

# Community-Based Natural Resource Management in the Western United States: A Pilot Study of Capacity

BY CASSANDRA MOSELEY, KATE MACFARLAND, MAX NIELSEN-PINCUS, KERRY GRIMM, ALAINA POMEROY, AND MAIA J. ENZER



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## Introduction

**Reliance on community-based natural resource management** in the western U.S. has been growing since the 1990s. This approach grew out of conflict surrounding public lands management, which created opportunities for community-based approaches.<sup>1</sup> Collaboration is increasingly seen as essential to natural resource management, and community-based organizations are often relied upon to facilitate this collaboration.<sup>2</sup> This is particularly true in the face of decreasing resources within federal land management agencies where “new organizational forms are filling capacity-demand gaps left by public lands agencies.”<sup>3</sup> Community-based organizations, including nonprofits and informal collaborative groups, have worked to build public agreement about how federal lands should be managed; develop local business and workforce capacity for forest and watershed restoration; and ensure that the benefits of restoration activity flow to rural communities. This approach is becoming more important in the current policy environment. The proposed Forest Service planning rule, the Collaborative Forest Restoration

Program, and other programs all rely heavily on collaboration to achieve their goals.

While these community-based organizations are diverse and the particulars of each effort vary, we believe they share several characteristics. Typically, their work is focused on rural landscapes and issues and they use integrative and collaborative approaches. Organizations also work at different scales; some focus on a watershed or a region, whereas others focus on a single community. Their success stems from bringing together a variety of issues that affect one another that are often handled separately by agencies and other organizations. In particular, community-based organizations see ecological and socioeconomic issues as complementary, and use strategies that integrate these two key areas, although some organizations may emphasize one domain more than others. Finally, their work is collaborative. To effectively carry out projects on the ground, these organizations bring together a variety of stakeholders and help them work together to achieve shared

goals. In addition, a major portion of the work of these organizations is the creation and maintenance of networks, an inherently collaborative endeavor that facilitates future collaborative work.

The resources, structure, relationships, and other characteristics of these organizations are less well understood than their strategies, approaches, and activities. This paper seeks to understand how those organizations are doing this work by exploring and shedding light on their organizational capacity. Organizational capacity has been defined as “a set of attributes that help or enable an organization to fulfill its missions.”<sup>4</sup> Attributes commonly associated with high capacity include an empowered core group, strong internal staffing, external resources and external networks, mechanisms for evaluation and feedback, and effective planning and leadership.<sup>5</sup> By better understanding the organizational capacity of community-based organizations, society can better support these organizations that we it relies on to carry out natural resource management. Because organizational capacity includes both internal characteristics, such as staffing and salaries, and external characteristics, such as partnerships and collaboration, we examined both of these areas. This study takes a comprehensive look at various elements of organizational capacity within community-based organizations in the western United States.

To better understand the capacities of these organizations, we ask two fundamental questions:

1. What are the internal organizational capacity characteristics of community-based groups?
2. What are the characteristics of the relationships of these groups with external organizations?

## Methods

We surveyed ninety-two collaborative groups and community-based organizations in eleven states across the western U.S. to examine their capacities and limitations, and the roles they play in natural resource management (see Appendix A for more detailed methods). We defined community-based organizations as entities (including both nonprofit and informal collaborative groups) that have a lo-

cally oriented mission that includes natural resource management. To determine which organizations to survey, we obtained listservs from Sustainable Northwest and the National Forest Foundation because these lists were likely to include organizations doing the sort of collaborative, integrative work focused on rural issues that we are interested in. Additionally, we asked key informants working in the natural resource management field to provide the

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Organizations surveyed had a broad mission focus, suggesting an ability to take an integrated approach to natural resource management.

names of additional groups. Finally, we conducted an online search for groups. We excluded watershed councils from Oregon, and local government organizations such as soil and water conservation districts from our study because these types of organizations have been frequently studied and are better understood than community-based natural resource organizations that have not been created under some governmental authority. We also excluded environmental advocacy organizations because they have not historically engaged in integrative, collaborative work with diverse stakeholders. We recognize that our list does not represent all of the community capacity for collaborative natural resource management. This is a pilot study and our goal was to survey those organizations that have been neglected by other surveys because they do not fit into any easily identifiable classification.

