal resources to deploy in addressing a variety of socio-economic challenges in the state. In 2011, Ohio nonprofits that focus on social and community services (e.g., healthcare, education, community development, and others) succeeded in garnering over \$526 million dollars in grants from 36 different federal agencies. In 2012, this increased to nearly \$696 million from 45 agencies. To put the \$696 million figure in context, it tops by more than \$100 million dollars the combined 2012 general fund revenues of Hamilton County (which includes Cincinnati) and Cuyahoga County (which includes Cleveland).

During 2011-2012, Ohio's nonprofits successfully garnered over \$1.2 billion in federal grants to provide social services to vulnerable individuals and communities.

4. In most program areas, Ohio's social-service-oriented NPOs gained larger amounts of federal grant dollars in 2012 than 2011. In certain sectors, including arts and humanities and philanthropy/voluntarism, NPOs succeeded in more than doubling their funding.

² Independent Sector, "The Nonprofit Sector in Ohio,"

http://independentsector.org/uploads/Policy_PDFs/stateprofiles/ohio.pdf

³ Urban Institute, National Center for Charitable Statistics, "Number of Nonprofit Organizations by State, 2010,"

<http://nccsdataweb.urban.org/PubApps/profileDrillDown.php?rpt=US-STATE>

⁴ Ohio Association of Nonprofits, "Ohio Nonprofit Sector Report," (2010)

<http://www.oano.org/Docs/OANO%20Sector%20Final.pdf>

⁵ Ibid.

5. State grants to Ohio nonprofits totaled nearly \$218 million in 2011 and nearly \$227 million in 2012, with the lion's share of funding coming from the state's Development Services Agency.

6. Our survey of 497 OH nonprofits and Houses of Worship found that these organizations are actively engaged in over a dozen vital social service arenas including emergency assistance; youth programs; job training and job placement; housing; adult education; healthcare; community development; business and economic development; services for seniors, veterans, and persons with disabilities; childcare; substance abuse prevention and rehabilitation; criminal justice/reentry; and preventing human trafficking, among others. On average in 2012, surveyed NPOs served 2,000 individuals annually.

7. According to the data reported by surveyed NPOs and Houses of Worship (HOWs), the three service arenas in which NPOs are most active include youth services, healthcare services, and housing/services to the homeless.

8. Approximately 26 percent of the NPO respondents in the survey identified themselves as "faith-based." Among these organizations, the most common service arenas included emergency/safety net programs, youth programs, and jobs programs. For HOWs, the top three include emergency assistance (e.g., food, money, and clothing), youth services, and healthcare services. HOWs conduct some of their community serving programs directly and some indirectly through their partnerships with other organizations.

Ohio's nonprofit sector is the state's 4th largest employer, employing roughly one in every ten citizens.

9. The demand for services from NPOs and HOWs has been increasing in the past three years. Nearly 70 percent of NPOs and 54 percent of HOWs reported that they had provided increased services in the past three years; only 7 percent of NPOs and 3 percent of HOWs reported serving fewer people in the past three years.

10. The main service gaps noted by survey respondents overall were in the areas of jobs/job training; youth services; and healthcare.

11. Government funding of NPOs is correlated with several positive outcomes including greater numbers of people served; greater numbers of volunteers mobilized; and greater likelihood of the NPO receiving private philanthropic funding. These correlations hold when controlled for organizational size.

12. NPOs that report a high degree of collaboration with other NPOs serve more people. On average, NPOs reporting "a lot" of collaboration served well over twice as many people as those reporting "none or little cooperation" (on average, 2623 individuals versus 1,044) and this finding held when controlled for organizational size.

III. FINANCING OF OHIO'S NONPROFITS

Given the GOFBCI's particular interest in nonprofits offering social and community services, our research focused *only* on those Ohio nonprofit organizations that categorize themselves by certain codes within the National Taxonomy of Exempt Entities (NTEE). The codes used in the study are listed in Appendix A. Generally, they included such categories as education; environment; health; mental health; crime; employment; food/nutrition; housing/shelter; youth development; human services; civil rights and social action; community improvement/capacity building; and philanthropy and voluntarism. For all these types of Ohio nonprofits, we examined federal and state records to determine levels of grant funding received in 2011 and 2012.

Federal Grants Earned by Ohio's Nonprofits

In 2011, the Ohio nonprofits involved in the types of programmatic activities noted above succeeded in garnering over \$526 million dollars (\$526,546,449) in grants from 36 different federal agencies. In 2012, this increased to nearly \$696 million (\$695,718,922) from 45 agencies. Thus during these two years these community oriented NPOs brought into the state over \$1.22 billion in federal resources to address individual and community needs.

In 2011 and 2012, Ohio nonprofits engaged in a variety of social service, educational, health, and community improvement activities were successful in bringing into the state over \$1.22 billion dollars of federal funding.

The top five federal agencies from which Ohio's nonprofits earned grants were the Administration for Children and Families, the Department of Health and Human Services, the Health Resources and Services Administration, the Corporation for National and Community Service, and the Office of Justice Programs. Table 1 shows the total dollar amounts of grants from each agency for 2011 and 2012 combined.

Table 1. Top 5 Federal Funding Agencies of Ohio Nonprofits, 2011-2012

AGENCY	\$ Amount
Administration for Children and Families	\$418,408,096
Dep't of Health and Human Services	\$367,620,245
Health Resources and Services Administration	\$90,213,171
Corporation for National and Community Service	\$17,957,479
Office of Justice Programs	\$16,494,156

From just these five federal agencies, the group of Ohio nonprofits we targeted for study earned over \$910 million in grant resources to support their work on behalf of Ohio citizens and communities.

Table 2 shows the total amount of federal grant funding in 2011 and 2012 that was earned by the Ohio nonprofits we examined according to their NTEE classification. In most program areas, Ohio's NPOs gained larger amounts of federal grant dollars in 2012 than 2011. In certain sectors, including arts and humanities and philanthropy/voluntarism, NPOs succeeded in more than doubling their funding. During the same period, however, NPOs garnered fewer resources from federal agencies for work in educational programs, criminal justice programs, housing programs, civil rights programs, and community improvement and capacity building programs.

Table 2. Federal Grant Funding by Sector

NTEE CODE	2011 \$	2012 \$	% change
Arts & Humanities	2,991,171	6,448,832	+115.6%
Education	46,127,117	41,191,110	-10.7%
Environment	2,070,342	2,356,648	+13.8%
Health	72,208,345	87,864,358	+21.7%
Mental Health	16,456,936	16,704,736	+1.5%
Crime	2,159,066	1,746,083	-19.1%
Employment	3,761,377	5,224,981	+38.9%
Food/Nutrition/Agriculture	2,084,993	2,597,034	+24.6%
Housing/Shelter	6,694,016	6,419,504	-4.1%
Youth Development	4,480,406	5,202,351	+16.1%
Human Services	147,388,125	153,889,388	+4.4%
Civil Rights and Social Action	1,168,536	997,690	-14.6%
Comm Improve/Cap Bldg	78,941,600	73,515,384	-6.9%
Philanthropy/Vols	1,464,866	3,492,737	+138.4%
Other	142,206,293	293,970,974	+106.7%

State Grants Earned by Ohio's Nonprofits

In addition, these Ohio nonprofits collaborated with six state funding agencies⁶ to deliver a wide variety of critical social services. State grants to this group of nonprofits totaled nearly \$218 million (\$217,774,029) in 2011 and nearly \$227 million (\$226,682,760) in 2012. The most active state agencies in funding NPOs are listed in Table 3.⁷

Table 3. Top 5 State Funding Agencies of Ohio Nonprofits, Combined 2011-2012

AGENCY	\$ Amount
Development Services Agency	\$ 364,180,424
Job and Family Services	\$ 70,028,244
Office of Criminal Justices Services	\$ 8,656,761
Ohio Environmental Protection Agency	\$ 1,285,961
Department of Natural Resources	\$ 275,399

⁶ Development Services Agency, Job and Family Services, Office of Criminal Justices Services, Ohio Environmental Protection Agency, Department of Natural Resources, and Ohio Lake Erie Commission.

⁷ Sagamore researchers collected this information from publicly available data on state agency websites as well as through telephone interviews with state officials, who sent us reports.

Nonprofits Earn Major Grants from Federal Agencies to Benefit Ohioans

Administration of Children and Families

Cincinnati–Hamilton County Community Action Agency

In 2012, Cincinnati–Hamilton County Community Action Agency was the recipient of the largest amount of federal grants from the Administration of Children and Families earned by any Ohio nonprofit organization. Cincinnati–Hamilton County Community Action Agency received \$24,070,444.00 to fund its program in Hamilton County providing Head Start (Full Year Part Day Handicapped Training and Technical Assistance).

Department of Health and Human Services

Children’s Hospital Medical Center

In 2012, Children’s Hospital Medical Center was the recipient of the largest amount of federal grants from the Department of Health and Human Services earned by any Ohio nonprofit organization. Children’s Hospital Medical Center received \$123,676,860.00 to fund its programs in Hamilton County for over 300 separate projects.

Health Resources and Services Administration

Care Alliance

In 2012, Care Alliance was the recipient of the largest amount of federal grants from Health Resources and Services Administration earned by any Ohio nonprofit organization. Care Alliance received \$8,261,055.00 to fund its program in Cuyahoga County that provides early intervention services.

Corporation for National and Community Service

Corporation for Ohio Appalachian Development

In 2012, Corporation for Ohio Appalachian Development was the recipient of the largest amount of federal grants from Health Resources and Services Administration earned by any Ohio nonprofit organization. Corporation for Ohio Appalachian Development received \$2,299,027 to fund its program that engages persons 55 and older in volunteer service in their communities and to adults with special needs, and children in need.