We analyzed the results based on groups' self-identified nonprofit status because this characteristic has important implications for funding and some other capacity components. For the analysis, we combined the results of groups with nonprofit status (seventy respondents), pending nonprofit status (one), and who plan on seeking nonprofit status (three) to cre-

ate a group we called nonprofits. We analyzed groups that do not plan on seeking nonprofit status independently (eighteen respondents), which we collectively called informal groups. We use “community-based organizations” or “organizations” to refer to both nonprofits and informal groups.

## Results and Discussion

Of the ninety-two organizations we surveyed, there were seventy-four organizations with or interested in obtaining nonprofit status and eighteen organizations not planning to obtain nonprofit status. In general, nonprofit groups had longer organizational histories than groups without nonprofit status. Over 90 percent of nonprofit groups were founded before 2005, whereas 50 percent of other groups were founded before 2005. None of the informal groups (without nonprofit status) were founded before 1990. Of the nonprofit groups, 6 percent operated a for-profit subsidiary. None of the informal groups had a for-profit subsidiary.

### Internal Focus

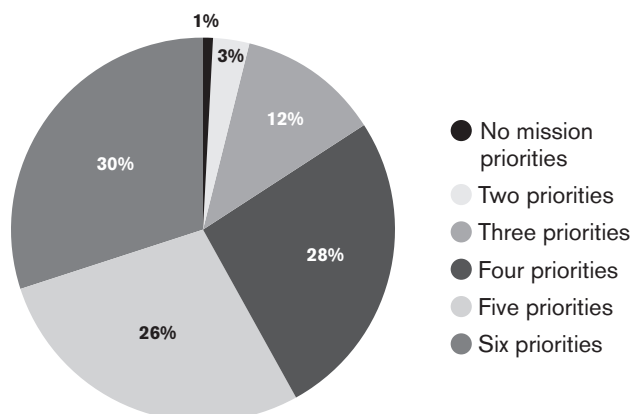
#### Mission Focus

The data suggest that these community-based organizations have missions that focus on a wide variety of priorities; 83 percent of organizations that we surveyed worked on four or more of the six priorities we described, with only 4 percent of organizations having only one or two priorities in their mission (see Figure 1 and Appendix B, Table B1). Most of these organizations had missions that focused on sustainable natural resource use opportunities (91 percent of organizations surveyed) and protecting environmental resources (90 percent of organizations surveyed) (see Table 1 and Appendix B, Table B2). The areas rated least important to these organizations were advocating for change in natural resource or land management policy (60 percent of organizations surveyed) and developing social and cultural opportunities for local communities (58 percent of organizations surveyed). Still, that over half of the organizations focused on these least important areas suggests that all of these missions were important to these organizations.

**Table 1 Internal focus**

	Percent of Organizations		
	All	Nonprofit	Informal
<b>Most common missions</b>			
1. Sustainable natural resource use opportunities	91	89	100
2. Protecting environmental resources	90	89	94
3. Monitoring impacts	81	78	94
<b>Most common key issues</b>			
1. Public land	82	78	100
2. Forest management	75	70	94
3. Watershed management	73	73	71
<b>Most common strategies</b>			
1. On-the-ground projects	92	93	88
2. Collaboration and facilitation	89	81	94
3. Education	73	75	65
<b>Most common interest groups represented</b>			
1. Environmental	85	84	89
2. Community and economic development	70	68	78
3. Forestry	68	65	83

This broad mission focus is useful when working on natural resource management issues, which often require an integrated approach. In places where there is limited capacity to address these issues, organizations that are overly specialized may be less effective. If one organization specializes and no organizations exist to address other issues, key issues may be overlooked and the community’s ability to participate and collaborate on these other issues would be limited.

**Figure 1** Number of mission priorities for all organizations

### Issue Focus

Over two-thirds of these organizations focused on public lands, watershed management, and forest management issues (see Table 1 and Appendix B, Table B3). Informal groups in particular focused on public land and forest management, with 100 percent and 94 percent of informal groups focusing on these issues respectively, significantly more than nonprofit groups. Over half of informal groups also focused on wildfire management, wildlife habitat, aquatic habitat, and wood processing. Although nonprofit groups also focused most on public land, watershed management, and forest management issues, nonprofit groups focused on community development, rangeland management, and youth development significantly more than informal groups. Less than 15 percent of all organizations worked on tribal issues, transportation, climate change, agriculture, tourism, meat processing, or renewable energy issues. Overall, six issues had at least half of the organizations identifying the issue as one that they work on much or a great deal. Like the organizations' broad mission focus, this breadth of issue focus suggests they seek to integrate a large number of interconnected issues but their capacity may be spread thin as they work on these demanding issues simultaneously.

### Strategies

The strategies that these groups use show how they direct their focus (Table 1 and Appendix B, Table B4). Almost all groups reported using on-the-ground projects, collaboration and facilitation as strategies

that they used much or a great deal (92 percent and 89 percent, respectively). Other common strategies included education, monitoring, and working on federal policy. Less than 30 percent of groups pursued

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On-the-ground projects, collaboration, and facilitation were key strategies used by community-based organizations to accomplish their goals.

environmental advocacy, payments for ecosystem services, conservation easements, or tribal policy strategies to address the issues on which they work. Nonprofits were more likely than informal groups to use technical assistance, fundraising, and federal or state conservation as strategies. Informal organizations were significantly more likely to use federal policy.

### Interest Group Representation

We also asked organizations which interest groups were represented on their boards. Representation by interests pertinent to the organizations' missions and key issues could foster increased capacity or effectiveness at those goals. Environmental interests were the most common type of representation on the boards of all organizations we surveyed (Table 1 and Appendix B, Table B5), reflecting the most common mission foci of sustainable natural resource use opportunities and protecting environmental resources. In addition, organizations also had a strong representation of community and economic development and forestry interests and low representation of tribal interests, energy sectors, and conservation investors. Informal organizations had significantly more government, industry, and other interests represented than did nonprofit organizations. Although government employees are allowed to sit on boards, only 42 percent of nonprofit boards include government representation.



## Staffing

### Staff Positions

Understanding the human resources of community-based organizations is important to understanding their capacity. Strong internal staffing resources and a core group are important for organizational capacity.<sup>6</sup> Compensation and personnel issues are particularly important.<sup>7</sup> In general, limited people power can hinder work.<sup>8</sup> These organizations are called upon to perform a wide variety of tasks. Small organizations often have staff members that perform a wide variety of tasks whereas larger organizations often have staff members that specialize. This survey examined whether these organizations had paid staff members in a variety of job types, to understand the range of management and implementation functions they cover.

Of the organizations surveyed, three staffing structures made up the majority of organizations surveyed: 30 percent of organizations had only part time staff members and 44 percent had at least some full time staff members (see Table 2 and Appendix B, Table B6). About a quarter of organizations have no paid staff members at all.

Organizations surveyed had a variety of positions on staff (see Appendix B, Table B7). The most common position was executive director, which 63 percent of organizations had on staff. Less than 50 percent of organizations had any other type of position that we surveyed for, reflecting the large number of organizations with one staff member. Next most common were program managers, with 40 percent of organizations reporting a staff member in this position. Less than a third of organizations had information technology specialists, development directors, financial officers, or operations managers. However, open-ended comments indicated that executive directors or program managers often played these other roles.

### Staff Salaries

Along with the number of staff members, staff salaries may be an indicator of organizations' capacities. Higher salaries help attract and retain capable staff members. Most staff members in all positions except executive director made less than \$45,000 annually (see Appendix B, Table B7). The only positions re-

**Table 2: Staff information**

	Percent of Organizations
Existence of staff	
At least some part time	76
At least some full time	59
No paid staff	24
Most common positions	
Executive director	63
Program manager	40
Program director	33
Executive director salaries	
Greater than \$100,000	3
\$65,000 to \$100,000	12
\$45,000 to \$65,000	40
\$25,000 to \$45,000	17
Less than \$25,000	22
Unpaid	5
Organizations that offer benefits to at least some staff	
Retirement or pension	25
Health, dental, or vision insurance	48
Paid leave	59

ported to ever make over \$65,000 were executive directors (15 percent made this much), financial officers (7 percent), program directors (3 percent), and development directors (1 percent). The only staff members that made over \$100,000 were 3 percent of executive directors. Many positions made less than \$25,000 or were unpaid.