Office of Justice

Legal Aid Society of Cincinnati

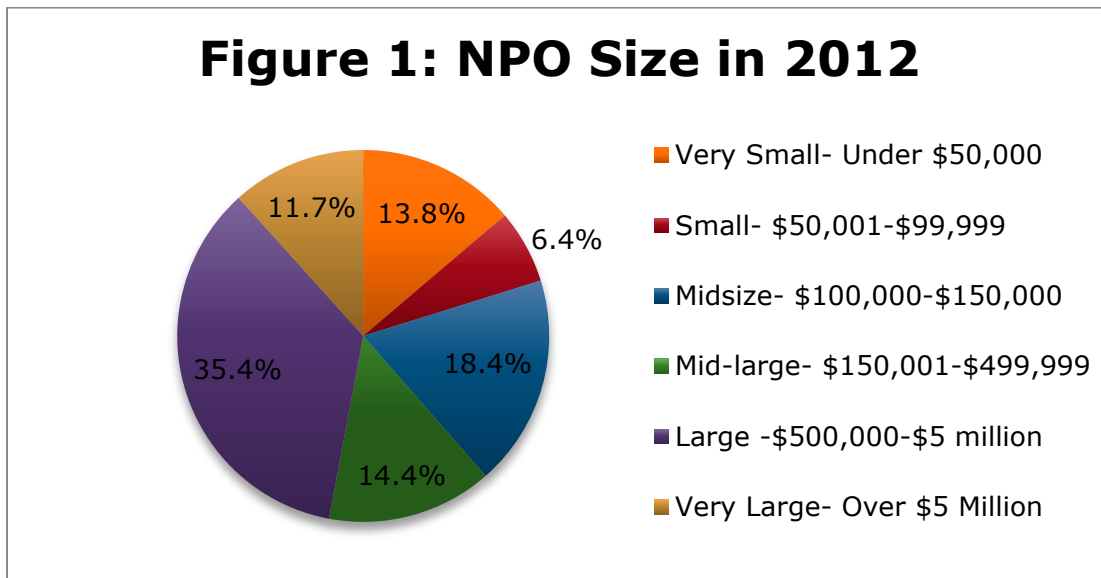
In 2012, the Legal Aid Society of Cincinnati was the recipient of the largest amount of federal grants from the Office of Justice earned by any Ohio nonprofit organization. Legal Aid Society of Cincinnati received \$494,761 to fund its Lawlink program in Hamilton County.

Glimpses into Funding Sources for Ohio's NPOs and HOWs

In addition to analyzing federal and state agencies' records to determine the amounts of grants obtained by Ohio NPOs, the Sagamore Institute partnered with the Bliss Institute of Applied Politics at the University of Akron to conduct a survey of community-serving Ohio NPOs and Ohio Houses of Worship (HOWs) that included queries regarding their sources of revenue for 2011 and 2012. A total of 497 organizations responded to the survey: 422 NPOs and 75 HOWs.⁸

Size

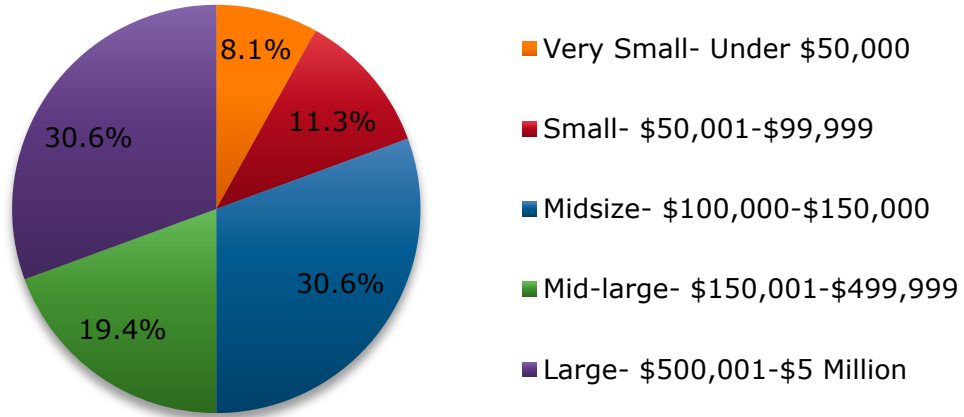
The NPO and HOW respondents to the Sagamore/Bliss survey varied significantly in terms of their size. As shown in Figure 1, among NPOs, roughly one-seventh were very small (under \$50,000); one-sixth were mid-sized (annual budget of \$100,001-\$250,000) and more than one-third were large (annual of budget of \$500,001-\$5 million). The size of the surveyed HOWs is depicted in Figure 2. Overall, the HOWs surveyed were smaller than the NPOs surveyed.



Source: Sagamore Institute/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. N=422

⁸ See the Technical Appendix for details on the survey response rate and analysis validating the survey sample.

Figure 2: HOW Size in 2012



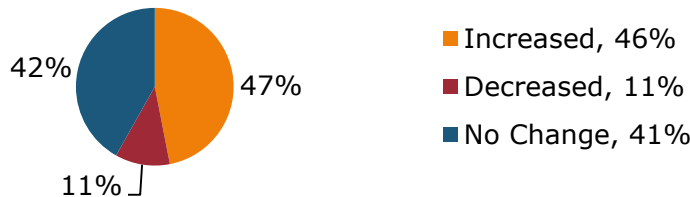
Source: Sagamore Institute/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. N=75

HOW Spending on Community Outreach

The survey also asked HOW leaders to estimate the amount of funding they had invested in community outreach activities (not including foreign missions). Just over 85 percent of the surveyed HOWs had spent under \$50,000 in 2012. Just over eight percent spent between \$50,001 and \$99,999 and 6.5 percent spent between \$100,000 and \$150,000.

The general trend in outreach spending by HOWs was positive: overall HOWs increased their funding of outreach activities by 5 percent from 2011 to 2012. As depicted in Figure 3, 46 percent of HOWs reported an increase in their funding of outreach activities while only 11 percent reported a decrease. (41 percent of HOWs reported no change in their outreach funding during 2011-2012.)

Figure 3: Trends in HOW Spending on Community Outreach, 2011-2011

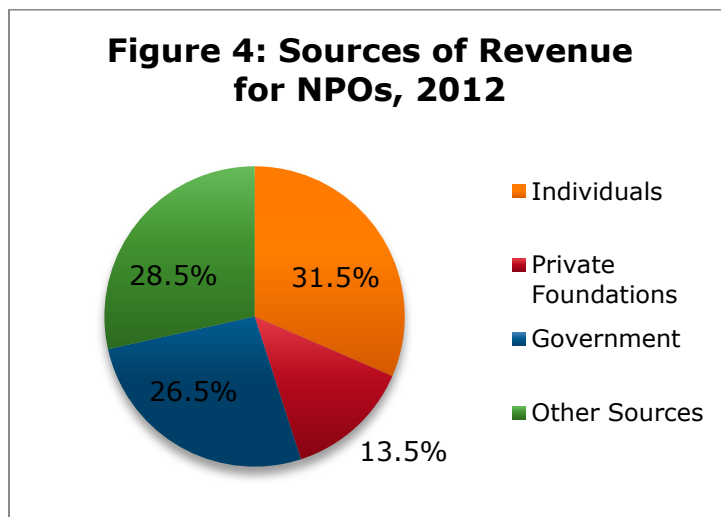


Source: Sagamore Institute/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. N=75

Revenue Sources

NPOs and HOWs garner revenue from a variety of sources, including individual donations; grants from private foundations; government grants (federal, state, and local); and other sources (e.g., revenues from contracted services and fees, in-kind donations, and earned income ventures).

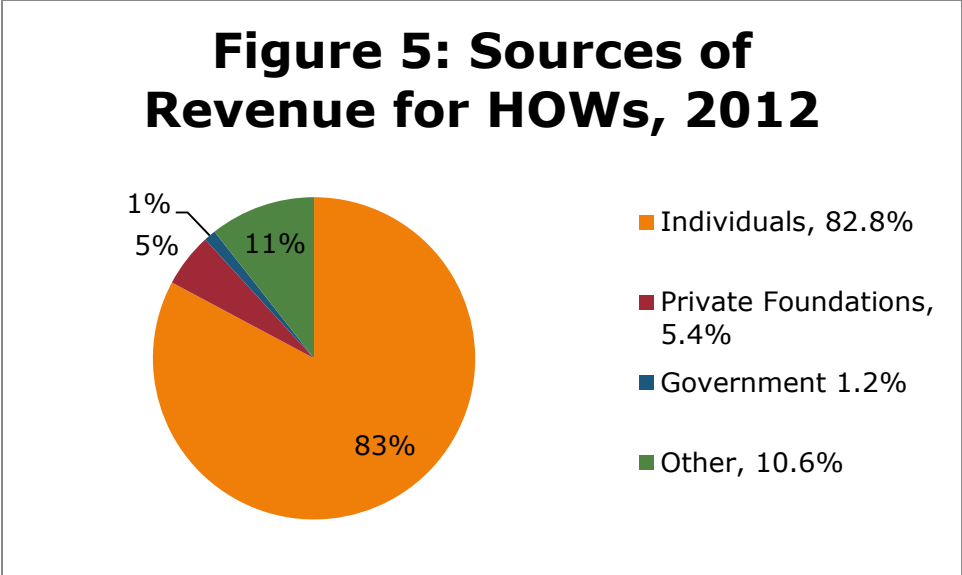
In 2012, surveyed NPOs received an average of 31.5 percent of their income from individuals; 13.9 percent from private foundations; 26.7 percent from government; and 28 percent from other sources (see Figure 4). This distribution was very similar in 2011. Distribution of revenue for HOWs is depicted in Figure 5.



Source: Sagamore/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. N= 422. Note: These numbers are the mean percentage of funds raised by NPOs.

In analyzing revenue sources and trends, two noteworthy findings emerged. First, generally, as NPO size increases, the average percentage of income from individuals tends to decrease while the portion from government funding increases. Second, faith-based NPOs receive a greater share of their income from individuals than do non-faith-based NPOs. Among our survey sample, faith-based groups on average received approximately 50.4 percent of their income from individual donations compared with only an average of 25.4 percent for non-faith-based groups.

Faith-based NPOs receive a greater share of their income from individuals than do non-faith-based NPOs. In 2012, faith-based groups received on average 50.4% of their funding from individual contributors, compared with 25.4% on average for non-faith-based organizations.



Source: Sagamore Institute/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. N=75

Government Funding

Just over half of surveyed NPOs had received at least some government funding in 2011 or 2012. For some NPOs, income from government grants or contracts was a significant portion of their overall revenue. Just under 25 percent of the surveyed NPOs received one-half or more of their annual budget from government grants. By contrast, HOWs were far less likely to report any government funding, with less than one-tenth indicating they had received government grants in 2011 or 2012.

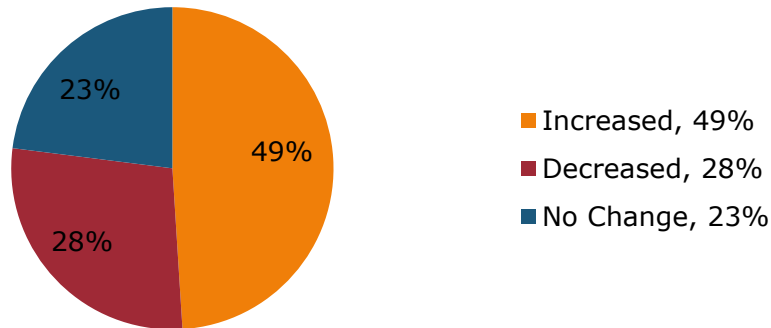
In-Kind Contributions

Significant percentages of both NPOs and HOWs reported receiving in-kind (non-cash) donations in 2011 and 2012, with HOWs more likely to report this sort of income. In 2012, 58.6 percent of NPOs reported receiving non-monetary contributions whereas 71 percent of HOWs reported this.