In 2008, Training Resources for the Environmental Community (TREC) carried out a salary and benefits survey that examined environmental organizations in the American West that work to protect wild lands and wildlife.<sup>9</sup> When compared with these other western environmental organizations, the salaries of the community-based organizations we surveyed were generally lower. For example, the TREC survey reported that the median salary for executive directors of organizations with budgets under \$500,000 was \$48,000, with the maximum at \$80,000 and the

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About a quarter of the ninety-two organizations surveyed had no paid staff members and relied solely on volunteers.

minimum at \$16,000. In our survey of community-based organizations, the median salary for executive directors was \$25,000–\$45,000, with the maximum at \$65,000–\$100,000 and the minimum as unpaid. In general, although median executive director salaries of the organizations we interviewed were roughly commensurate with the TREC salary results, the minimum salaries were lower. For example, for organizations with budgets between \$500,000 and \$1 million, the TREC’s survey’s minimum salary for executive director was \$40,000 whereas our results indicated a minimum salary of under \$25,000. This trend, where median and maximum salaries were roughly the same or just under the TREC survey results for organizations with similar budget sizes whereas minimum salaries were much lower, was similar for some other positions including financial officer, program director, and office manager.

In many cases, organizations relied on help from unpaid staff members and volunteers. Volunteerism is an important characteristic of these organizations. A quarter of organizations had no paid staff members at all (see Appendix B, Table B8). In addition, unpaid staff members filled key roles in many organizations, including, information technology manager (31 percent of organizations), operations manager (24 percent of organizations), development director (20 percent of organizations) and executive director (5 percent of organizations) (see Appendix B, Table B7). Because these key staff positions are unpaid, these organizations may be vulnerable over time if individuals are no longer able to donate their time.

### **Staff Benefits**

In addition to salary, benefits indicate organizational capacity. They often help to attract and retain staff members and compensate for low salaries. Our survey suggests that benefits were usually not offered at all or only offered to full time staff members (see Appendix B, Table B9). Exceptions often included less expensive benefits, such as unpaid leave, flexibility, professional development, and mileage reimbursement for work-related travel (see Table 2). Most groups we surveyed did not offer health insurance, life insurance, benefits stipends, or retirement benefits. When offered, these benefits were most often offered to only full time employees. Since 41 percent of organizations had no full time employees, this suggests many organizations are not offering these benefits. In contrast, the TREC survey found that only 6 percent of western environmental groups did not offer medical insurance, 30 percent did not offer life insurance, and 30 percent did not offer retirement benefits.<sup>10</sup>

## **Management Systems**

### **Staff Evaluations**

One tool that an organization can use to ensure that it is achieving its goals is staff evaluations. Evaluations are used to develop staff capacity and provide incentives that help retain quality employees. Of the organizations surveyed, most groups provided their staff members with feedback. Evaluations were most commonly given on an annual basis (Appendix B, Table B10). A smaller proportion of groups provided evaluations as needed to address promotion or problem issues, or on a semiannual basis. Notably, 19 percent of respondents whose organizations had paid staff members indicated that they did not provide staff evaluations.

### **Planning and Leadership**

Another component of capacity is effective planning and leadership.<sup>11</sup> We examined the decision-making bodies of these groups (see Table 3 and Appendix B, Table B11). Although only 4 percent of nonprofits

did not have boards of directors, 85 percent of informal organizations did not have boards of directors, suggesting a different structure to these groups. Many of these groups also indicated they did not have an executive committee (38 percent) or a staff (33 percent), but instead commonly had a membership that made decisions. This could be due to the nature of collaborative groups, wherein stakeholders come together to work on issues as opposed to being a structured organization. Most of these bodies met monthly. Nonprofit organizations frequently had staff members that met weekly, whereas informal organizations that had staff members involved in decision making tended to meet quarterly.