Revenue Trends Among NPOs

Given the nation's economic recession and slow recovery over the past several years we were interested in examining revenue trends among Ohio nonprofits and congregations. Encouragingly we found that among the NPOs that responded to the survey, more organizations had seen an increase in their revenues from 2011 to 2012 than had seen a decrease. As displayed in Figure 6, nearly half of the NPOs (49%) reported an increase in total funds from 2011-2012, while 28 percent reported a decrease and 23 percent reported no change.

Figure 6: NPO Revenue Trends, 2011-2012



Source: Sagamore/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. n= 422

For NPOs reporting an increase in revenue we examined which sources of income had grown. We asked survey respondents to estimate their revenues from four sources: individual contributions; private foundation funding; government funding; and “other” sources (such as fees for service or other kinds of earned income from business ventures). Three out of four of these revenue sources saw increases, but government funding slightly decreased.

The biggest revenue sector contributing to the overall rise in NPO revenue was “other sources.” Specifically, the increase in “other sources” accounted for 65 percent of the change in NPO total funds during 2011 to 2012. The increase in individual funds accounted for 36 percent of the change in NPO total funds during 2011-2012 while the increase in foundation funds accounted for 11 percent of the change. Meanwhile, there was a decrease in government funds of .6 percent during 2011-2012 for NPOs and this accounted for -12 percent of the change in NPO total funds from 2011-2012.

During the period 2011-2012, 40% of NPOs reported an increase in contributions from individuals. Thirty percent also reported increases in funding from private foundations and 41% reported increases from other sources of funding such as earned revenue. Meanwhile, 17% reported a decrease in funding from government.

Revenue Trends Among HOWs

As with the NPOs, the group of HOWs surveyed reported an increase in total revenues from 2011-2012. In terms of total income, the group of HOWs reported an increase of 16 percent from 2011 to 2012.

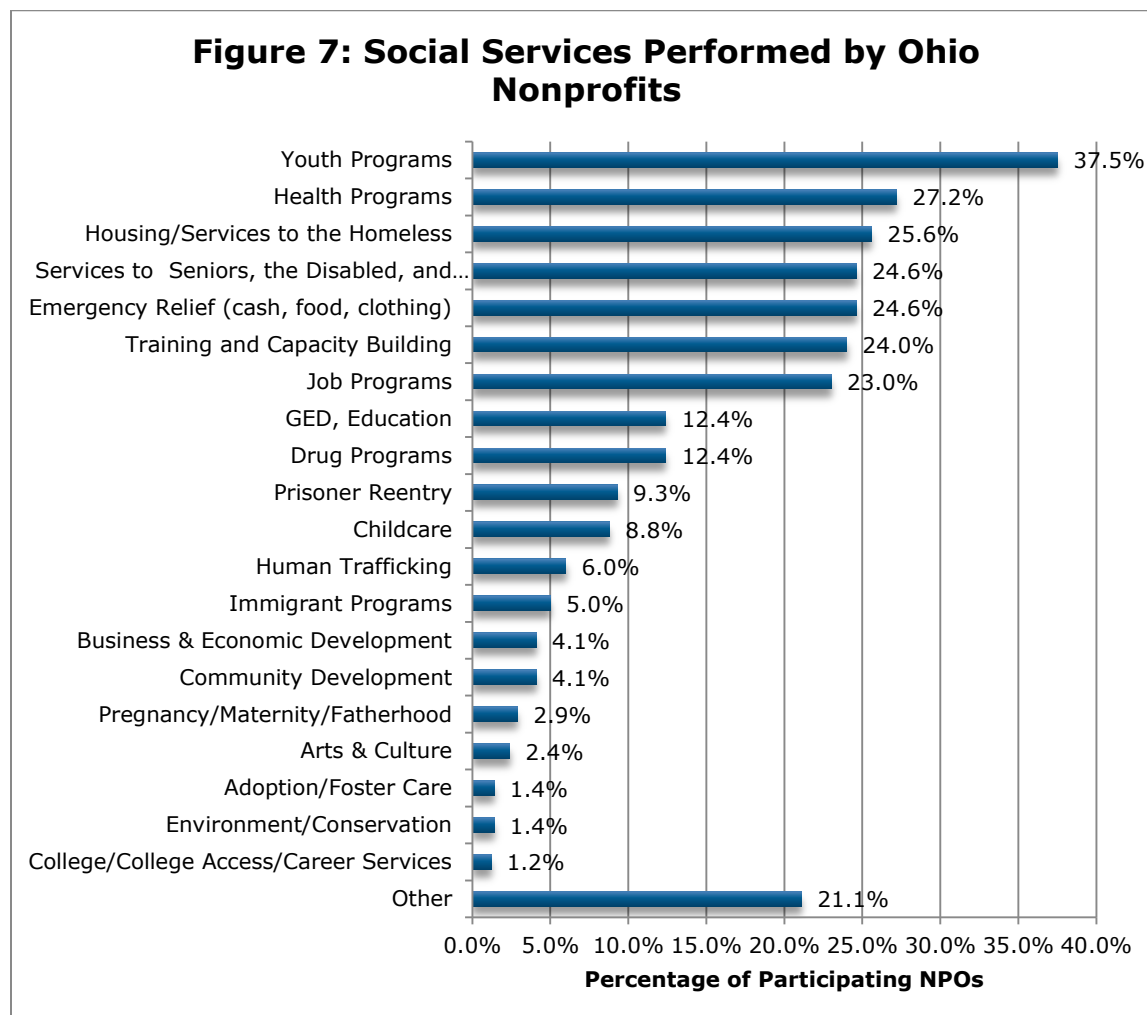
We asked HOWs to estimate the percentage of income they received from four different sources: individuals, private foundations, government, and “other sources” (such as earned income). Their responses were depicted in Figure 5 earlier. We also asked about trends in these revenue sources. HOWs saw the most growth in income from individuals: 44 percent of HOWs reported an increase in contributions from individuals from 2011 to 2012. By comparison, only 8 percent of HOWs reported an increase in private foundations and 5 percent reported increases in government funding and in revenue from other sources.

Among HOWs that reported revenue increases from 2011 to 2012, 44% percent reported an increase in contributions from individuals during this time period; 8% reported increases in revenue from private foundations; and 5% saw increases in government funding.

IV. SERVICES PROVIDED BY OHIO'S NONPROFITS AND HOUSES OF WORSHIP

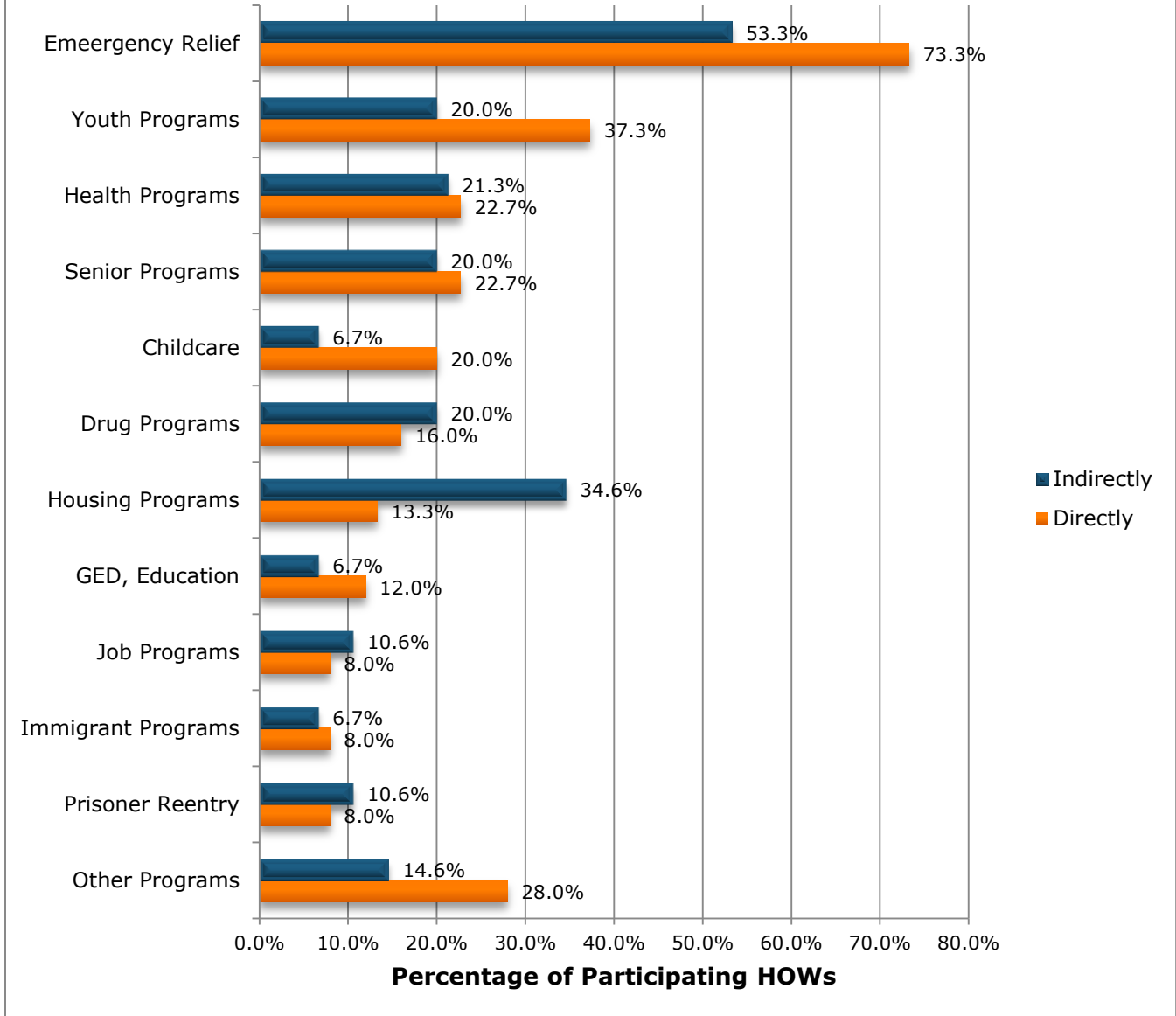
Types of Services

The nonprofit organizations (NPOs) and houses of worship (HOWs) that participated in the Sagamore Institute/Bliss Institute survey were engaged in a wide variety of critical social services (see Figure 7). Respondents from both NPOs and HOWs were asked in which particular social service they were most active. As displayed in Figure 7, the three service arenas in which NPOs were most active included youth services, healthcare services, and housing/services to the homeless. For HOWs, the top three included emergency assistance (e.g., food, money, and clothing), youth services, and healthcare services. HOWs conduct some of their community serving programs directly and some indirectly through their partnerships with other organizations (see Figure 8 next page).



Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 419

Figure 8: Social Services Provided by Ohio Houses of Worship



Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 75

A considerable number of survey respondents noted being involved in service programs other than those listed in the survey questionnaire. Review of their verbatim responses shows a very wide variety of “other services,” ranging from fatherhood initiatives to marriage counseling to programs to assist pregnant women, meals delivery to seniors, sports and recreational endeavors, and spiritual discipleship programs.

Approximately 26.4 percent of the NPO respondents in the survey identified themselves as “faith-based.” Among these organizations, the most common service arenas included emergency/safety net programs, youth programs, and jobs programs (see Table 4).

Table 4. Most Common Services Provided by Faith-Based NPOs

Service Arena	%
Emergency relief/safety net (food, clothing, cash assistance)	44.1%
Youth programs	40.5%
Jobs programs	32.4%
Housing programs	28.8%
Health programs	27%
Education programs	19.8%

Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n=113

In terms of the programmatic arenas in which surveyed respondents were the *least* active, for NPOs these included GED and other adult education services; substance abuse prevention/treatment programs; prisoner reentry programs; childcare services; programs to assist victims of human trafficking; and services to immigrants. Among HOWs, the least addressed program areas were housing; GED/Adult Education; jobs; services to immigrants, and prisoner reentry.

Few NPOs and HOWs were involved in adult education/GED programs or in prisoner reentry programs.

Additional Activities by NPOs and HOWs

The Sagamore/Bliss Institute survey also asked respondents about additional activities they might be engaged in, such as community organizing, voter registration, and neighborhood beautification efforts (see Table 5). NPOs reported considerable involvement in activities such as informing public officials on issues and collaborating with other social providers. Twenty percent were engaged in community organizing and nearly 24 percent in neighborhood beautification efforts. Less than 10 percent were involved in voter registration/education efforts. Among HOWs, the most common additional activities included programming related to creation care, neighborhood beautification efforts, participating in meetings with other social services providers, and community organizing. HOWs were significantly less likely to be engaged in informing public officials on issues than were NPOs.

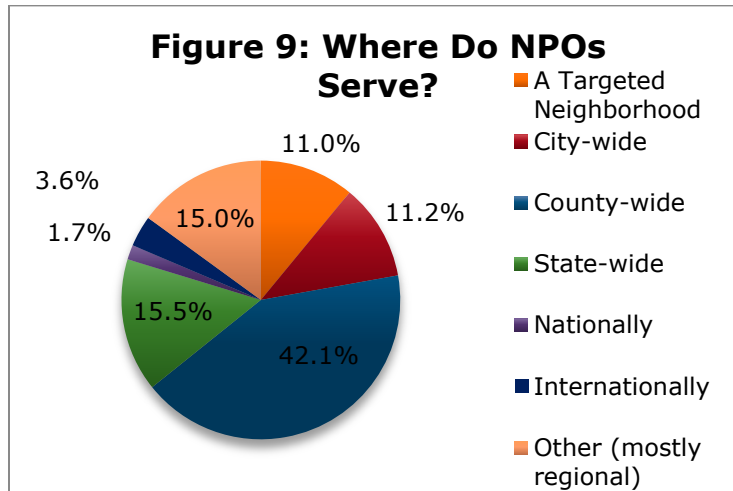
Table 5. Involvement in Other Activities

Activity	NPOs reporting “yes”	HOWs reporting “yes”
Neighborhood Improvement	23.7%	28%
Environmental Initiatives	21.1%	32%
Voter Registration/Education	9.8%	14.7%
Community Organizing	20.3%	21.3%
Informing Public Officials on Issues	47.8%	17.3%
Collaborating with local/state gov’t	52.4%	22.7%
Partnering with other service providers	60.3%	36%

Source: Sagamore Institute/Bliss Institute Survey of Nonprofits and HOWs, 2013. N= 497

Where NPOs Serve

NPO leaders were asked to identify their primary locales of services. Most had a county-wide or regional reach, with roughly eleven percent reporting a single neighborhood focus or a single city focus (see Figure 9).



Source: Sagamore Institute/Bliss Institute Survey of Nonprofits and HOWs, 2013. N=422

Numbers of Individuals Served

On average, the surveyed NPOs served 1,800 individuals in 2011 and 2000 in 2012. Faith-based nonprofits served fewer people, average 1,525 in 2012. The surveyed HOWs served on average 1,190 individuals in 2011 and 1,341 in 2012.

The NPO respondents to the Sagamore/Bliss Institute survey varied considerably in terms of their reach. In 2012, approximately one-third of NPOs served on average between 1001 and 5000 people. Another 12 percent served between 5001 and 10,000 individuals and roughly 11 percent served between 10,001 and 25,000 people (see Table 6). Just over 5 percent of the surveyed NPOs served under 100 individuals while eight NPOs served over 100,000 annually.

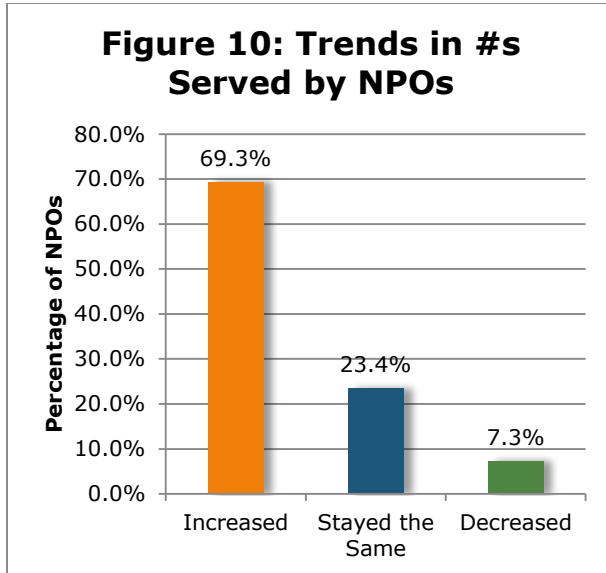
Table 6: Numbers Served by NPOs and HOWs, 2012

#s Served	Absolute # of NPOs	% of NPOs in Sample
Under 100	22	5.3%
101-500	85	20.6%
501-1000	49	11.9%
1001-5000	131	31.7%
5001-10,000	50	12.1%
10,001-25,000	47	11.4%
25,001-50,000	11	2.7%
50,001-100,000	10	2.4%
100,001-500,000	7	1.7%
500,001-1 million	1	.2%

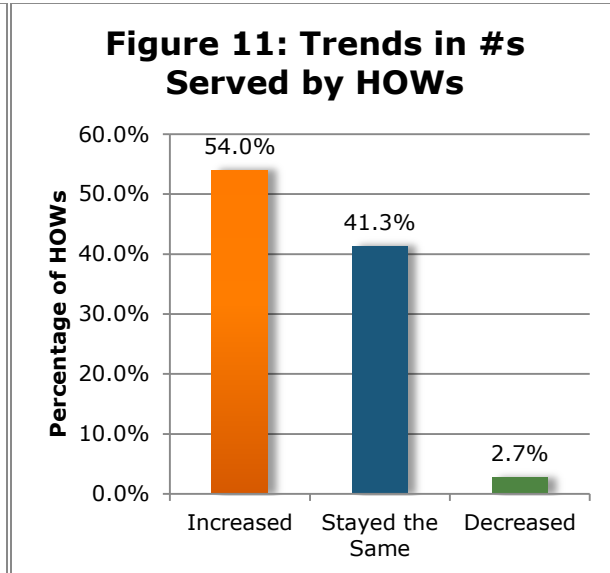
Source: Sagamore Institute/Bliss Institute Survey of Nonprofits and HOWs, 2013. n=413.

Service Trends

Not surprisingly given the impact of the recent economic recession, nearly 70 percent of NPOs and 54 percent of HOWs indicated that in the past three years they had seen an increase in the number of individuals served (see Figures 10 and 11).



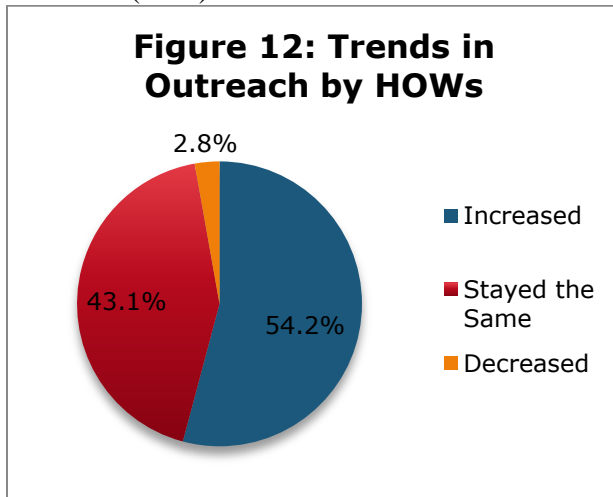
Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n=418



Source: Sagamore Institute/Bliss Institute Survey of Ohio NPOs and HOWs, 2013. N=75

Nearly 70% of NPOs and 54% of HOWs indicated that in the past three years they had seen an increase in the number of individuals served.

In addition, we asked HOWs whether in the past three years they had increased their involvement in community outreach activities and services or not. As shown in Figure 12 below, over half (54%) had increased their involvement.



Source: Sagamore Institute/Bliss Institute Survey of Ohio NPOs and HOWs, 2013. N=75

Organizational size of course plays a role in the number of individuals served. Very small NPOs (those with annual revenues under \$50,000) served on average 1128 individuals in 2012. By comparison, mid-sized NPOs (those with budgets between \$100,000 and \$150,000 annually) served on average 2,500 individuals and very large NPOs (budgets between \$500,000 and \$5 million) served on average 5,000.

In 2012, the Ohio NPOs surveyed served on average a total of 2,000 individuals annually. HOWs served on average 1,341 individuals.

Volunteers

Many Ohioans are active in volunteering their time to serve others, but there is room for improvement. According to the Corporation for National and Community Service, some 2.4 million Ohioans, or about 26.7 percent of the state’s population, volunteered their time to serve others in 2011 (the latest year for which data is available). Together, these individuals invested some 255.3 million hours of service at a combined estimated value of \$5.6 billion dollars.⁹

To help them carry out their important work, the NPOs and HOWs we surveyed rely on volunteers (see Table 7). Respondents in the Sagamore/Bliss survey varied in the numbers of volunteers they typically mobilized each year. Overall, roughly 2/3rds of NPOs mobilized 100 or fewer volunteers per year; for HOWs, this figure was 86.5 percent.