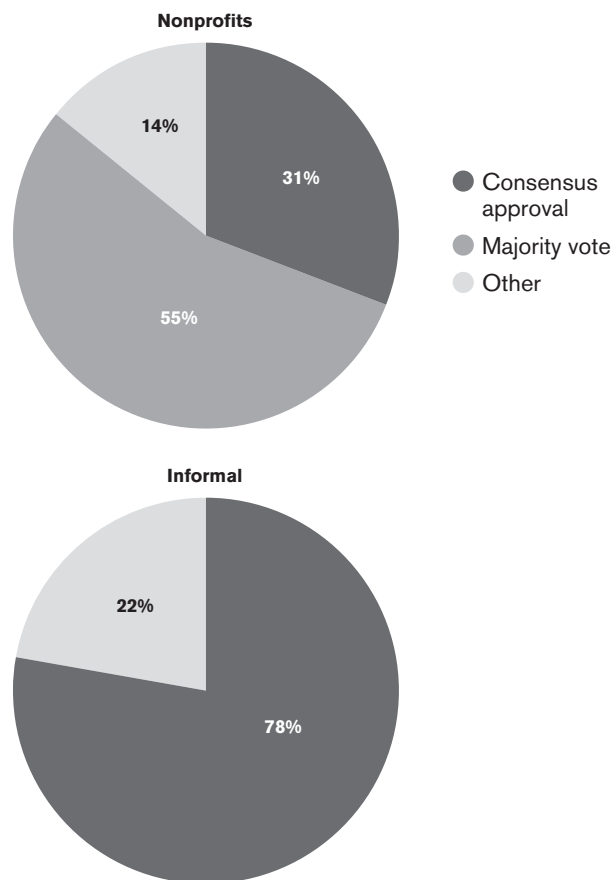
**Table 3 Management systems**

	Percent of Organizations		
	All	Nonprofit	Informal
<b>Decision making bodies</b>			
Board of directors	84	96	15
Executive committee	74	77	62
Membership	82	77	93
Staff	86	89	77
<b>Fiscal management</b>			
Manage finances in-house	75	87	28
External fiscal agent	15	9	39
Contractor	7	7	6

Only a quarter of nonprofits and 11 percent of informal groups had a written fiscal policy (Appendix B, Table 12). However, this could reflect the lack of fiscal status of informal groups. Nonprofits overwhelmingly managed their finances in house and very few nonprofits relied on external fiscal agents to manage their finances (Table 3 and Appendix B, Table B12). In contrast, 39 percent of informal groups relied on an external fiscal agent.

Nonprofits and informal groups also made decisions using different methods. Nonprofits were evenly split between using consensus approval and majority vote whereas no informal groups used majority vote (Figure 2 and Appendix B, Table B13). Three-quarters used consensus approval and the rest used a modified form of consensus as indicated in the open-ended comments.

**Figure 2** Decision making methods among nonprofits and informal groups



Most organizations did not have a formal plan for dealing with leadership transitions or formed an ad hoc committee when transitions occurred (Appendix B, Table B14). Without a plan, there is a greater chance for loss of knowledge and information, as well as valuable time normally spent on nonadministrative work to be tied up managing the transition. About a third of organizations had not yet undergone a leadership transition. These organizations will eventually go through a leadership transition, and information about how to successfully undergo this transition could be useful.

## **Internal Skills and Assets**

### **Skills and Services**

Specialized skills are considered an important factor of capacity.<sup>12</sup> For all groups, a diversity of technical skills was represented on their decision-making bodies (Appendix B, Table B15). These skills could help groups carry out many services in-house and fill the gap of not having many paid staff members to complete certain types of work. Having these skills on the decision-making body may partially make up for the lack of staff members in these positions (Appendix B, Table 7). For example, while 70 percent of organizations lack a financial officer on staff, 70 percent of organizations had financial management represented on their decision-making body. Similarly, while only 22 percent of organizations had a development director, 52 percent had fundraising skills represented on their decision-making body. Nonprofits had significantly more fiscal and policy making skills than informal groups. For informal groups, program management, communications, and technical skills were the most common.

Organizations often provided some training and development opportunities for their staff members, group members, or volunteers (Appendix B, Table B16). More than two-thirds of organizations provided opportunities on an as needed basis in almost all areas that we asked about, such as field techniques, budget management, facilitation or collaboration, project design and development, communications, and project management. Although field safety training was only offered 51 percent of the time on an as needed basis, 13 percent of organizations offered

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Only 4 percent of organizations had a financial reserve worth more than a year's operating expenses.