Table 7: Number of Volunteers, 2011-2012

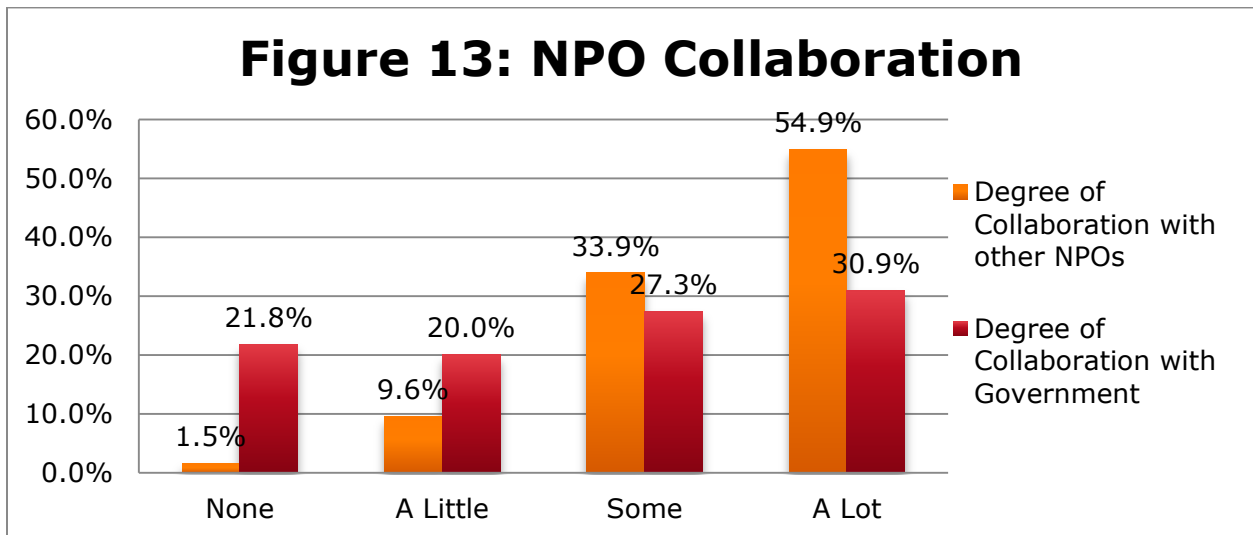
	2011		2012	
	NPOs	HOWs	NPOs	HOWs
Under 10	20.1%	27.1%	17.7%	17.9%
11 to 25	15.3%	28.8%	16.4%	31.3%
26 to 50	17.7%	30.5%	15.4%	25.4%
51 to 100	14.2%	5.1%	14.4%	11.9%
101 to 250	16.4%	3.4%	16.7%	7.5%
251 to 500	8.4%	5.1%	10.2%	6.0%
501 to 1000	4.7%	0.0%	4.7%	0.0%
Over 1000	3.2%	0.0%	4.5%	0.0%

Source: Sagamore Institute and Bliss Institute Survey of Ohio Nonprofits and Houses of Worship, 2013. n= 438 for 2011 and 469 for 2012.

⁹ Corporation for National and Community Service, “Volunteering and Civic Engagement in Ohio,” (2011) <http://www.volunteeringinamerica.gov/OH>

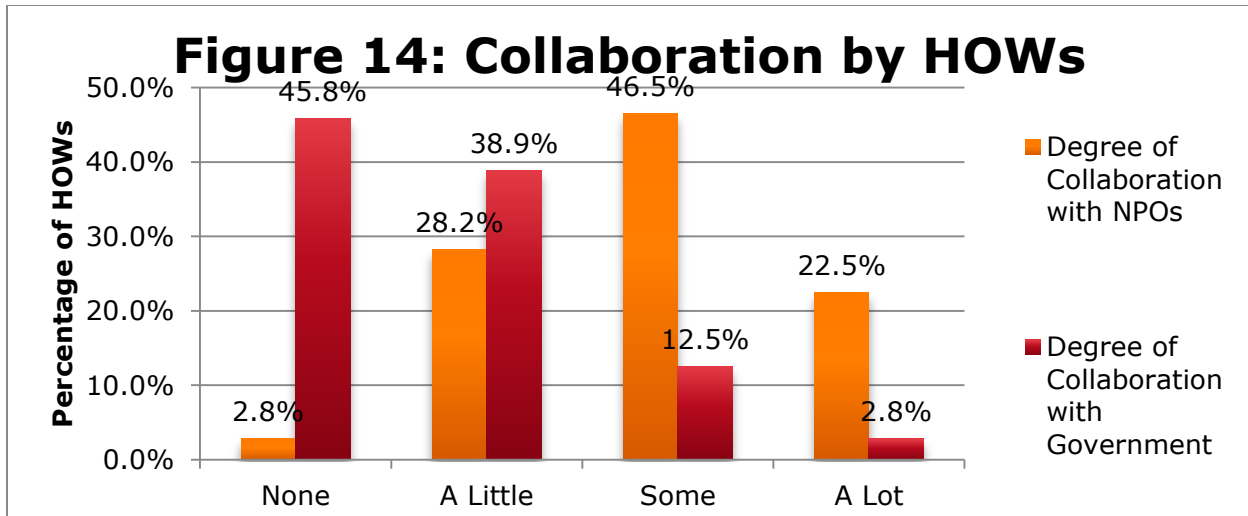
V. COLLABORATION

NPOs and HOWs both reported significant degrees of collaboration with other nonprofit entities and, to a lesser extent, with governmental agencies. Overall, NPOs were more engaged in partnerships than were HOWs. As shown in Figure 13, approximately 55 percent of NPOs reported having “a lot” of collaboration with other NPOs and approximately 31 percent reported having “a lot” of collaboration with government.



Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 422

HOWs were less active in such partnerships (see Figure 14). For example, roughly 46 percent of HOWs reported having no collaboration with government, compared to only 22 percent of NPOs indicating this. HOWs did report fairly robust degrees of collaboration with other nonprofits, though, with 46.5% reporting “some” collaboration and 22.5% reporting “a lot” of collaboration.



Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 75.

Experience With Government Funding

The Sagamore/Bliss Institute survey asked NPO and HOW leaders their opinions about government funding and also examined the percentages of each that received revenue from government in 2011 and 2012. As shown in Table 8, NPOs are far more likely than HOWs to have received government funding in 2011 and 2012.

Table 8. Government Funding of NPOs and HOWs

Org Type	% Receiving Some Gov't Funding
NPOs	57.0%
HOWs	8.1%

Source: Sagamore Institute/Bliss Institute Survey of Ohio NPOs and HOWs, 2013, n= 442.

Among the 422 NPOs in the survey, 23 percent received more than half of their annual revenue from government sources in 2012. Roughly half of NPOs reported having no government funding in 2011 or 2012. However, as shown in Table 9, NPOs are quite open to receiving government funding, with only 10.4 percent stating that they would “never apply for government funding.” Respondents from HOWs expressed greater hesitations regarding applying for government funding, though fully 70 percent indicated that they would be open to assessing the opportunity.

Table 9. Attitudes About Government Funding

Attitude	NPOs	HOWs
Comfortable receiving gov't funding	45.0%	11.3%
Open to assessing pros/cons of gov't funding	44.5%	70.4%
Would never apply for gov't funding	10.5%	18.3%

Source: Sagamore/Bliss Institute Survey of Ohio's NPOs and HOWs, 2013. N= 464

What Difference Does Government Funding Make?

To examine the relationship between receipt of government funding and the number of individuals served, we created two categories of NPOs: “Independents” (those that do not receive government funding) and “Partners” (those that do receive government funding). Independents

tended to serve fewer individuals and this finding held when controlled for organizational size. Put another way, when organizations of similar size are compared, Partners tend to serve higher numbers of people.

Only 10 percent of surveyed NPO respondents said that they would never consider applying for government funding.

The Independents were generally active in fewer program areas than the Partners. Partners were more active than Independents in youth, job, housing, health, and senior programs.

In addition, Independents reported slighter fewer volunteers than did Partners, and this difference remained when controlled for organizational size. (That is, when comparing organizations of similar size overall, Partners report having more volunteers than do Independents.) Moreover, among organizations of similar size, Partners are also more likely to report receiving funding from private foundations (see Table 10).

Table 10: Correlations Between Receipt of Government Funding and Private Foundation Funding

	Small NPOs		Large NPOs	
	With Gov't Funds	Without Gov't Funds	With Gov't Funds	Without Gov't Funds
% receiving provide foundation funding	73.1%	51.3%	84.6%	61.9%

Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 369

What Difference Does Collaboration with Other NPOs Make?

As noted earlier, 55 percent of the surveyed NPOs reported “a lot” of collaboration,” 34 percent reported “some” collaboration, and 11 percent reported “none or little” collaboration.” Our analysis suggests that levels of collaboration among NPOs matter. Survey findings indicated that NPOs that report “a lot” of collaboration with other nonprofits tend to:

- serve more people;
- have larger organizational budgets;
- receive greater amounts of government funding; and
- receive larger amounts of private foundation funding.

More details on these relationships are presented below.

As depicted in Table 11, on average, NPOs with “a lot” of collaboration serve over twice as many people as with “none or little cooperation” (2,623 versus 1,044).

Table 11: NPO Collaboration and Numbers Served	
	People served in 2012 (mean)
None, little collaboration with NPOs	1,044
Some collaboration with NPOs	1,250
A lot of collaboration with NPOs	2.623

In addition, NPOs with “a lot” of collaboration have on average larger budgets—seven times more than NPOs reporting “none or little collaboration” and 16 percent more than NPOs reporting “some” collaborations (see Table 12).

Table 12: NPO Collaboration and Budget Size	
	Total Funds 2012 (mean)
None, little collaboration with NPOs	\$450,658
Some collaboration with NPOs	\$2,784,118
A lot of collaboration with NPOs	\$3,251,614

NPOs with “a lot” of collaboration also received on average more government funds—15 times more than NPOs reporting no or little collaboration and almost twice as much as those reporting some collaboration (see Table 13).

Table 13: NPO Collaboration and Gov’t Funds	
	Total Gov’t Funds 2012 (mean)
None, little collaboration with NPOs	\$105,384
Some collaboration with NPOs	\$802,365
A lot of collaboration with NPOs	\$1,561,681

And as depicted in Table 14, NPOs with higher levels of collaboration with other NPOs also receive significantly more private foundation funding than do NPOs with little or some collaboration.

Table 14: NPO Collaboration and Private Foundation Funding	
	Foundation Funds 2012 (mean)
None, little collaboration with NPOs	\$17,717
Some collaboration with NPOs	\$100,141
A lot of collaboration with NPOs	\$189,057

We also explored the relationships between levels of collaboration and these other topics among the HOWs. As noted earlier, 22 percent of HOWs reported “a lot” of collaboration, 47% reported “some” collaboration,” and 31% reported “none or little” collaboration. The patterns that emerged among HOWs were somewhat similar to those seen among the NPOs, in that correlations existed between collaboration levels and numbers served, budgets, and private foundation grants and government funding. But among the HOWs, the largest differences were between HOWs with “some” collaboration and those with “none or little” collaboration. Tables 15, 16, 17, and 18 provide the details.

Table 15: Collaboration and Numbers Served (Among HOWs)	
	People served 2012 (mean)
None, little collaboration with NPOs	393
Some collaboration with NPOs	2,182
A lot of collaboration with NPOs	943

Table 16: Collaboration and Outreach Budget Size (Among HOWs)	
	Outreach funds 2012 (mean)
None, little collaboration with NPOs	\$13,201
Some collaboration with NPOs	\$44,451
A lot of collaboration with NPOs	\$24,769

Table 17: Collaboration and Gov't Funding (Among HOWs)	
	Government funds 2012 (mean)
None, little collaboration with NPOs	\$0
Some collaboration with NPOs	\$894
A lot of collaboration with NPOs	\$188

Table 18: Collaboration and Foundation Funding (Among HOWs)	
	Foundation funds 2012 (mean)
None, little collaboration with NPOs	\$45
Some collaboration with NPOs	\$2,512
A lot of collaboration with NPOs	\$1,900

On average, NPOs reporting “a lot” of collaboration with other NPOs serve twice as many people as those reporting no or little cooperation—2,623 versus 1,044—and this holds when controlled for organizational size.

VI. ASCERTAINING AND ADDRESSING SERVICE GAPS

The Sagamore/Bliss Institute survey asked respondents to identify the sources of information they use to determine gaps in service in their localities/service areas. NPOs and HOWs both rely heavily on information gathered from community residents and/or their program participants (see Table 19). They also rely on information from fellow nonprofit leaders and, to a lesser extent, on information provided by state government agencies.

Table 19. When it comes to determining gaps in service, where do you get information?

Community Residents/ Program Participants	Other NPOs	Local News	State Research Orgs	State Gov't	Natl Research Orgs	Federal Govt	Other ¹⁰
62.4%	57.3%	25.7%	32.2%	33.7%	29.4%	26.8%	10.7%

Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 497

More in-depth analysis of the survey responses revealed large and systematic differences in the information used by organizations when size and receipt of government funding are considered. First, larger organizations tend to report using more kinds of information than do smaller organizations. Second, organizations that receive government funding are more likely than those not receiving government funding to rely on information from other NPOs, state research groups, and federal and state government agencies.

The survey also asked respondents to identify the principal gap in service in their locale. As expected, answers varied. The ten service gaps most commonly mentioned by respondents are detailed in Table 20.

Table 20. Top Ten Service Gaps Noted by Survey Respondents

Service Gap	# of mentions
Jobs (job training, workforce development, job creation)	39
Youth Services (mentoring, after-school, drop-out prevention, college & career readiness)	22
Health services	21
Mental Health services	21
Safety net programs (emergency food, clothing, \$)	20
Services for seniors & persons with disabilities	19
Greater coordination, collaboration, and communication	18
Affordable housing	17
Substance Abuse prevention, treatment, and rehab	15
Investments in public schools/education programs	12

Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. N=497

¹⁰ These included trade and professional association, the United Way, and city government agencies, among others.

NOTED SERVICE GAPS BY LOCALE

Cincinnati

Basic material aid (cash assistance, food, clothing)
Jobs/Job training
Youth services
Housing

Cleveland

Jobs/Job training
Housing
Childcare
Education

Columbus

Healthcare
Jobs/Job training
Mental Health services
Basic material aid (cash assistance, food, clothing)

Respondents were also asked whether they had the desire and capacity to meet the need they had identified as the biggest service gap in their locale. Consistently, strong majorities of both NPOs and HOWs indicated desire to meet the need but many lack capacity currently for doing so. For example, 75 percent of NPO respondents indicated that they had the desire to meet the service gap, but of those, only 53 percent reported having current capacity for doing so.

75% of NPO survey respondents reported that they had the desire to address the biggest service gap in their locality, but only 53% of those indicated that they had the current capacity to do so.

Resources Needed to Increase NPO and HOW Effectiveness

In terms of increasing their effectiveness in addressing community needs, HOWs were asked what resource they most needed: more staff, more money, more volunteers, more training, or more partnerships? Forty-three percent reported that an increased number of volunteers was their greatest need while 38 percent said more money was required. Interestingly less than 5 percent indicated that they needed more staff to meet these needs (see Table 21).

Table 21. Which do you consider your greatest need when it comes to having an effective community outreach program? (Asked of HOWs)

RESPONSE	PERCENTAGE
More Staff	4.3
More Money	37.7
More Volunteers	43.5
More Training	4.3
More Partnerships	10.1

Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 75

When determining service gaps in their locality, NPOs and HOWs both rely heavily on information gathered from community residents and/or their program participants.

For NPOs we posed a similar, related question that asked what sorts of training they felt they needed most to strengthen their work. The most popular response was training in raising funds from private sources (see Table 22).

Table 22. Which among the following training topics would you say you *most* need further education/equipping in? (Asked of NPOs)

Training Topic	Percentage
How to recruit and train volunteers	4.8%
How to raise money from private sources	33.3%
How to improve your organization’s financial operations	6.9%
How to better communicate your organization’s message	22.0%
How to strengthen your Board	12.2%
How to evaluate your programs	14.6%
Other	6.3%

Source: Sagamore Institute and Bliss Institute Survey of Ohio NPOs and HOWs, 2013. n= 422

VII. PROMISING PRACTICES FROM OHIO'S INNOVATIVE NPOs

Ohio's nonprofits are implementing a variety of creative initiatives that are effectively addressing critical community needs. These organizations have put into place smart solutions that are achieving demonstrable positive outcomes. Several examples of these promising practices are described below. These practices are ripe for replication by other organizations throughout Ohio and the nation. To view more promising practices by Ohio's nonprofits, visit www.brightideasohio.org.

Freestore FoodBank's Cincinnati COOKS! Program

Staff and volunteers at the Cincinnati-based Freestore FoodBank not only provide individuals and families in need with emergency food assistance. They seek to develop a relationship with these individuals to identify the underlying causes of their need and connect them to the resources, training, and opportunities that can help them towards greater self-sufficiency.

The Cincinnati COOKS! program, launched twelve years ago, is one such pathway. Up to 15 individuals at a time can enroll in the free 10-week culinary arts training program (which operates on a rotating basis throughout the year) and develop the life and job skills necessary for obtaining employment in the food service industry. Professional chefs oversee the program, which offers plenty of hands-on experience. Cincinnati COOKS! students prepare 6000 meals each week for the Freestore Foodbank's "Kid's Café" programs hosted in 24 sites across Southwest Ohio. "One side of our training facility is set-up for line cooking, which teaches the skills short order cooks need. The other side is set up for mass production, where students learn to work in fast teams like those in a restaurant kitchen," says President & CEO Kurt Reiber. "Our students also gain their ServSafe® certification through our program, and that adds to their marketable skills." (At any Ohio restaurant, at least one employee in the kitchen during any shift must be ServSafe® certified.)

The program boasts about 1,100 graduates and its job placement (80%) and job retention rates (90%) are stellar. Trainees not only help the nonprofit help feed hungry youth; they also assist with the Foodbank's social enterprise, Cincinnati COOKS! Catering. This business, inaugurated in 2008, earns about \$100,000 annually in net revenues to support the nonprofit's bottom line.

Dave Thomas Foundation for Adoption

Each year about 26,000 teens "age out" of the foster care system, having never been adopted by a family. Many will struggle to make it: statistics show that these teens are at high risk for drug use, homelessness, unemployment, and criminal activity.

Throughout 2002-2003, the Dave Thomas Foundation for Adoption undertook a major national listening project to try to determine why so many youth were not being successfully placed into adoptive families. "We got back both obvious and subtle answers," Rita Soronen, the Foundation's President and CEO, reports. "As expected, we heard about the limits of time and

resources: caseworkers being overloaded. But we also learned that there were perceptions among the professionals and the public at large that some kids are thought ‘unadoptable.’”

Armed with these insights, the Foundation designed a pilot program in 2004 to address both the resource issue and the perceptions. “We knew that the stats show that by age nine the likelihood of a child being adopted plummets. But we didn’t believe that any child was unadoptable,” Soronen says.

The Foundation encouraged foster care/adoption agencies in seven pilot sites, including Columbus, OH, to implement its newly designed “Child-Focused Recruitment Model” and provided grants to underwrite the experiment. Early results were so promising that the Foundation expanded its private grant-making to groups replicating the model in all 50 states. In so doing it was helped by hundreds of Wendy’s franchisees around the country, who raised donations from customers for what became known as the “Wendy’s Wonderful Kids” initiative. Nationwide since inception, the program has led to over 3,600 permanent adoptions at an average cost of \$12,000 to \$13,000 per adoption (compared to \$25,000 annual cost for maintaining a youth in state care).

At the heart of the model is the commitment of a professional “adoption recruiter” developing close relationships with “hard to place” kids. “The typical caseload among caseworkers in an agency might be as many as 60 youth,” Soronen explains. “But in our model the recruiter’s caseload is about 20-25 children.” This enables the recruiter to “dive deep” into the child’s case file, seeking leads that could help with finding an adoptive family. The recruiters develop an active network of those adults whose lives intersect with the child’s (teachers, CASA volunteers, social workers, coaches). They pursue a “dynamic recruitment plan” that is reviewed monthly, working hard to connect with the youth’s relatives or former foster families where appropriate. They also encourage older youth to give adoption a chance—as some have become weary or distrustful and have resigned themselves to staying in the system. Additionally, the recruiters submit monthly data into a Wendy’s Wonderful Kids database, assuring aggressive accountability for their caseloads, while providing ongoing trending information and statistics for the Foundation.

In 2006 the Foundation partnered with an independent research team from Washington-DC-based Child Trends to conduct a rigorous, multi-year assessment of the Wendy’s Wonderful Kids program. Researchers compared nearly 1000 youth in the program to children in foster care waiting to be adopted, with similar demographics, but not in the program. In October 2011 the Foundation received the results. Overall, Child Trends found that children in Wendy’s Wonderful Kids were 170 percent more likely to be adopted than those not participating, and among older youth, the figure was 300 percent.

Officials at the Ohio Department of Jobs and Family Services (ODJFS) were impressed by these outcomes. With its private dollars, the Foundation was underwriting seven recruiters in the Wendy’s Wonderful Kids initiative in the state in 2012. ODJFS issued a \$2.3 million grant to enable the Foundation to increase that to 35 recruiters. “The state knows that it makes sense to invest in the front end of the system—to try to get more kids adopted,” Soronen says. “They told us that they expected their funding to ultimately save the state more than \$100 million in costs

associated with keeping these children in care until age 18 and allowing them to age out without a family or a home.” Recently DJFS issued a contract of over \$3 million with the Foundation to expand the number of recruiters to 50.

Food for the Hungry’s Annual Drive

Throughout the fall in Knox County, residents can attend a myriad of special events all aimed at one purpose: ensuring that needy families in the area are cared for. Whether it’s running in the 5K “Turkey Trot,” attending Kenyon College’s annual gala or the Festival of the Trees in Apple Valley, or cheering for one’s favorite local media personality in the annual grocery cart race, anyone who wants to pitch in can have a good time doing so.