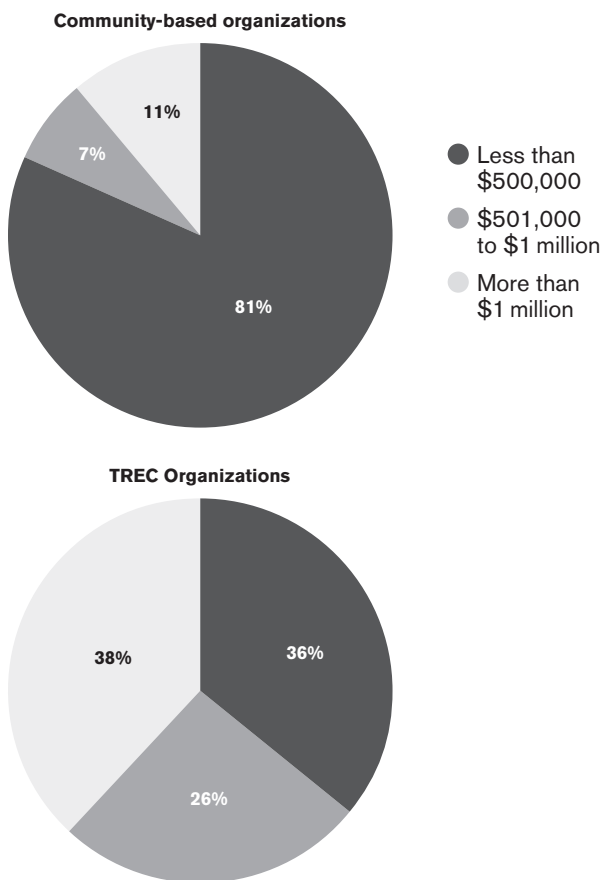
field safety training on a structured schedule. This difference may reflect the type of work these organizations engage in. Most other trainings, however, were not offered on a regular schedule.

Another way to understand the skills and assets of these organizations is to examine which tasks they do in house and which they hire out (see Appendix B, Table 17). Paying others to carry out services can strain already limited budgets. When budgets shrink, the tasks organizations contract out may get cut, limiting the capacity of these organizations to carry out their work. About three-quarters of organizations performed strategic planning, operational management, fiscal services, grant writing, contractor management, and media or communications services in house. Fundraising, program support, data collection, website management, facilitation, and policy were somewhat less commonly done by the organizations themselves. The services that were least commonly performed in house were shuttle diplomacy, spatial analysis, scientific analysis, training and workshops, and legal services. However, some of these tasks were less common because these organizations were not involved in these tasks. This was particularly true for informal groups.

### **Budget and Financial Reserves**

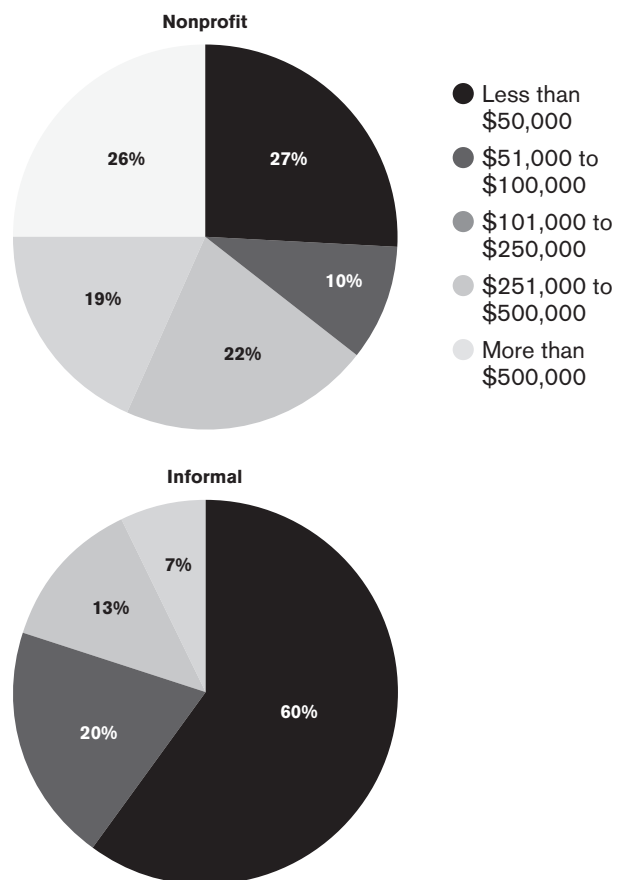
Financial resources and the fiscal management capacities to manage these resources contribute substantially to the ability of community-based organizations to achieve their goals. The budgets of the organizations in this survey were much smaller than the budgets of western environmental groups surveyed by TREC. In their survey, only 36 percent of organizations had budgets under \$500,000 whereas 78 percent of our sample did.<sup>13</sup> Most of the organizations we studied have small budgets (see Figure 3 and Appendix B, Table B18).

**Figure 3** Comparison of budgets of groups surveyed by TREC and organizations surveyed in this report<sup>14</sup>



There was a significant difference in the annual operating budgets of nonprofits and informal groups, with nonprofits typically operating on larger budgets than informal groups (see Figure 4 and Appendix B, Table B18). Sixty percent of informal groups' budgets were less than \$50,000, whereas only 27 percent of nonprofits' budgets were this size. No informal groups had budgets larger than \$500,000, but 14 percent of nonprofits had budgets over \$1,000,000. In general, the nonprofits surveyed had a range of budget sizes, while most informal groups' budgets were less evenly spread out, with only 7 percent of informal groups reporting budgets over \$250,000.

**Figure 4** Comparison of budgets of nonprofit and informal groups



Both nonprofits and informal groups had small financial reserves, making it difficult for them to wait for grant funding or to weather external financial shocks. Thirty percent of organizations had one- to three-month financial reserves. Only 4 percent had a financial reserve worth more than a year's operating expenses. There were differences in the financial reserve that nonprofit and informal groups usually had on hand to cover operating expenses. Over half of informal groups did not have any financial reserve whereas only 18 percent of nonprofits operated without a financial reserve (see Table 4 and Appendix B, Table B19).

**Table 4 Internal assets**

	Percent of Organizations		
	All	Nonprofit	Informal
Amount of budget			
\$0 to \$50,000	33	27	60
\$51,000 to \$100,000	11	10	20
\$101,000 to \$250,000	20	22	13
\$251,000 to \$500,000	17	19	7
\$501,000 to \$1 million	7	8	0
\$1 million +	11	14	0
Financial reserve			
No financial reserve	26	18	56
One to three months	30	38	0
Five to six months	8	8	6
Six months to one year	16	17	11
One to two years	4	6	0
More than two years	0	0	0

## External Support Received

In addition to understanding organizations' internal capacity and structure, understanding the relationships these organizations have with other organizations helps clarify their capacities and resources. External resources are thought to be linked to a group's capacity.<sup>15</sup> One important type of relationship that these organizations have with external organizations is through receiving funding, technical assistance, and contracted services.

### Financial Support

The survey asked respondents to identify their funding sources. About half of the organizations identified federal funding as very or extremely important (Table 5 and Appendix B, Table B20). Changes in federal funding can impact the capacity of these organizations. Individual donors were important to 35 percent of nonprofits, whereas no informal groups reported that individual donors were a very or extremely important part of their annual budgets. In general, nonprofits had a more varied set of important funding sources, whereas informal groups only reported federal grants, philanthropic foundations,

**Table 5 External support**

	Percent of Organizations		
	All	Nonprofit	Informal
Most common sources of funding			
1. Federal grants	48	46	57
2. Foundation	42	45	29
3. State grants	33	34	29
Most common foundation sources			
1. National Forest Foundation	50	51	44
2. Brainerd foundation	14	18	0
2. Liz Claiborne Art Ortenberg Foundation	14	18	0
2. Weyerhaeuser Family Foundation	14	18	0
Most common types of technical assistance providers			
1. Volunteers	59	55	76
3. U.S. Forest Service	49	43	76
3. State agencies	39	39	41

state grants, product sales, and contracts as important sources.

We also examined the range of funding sources that organizations have. Although about 43 percent of nonprofit organizations indicated that they receive some, much, or a great deal of support from four or more sources, no informal groups receive support from this many sources (Appendix B, Table B21). This suggests that nonprofit groups may be more resilient to changing funder priorities than informal groups.

Charitable foundations were an important funding source for both nonprofits (45 percent) and informal groups (29 percent). The survey also examined which foundations were most important to these organizations. About half of all organizations reported receiving philanthropic support from the National Forest Foundation (NFF), which was by far the most commonly cited source of foundation support (Table 5 and Appendix B, Table B22). Although NFF lists were one source for the survey sample, less than

15 percent of respondents came only from this list. Less than 20 percent of nonprofits reported receiving funding from any other single philanthropic source. Informal groups did not receive funding from any other philanthropic source that we listed.

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About half of these community-based organizations depended on federal funding.