The annual Food for the Hungry food and funds drive began back in 1982 as the brainchild of local radio host Charlie Kilkenny, to benefit Interchurch Social Services and the Salvation Army. The following year, Mount Vernon Cablevision joined in sponsoring the drive. By the mid-1990s the event had grown too large for just two organizations to handle and new media and business partners came on board. This Partner Board has become highly proficient in recruiting all kinds of corporate and in-kind donations to help with the effort.

“Today a large majority of community organizations support this,” says Sandy Rhoton, who has served as Drive Coordinator since 2009. “We have a great retention rate of groups who participate every year. And each year we get one or two new nonprofits and several businesses joining in.”

The genius of the model is that each group can come up with its own creative idea of how to help. A women’s sorority, for example, partners with area schools to do a canned food and funds drive. Businesses may offer special coupons or discounts to customers who bring in food donations. Other groups might sponsor a concert or an auction. Last year local Zumba instructors ran a “Zumbathon” fundraiser. Students at the Knox County Career Center fix up a damaged vehicle into good working condition and auction it off, donating the money raised. In Mount Vernon, an annual parade includes the Partner Board pushing empty grocery carts: spectators then jump in to fill these up with food items they’ve brought along. The whole drive culminates in an annual 8-hour live radio and television broadcast the second Saturday in December. In 2012, the drive raised \$198,876 and 69 truckloads of food. Local businesses donate professional services like graphic design, printing, and accounting. “This keeps our annual expenses very low,” Rhoton says. For the past several years overhead costs were only about 4 percent.

“Each partner contributes countless hours of work to make our fundraising effective,” says Rhoton. “Their efforts have created a sense of personal ownership within Knox County. I have often said that the benefit of this Drive far exceeds the money and food raised,” she adds. “It contributes greatly to our community’s sense of generosity and everyone wants to get on board and do something to help.”

Y.O.U. Jackson Summer Youth Employment Program

Seven years ago Cleveland Mayor Frank Jackson saw a way to put dollars from the public utilities budget to work for the city’s teens. More youth in jobs means fewer on the streets—so the Mayor decided to launch a summer jobs initiative wherein students could help complete the

Department of Water's work tasks, particularly those of least interest to the regular fulltime utility workers. Initially funds were used to hire youth to paint the city's fire hydrants. But in partnership with Youth Opportunities Unlimited (Y.O.U.), the "Frank G. Jackson" summer jobs program has blossomed into a career pathway towards "green" jobs.

Today participating youth (over 1500 since inception) read water meters, assemble and install rain barrels, clean up water catch basins, create and maintain rain gardens, remove trash from city streams, and conduct lab tests on water quality. For 30 minutes at the start of each work day, students also attend classroom sessions on topics ranging from water pollution to conservation to public safety, financial literacy, and social entrepreneurship. On average 95 percent of all the youth hired have completed the program successfully. "Youth learn what water sustainability is, why it's important to the region, and how their work projects contribute to the goal of increasing water sustainability in northeast Ohio," says Carol Rivchun, Y.O.U.'s executive director.

In 2012, with support from the City of Cleveland Office of Economic Development, the Program added a new educational and enrichment option: Post-Secondary Enrollment Option Program (PSEOP). Youth attended a college-level course at Cleveland State University, which included collection and lab analysis of plant and soil samples. The youth earned three college credits as well as gaining employment experience. Many skills learned in the summer help youth achieve internships and/or admission to college and specialized college programs. For example, after working in the program at Northeast Ohio Regional Sewer District (NEORS), Cherelle Jackson (2006) and Brittany Stratford (2008) were offered internships at NEORS that continued throughout college. Cherelle graduates soon from the University of Toledo; Brittany has an A.D. in biochemistry from Cuyahoga Community College.

Youngstown Neighborhood Development Corporation

Over the past several decades, the population of Youngstown, OH has plummeted by 60 percent. Industrial job losses in this "rust belt" city were brutal. Combined with the recent recession, the mortgage crisis, and ensuing foreclosures, the end result has been visible decline in many city neighborhoods. "This city has 23,000 vacant lots and 4,000 vacant homes," explains Presley Gillespie, Executive Director of Youngstown Neighborhood Development Corporation (YNDC). That sort of blight depresses both housing values and the human spirit and can inhibit private investment.

To address these significant problems, YNDC, launched in 2009, has adopted what Gillespie calls a result-oriented, strategic, and comprehensive approach. The idea is to mobilize residents and work on several different community improvement initiatives simultaneously in strategically selected neighborhoods. Unlike a scattered-shot approach of doing a little here and little there in many places throughout the city with little impact, Gillespie explains, this narrow-but-deep approach "enables us to show visible and incremental progress relatively quickly. That stabilizes the community and builds confidence. It shows home owners that investment in repairing and beautifying their homes is worth it—and it can help catalyze new business investment."

YNDC's creative efforts in the strategic Idora neighborhood on the city's southwest side include:

- A Community Loan Fund to make available affordable mortgage loans to low and moderate-income home buyers;
- The “Lots of Green” vacant land reuse initiative in which YNDC and residents have so far cleaned up 213 abandoned lots, planted grass, and started several community gardens;
- The Artistic Home Board-Up campaign that creatively boards up homes with painted window scenes that make the homes appear lived-in;
- The Iron Roots Urban Farm, which has created jobs and begun addressing the community’s “food desert;”
- The Green Homes program, which thoroughly rehabilitates foreclosed and abandoned houses using green design principles and puts them on the market for resale to families at or below 80 percent of the median area income, and provides financial assistance to home buyers; and
- The “Paint Youngstown” program that offers exterior home repairs to owner-occupied residents at no cost to home owners. Repairs include roof repair, siding, painting, weatherizing, and other needed improvements.

Within Idora, YNDC has focused especially on the Lanterman Avenue “model block,” where it has rehabbed over 15 homes. “The goal of the model block strategy is to stabilize transitional neighborhoods one block at a time, ensuring that residents and property owners will have a long-term stake in the neighborhood,” says Gillespie. “Some of our houses have sold even before the renovations have been completed,” he adds. “That is unprecedented in any neighborhood in Youngstown.”

YNDC’s targeted strategy is working. Violent crime in the Idora neighborhood is down 55 percent from 2008 to 2012, and property crime has dropped 24 percent in the same period. At the start of YNDC’s efforts, there were over 200 vacant homes in the community and now there are less than 20. Home ownership is on the rise; ten new jobs have been created at the Iron Roots urban farm; and a national grocery chain has built a \$5 million grocery store in Idora—the first in over a decade. “It’s all been made possible by putting residents at the center of our work,” Gillespie emphasizes. He says his dedicated staff at YNDC go far beyond the typical “9-5” job commitment and see their work as a mission. They and the 1500+ residents who’ve committed to taking back the neighborhoods have proven that positive change is possible.

IX. SUMMARY AND RECOMMENDATIONS

Ohio's faith-based and nonprofit communities are enormous sources of social and fiscal benefit to the citizens of Ohio. These organizations and congregations meet a myriad of needs, doing so with both private and public funds. This sector is no mere footnote or afterthought in the story of how human needs are being met in the Buckeye State. It is a powerful engine of economic growth, employing one in ten Ohioans. It is a powerful revenue-enhancing engine, garnering hundreds of millions of federal dollars to deploy on behalf of Ohioans. And it is a powerful compassion engine, engaging citizens in care for one another and in creative efforts to better communities. Among just the 413 NPOs that responded to the survey question about numbers served, the total number of Ohioans reached by these groups was over 4.6 million.

In short, it is a big story. Too often, though, the contributions of this sector are overlooked. This study has attempted to shine light on the impact Ohio's nonprofits and Houses of Worship are making to address community needs. It has found a sector that is highly active in both short-term relief-oriented assistance and in longer term development-oriented programs including youth services, health care, housing, education, jobs and jobs training, and services to seniors and the disabled, among many others. Encouragingly, despite the nation's economic downturn, both nonprofit organizations and Houses of Worship surveyed through this project reported increases in revenue from 2011 to 2012, and congregations reported an upward trend in spending on community outreach programs. And these hard-working engines of compassion desire to do more. They have identified key gaps in their locales that they are willing to meet, though in some cases their desire outweighs their current capacity.

To further depict the reach of Ohio's robust nonprofit sector, through this research project Sagamore Institute has constructed an interactive online map at www.ohiocompassionmap.org. The map allows users to explore the richness and diversity of over 12,000 of the state's community healing organizations, learning more about what they do, where they are located, and how they are financed. This online tool can help promote collaboration among nonprofits in similar geographies or sectoral arenas of service. Nonprofit leaders contemplating the launch of a new service program can consult the map to learn of others in their county or adjacent counties that may be providing similar services already and who may thus be a good source of relevant information. The Ohio Compassion Map also enables local public policy makers to get a quick read on the scope and scale of nonprofits in their county. Detailed county-level data shows how many nonprofits are in the locality, what their primary service sector is, and which local NPOs received grants from either state or federal agencies in 2011 and 2012. State-wide organizations that provide capacity building services to nonprofits, such as grant-writing or fund-raising workshops, could use the map to target their efforts in those counties where local nonprofits have not succeeded in garnering state or federal grants.

A second, new, online tool created as part of this project is the Bright Ideas Ohio website (www.BrightIdeasOhio.org). This online resource showcases high-performing nonprofit programs recommended to Sagamore researchers by Ohio grantmakers. At the Bright Ideas site, nonprofit and

congregational leaders can explore the creative programs of nearly 100 creative Ohio agencies. The site can encourage the replication of promising practices in a variety of social sectors (e.g., reentry, housing, services to the disabled) and also provides numerous free resources to help nonprofits better evaluate their own organizations and programs. The promising practices highlighted in Section VII. Of this report are based on profiles published on the Bright Ideas Ohio site.

Recommendations for the GOFBCI

This project has afforded Sagamore researchers opportunities to listen to leaders from Ohio's nonprofits and Houses of Worship, to grantmakers, and to public agency officials as well as to examine publicly available records of federal and state grantmaking to social service-oriented Ohio nonprofits. Based on this exploration we offer the following five recommendations for the Governor's Office of Faith-Based and Community Initiatives:

- 1) **Recognize that all compassion is local and identify strategies for the state to strengthen community-level volunteers and nonprofits.** The Ohio's Governor's Office of Faith-Based and Community Initiatives (GOFBCI) should consider hosting a strategic planning process in every region of the state that would include: (1) identifying the leading human needs; (2) enhancing participation by the faith-based and community nonprofits from that region in the Ohio Compassion Map; and creating a top ten list of action items that answer the question: "What can we (local government, area nonprofits, private companies and foundations) do better together that we cannot do separately?"
- 2) **Declare human tragedies unacceptable.** The state should use its bully pulpit to draw attention to the most severe human needs suffered by Ohio's most vulnerable members and mobilize citizens to overcome them. This could involve the design of a strategic communications plan for state officials to educate and inspire compassionate acts. Relatedly, the GOFBCI could celebrate best practices through special "Bright Ideas Ohio" events, You Tube videos, and an awards ceremony at the annual Serve Ohio conference.
- 3) **Unify state leadership to promote the Governor's compassion agenda.** The GOFBCI could establish a Task Force to oversee the development of a state plan for strengthening philanthropy, nonprofits, and volunteerism co-led by the GOFBCI director and the director of Serve Ohio.
- 4) **Secure religious liberty.** Approximately 26 percent of the NPO respondents in the survey identified themselves as "faith-based." The GOFBCI should consider conducting an audit of every state social service grantmaking program to ensure compliance with equal treatment principles.
- 5) **Establish a "Compassion Commons."** In partnership with Ohio grantmakers, the GOFBCI could create an online marketplace for private philanthropy to invest in effective charities listed on the Ohio Compassion Map.

X. TECHNICAL APPENDIX VALIDATING THE NPO SURVEY RESPONSES

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The 2013 Sagamore Institute-Bliss Institute NPO-HOW Survey had a total of 497 responses, out of an original sample of 2789 organizations with usable emails, for a response rate of 17.8%.

There was a higher response rate for NPOs—20% (417 out of 2038 original cases).

There was a much lower response rate for HOW's—9.9% (75 out of 751). If HOWs had responded at the same rate as NPOs, there would have been 150 HOW responses.

OVERALL RESPONSES

Overall, the survey responses appear to resemble the original sample well in terms of age, revenues, and region. The main difference is the lack of response from HOWs.

sample * Organization Type Crosstabulation

% within sample

		Organization Type				Total
		CBO (Community Based Org)	FBO (Faith Based Org)	HOW (House of Worship)	Other	
sample	no response	54.7%	13.0%	29.1%	3.1%	100.0%
	survey response	57.3%	19.5%	16.4%	6.8%	100.0%
Total		55.2%	14.1%	26.9%	3.8%	100.0%

The survey responses had slightly more CBOs, FBOs, and Other Groups—and significantly fewer HOWs.

Sample * age2 Crosstabulation

% within sample

		age2					Total
		New	Young	Mature	Seasoned	Veteran	
sample	no response	6.0%	12.5%	30.2%	40.8%	10.6%	100.0%
	survey response	6.0%	16.6%	28.6%	39.5%	9.3%	100.0%
Total		6.0%	13.1%	29.9%	40.6%	10.4%	100.0%

***The survey responses differed only slightly in terms of the age of the organization.**

sample * income Crosstabulation

% within sample

		income						Total
		Very Small	Small	Mid-sized	Mid-large	Larger	Very Large	
sample	no response	12.8%	11.3%	19.0%	14.1%	29.9%	12.8%	100.0%
	survey response	9.9%	12.3%	17.6%	16.2%	35.9%	8.1%	100.0%
Total		12.4%	11.4%	18.8%	14.4%	30.8%	12.1%	100.0%

***The survey responses had slightly fewer very small (under \$50,000) and slightly fewer very large (over \$5 million) groups.**

sample * Region Crosstabulation

% within sample

		Region					Total
		Northeast	Northwest	Central	Southeast	Southwest	
sample	no response	36.3%	12.4%	19.4%	8.7%	23.2%	100.0%
	survey response	32.4%	12.3%	22.6%	6.6%	26.1%	100.0%
Total		35.6%	12.4%	20.0%	8.4%	23.7%	100.0%

***The survey response had slightly fewer responses from Northeast and Southeast Ohio, and slightly more from Central and Southwest Ohio.**

RESPONSES BY NPOs and HOWs

The NPO responses were slightly more likely to be FBOs; modestly more likely to be younger organizations; slightly less likely to be very small or very large organizations; and slightly more likely to come from Central Ohio compared to the original NPO sample. The HOW responses were more likely to be young or mature organizations; slightly less likely to be very small or very large organizations; more likely to come from Northwest Ohio and less likely to come from Central Ohio compared to the original HOW sample (See Crosstabulations below.)

sample2 * Organization Type Crosstabulation

% within sample2

		Organization Type				Total
		CBO (Community Based Org)	FBO (Faith Based Org)	HOW (House of Worship)	Other	
sample2	NPO no response	77.3%	18.3%		4.4%	100.0%
	NPO survey response	69.0%	22.8%		8.2%	100.0%
	HOW no response			100.0%		100.0%
	HOW survey response			100.0%		100.0%
Total		55.2%	14.1%	26.9%	3.8%	100.0%

***The survey responses for NPOs were slightly more likely to be FBOs than the original sample of NPO.**

sample2 * age2 Crosstabulation

% within sample2

		age2					Total
		New	Young	Mature	Seasoned	Veteran	
sample2	NPO no response	5.8%	13.0%	32.0%	39.7%	9.5%	100.0%
	NPO survey response	6.1%	17.0%	28.9%	39.4%	8.7%	100.0%
	HOW no response	7.7%	7.7%	15.3%	48.6%	20.8%	100.0%
	HOW survey response		15.8%	15.8%	52.6%	15.8%	100.0%
Total		6.0%	13.1%	29.9%	40.6%	10.4%	100.0%

***The survey responses for NPOs were slightly younger in age than the original sample of NPOs; the responses for HOWs were less likely to be new or veteran compares to the original sample of HOWs.**

sample2 * income Crosstabulation

% within sample2

		income						Total
		Very Small	Small	Mid-sized	Mid-large	Larger	Very Large	
sample2	NPO no response	12.6%	11.2%	19.1%	14.2%	30.0%	12.9%	100.0%
	NPO survey response	9.8%	12.4%	17.5%	15.6%	36.4%	8.4%	100.0%
	HOW no response	33.3%	13.3%	20.0%	13.3%	20.0%		100.0%
	HOW survey response	16.7%	16.7%	16.7%	33.3%	16.7%		100.0%
Total		12.4%	11.4%	18.8%	14.4%	30.8%	12.1%	100.0%

***The survey responses for NPOs were less likely to be very small or very large, with the largest discrepancy with the large category; the survey responses for HOWs showed a similar pattern, but with the largest discrepancies in the very small and mid-large categories.**

sample2 * Region Crosstabulation

% within sample2

		Region					Total
		Northeast	Northwest	Central	Southeast	Southwest	
sample2	NPO no response	36.5%	12.1%	19.5%	8.2%	23.7%	100.0%
	NPO survey response	31.8%	10.4%	25.3%	6.0%	26.6%	100.0%
	HOW no response	35.8%	13.1%	19.0%	10.0%	22.1%	100.0%
	HOW survey response	36.0%	22.7%	9.3%	9.3%	22.7%	100.0%
Total		35.6%	12.4%	20.0%	8.4%	23.7%	100.0%

***The survey responses for NPOs were lower in Northeast, Northwest and Southeast Ohio, and higher in the Central and Southwest Ohio, with the largest discrepancies in Central Ohio compared to the original sample; the HOWs were more likely in Northwest Ohio and less likely in Central Ohio.**

XI. APPENDIX A: LIST OF NTEE Codes Used for Selecting Organizations for Study

A (Arts & Humanities Organizations)

A70 (Humanities Orgs)
A90 (Arts service activities)

B (Education)

B20 Elementary and Secondary Education
B30 Vocational/Technical
B60 Adult Continuing Education
B82 Scholarships, Student Financial Aid
B99 Education NEC (Not Elsewhere Classified)

C (Environment)

C01 Advocacy/Alliance Orgs
C27 Recycling
C30 Conservation
C50 Environmental Beautification
C60 Environmental Education
C99 Environmental Quality, Protection and Beautification NEC

E (Health)

E21 Community Health Systems
E32 Community Clinics
E40 Reproductive Health Care Facilities & Allied Services
E42 Family Planning Centers
E50 Rehabilitative Medical Services
E60 Health Support Services
E70 Public Health Programs

F (Mental Health)

F20 Alcohol & Drug Prevention and Treatment
F21 Alcohol & Drug Prevention
F22 Alcohol & Drug Treatment
F30 Mental Health Treatment
F31 Psychiatric
F32 Community Mental health Ctrs
F33 Group Homes, Residential treatment
F40 Crisis Hotline
F42 Rape Victim Services
F50 Addiction Disorders
F60 Counseling/Support Groups

I (Crime)

I20 Crime Prevention NEC
I21 Delinquency Prevention
F23 Drunk Driving Related
F31 Transitional Care, Halfway House for Ex-Offenders
F43 Services to Prisoners/Families
I44 Prison Alternatives
I51 Dispute Resolution/Mediation
I71 Spousal Abuse Prevention
I72 Child Abuse Prevention
I73 Sexual Abuse Prevention
I83 Public Interest Law

J (Employment)

J20 Employment Procurement, Job Training
J21 Vocational Guidance
J22 Employment Training
J30 Vocational Rehab
J32 Goodwill Industries
J33 Sheltered Work
J99 Employment, Job Related NEC

K (Agriculture, Food, and Nutrition)

K30 Free Food Distribution
K31 Food Banks
K34 Congregate Meals
K35 Organization-Sponsored Eatery
K36 Meals on Wheels
K40 Nutrition Programs
K99 Other Food, Nutrition, Agriculture NEC

L (Housing/Shelter)

L01 Advocacy/Alliance Orgs
L21 Public Housing
L22 Senior Housing
L25 Housing Rehab
L41 Temp Shelter for Homeless
L81 Home Improvement/Repairs
L82 Housing Expense Reduction/Rent Assistance

M (Public Safety & Disaster Preparedness)

M20 Disaster Preparedness
M40 Safety Education

N (Recreation and Sports)

N20 Camps
N30 Community Recreation Ctrs
N53 Fairs & Festivals

O (Youth Development)

O11 Advocacy/Alliance Orgs
O20 youth Ctrs
O30 Adult/Child Matching Programs
O40 Scouting
O50 Youth Development Programs
O99 Other Youth Development NEC

P (Human Services)

P20 Human Service Organizations
P30 Child & Youth Services
P40 Family Services
P50 Personal social Services
P60 Emergency Assistance
P70 Residential Custodial Care
P80 Services to Promote the Independence of Specific Populations

R (Civil Rights and Social Action)

R20 Advocacy for Specific Groups
R30 Race Relations

S (Community Improvement/Capacity Bldg)

S01 Advocacy/Alliance Orgs
S20 Community/Neighborhood Improvement
S30 Economic Development
S40 Business & Industry
S50 Nonprofit management
S80 Community Services
S99 Other NEC

T (Philanthropy, & Voluntarism)

T40 Voluntarism Promotion
T50 Philanthropy Promotion

X (Religious and Spiritual Development)

X20 Christian
X30 Jewish
X40 Islamic
X50 Buddhist
X70 Hindu