### Technical Assistance

Organizations depended on many entities for technical assistance. Volunteers were the most frequent providers of technical assistance for both types of organizations, but particularly for informal groups, 76 percent of which used volunteers (Table 5 and Appendix B, Table B23). In general, informal groups said that they received technical assistance from the entities included in the survey more than nonprofits did. Informal groups depended on the Forest Service and community-based organizations significantly more than nonprofit groups did. Besides volunteers, over one-third of nonprofits depended on state agencies, universities, the Forest Service, the Fish and Wildlife Service, and other community-based organizations. Nonprofits relied on the Fish and Wildlife Service significantly more than informal groups did. The least common providers of technical assistance were the Bureau of Land Management, the Natural Resource Conservation Service,<sup>16</sup> and paid consultants.

### Services Received

In addition to receiving funding and technical assistance, the survey identified other services that organizations receive from outside organizations, instead of carrying them out themselves. Understanding what types of services organizations receive from others helps shed light on their own internal capacity as well as the ways in which organizations are connected to each other. Generally, all sorts of entities including governments and businesses acquire some services from external entities while performing some services in house. Business models vary, with some entities purchasing nearly all

of their services externally, whereas others are far more self-contained.

In this study, a greater proportion of informal groups received services than nonprofits (see Appendix B, Table B17). Facilitation, GIS or mapping, scientific analysis, training and workshops, legal services, and website management were services that were common for all organizations to receive. Receiving strategic planning, organizational management, policy, contractor management, shuttle diplomacy, grant writing, and fundraising services were relatively rare (less than a quarter of organizations) for all organizations, though some organizations were not involved with these tasks. Informal groups in particular were significantly less likely to be involved in most tasks than nonprofits, with the exceptions of staff services, facilitation, policy, data collection, communications, and scientific analysis.

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Gaps in organizations' internal capacity were overcome through external relationships and networks.

Almost a third of informal groups received staffing support from other organizations. This proportion is significantly higher than nonprofits, which offered staff services to other organizations in large numbers. This relationship, with informal groups receiving support from other organizations a significantly higher proportion of the time than nonprofits, was similar for fiscal management, data collection, and communications. This relationship was reversed for legal services, with 53 percent of nonprofits and 18 percent of informal groups only receiving legal services. However, 65 percent of informal groups reported not needing or not knowing about their involvement with legal services, whereas only 31 percent of nonprofits do not need or were not involved with legal services.

Part of understanding the services that these organizations receive from outside entities involves understanding how much they spend on contracts to provide these services. About half of nonprofits and

62 percent of informal groups used over one quarter of their budget on contracted services. While 46 percent of nonprofits used less than 25 percent of their budgets to pay for contracted services, only 11 percent of informal groups used this little (Appendix B, Table B24).

### External Support Given

One reason why community-based organizations are playing an increasingly important role in natural resource management may be because they offer services to other organizations. Over 20 percent of organizations provide staff services, facilitation, program support, grant writing, data collection, communications, and training and workshops for other entities. Organizations rarely provided strategic planning, fundraising, website management, GIS or mapping, scientific analysis, and legal services to other groups. Many organizations were not performing this service in house either, suggesting they may not have the capacity to provide this service.

In general, nonprofits offered services to other entities more than informal groups did (Appendix B, Table B17). For example, a significantly greater proportion of nonprofits than informal groups both provide staff services in house and provide these services to other organizations: 27 percent of nonprofits compared with 6 percent of informal groups. This relationship, where nonprofits give more than informal groups, also existed for program support, organizational management, and training workshops. This difference may reflect the different financial resources and organizational structure of these two groups.

### External Relationships

In addition to receiving support from external organizations and receiving and providing services to those organizations, nonprofits and informal groups had a variety of other types of relationships with outside organizations. These groups used many different approaches to work with a variety of organizations.

#### Partnerships, Collaboration, and Interest Group Representation

The organizations we surveyed had partnerships with a variety of governmental and nongovernmental entities (Appendix B, Table B25). Federal agen-

cies were both nonprofits' and informal groups' most common partners, with 87 percent of organizations reporting that they work with these agencies (Table 6 and Appendix B, Table B25). Conservation and environmental organizations, community-based organizations, and state agencies were identified as partners for about two-thirds of the organizations in the survey. About three-quarters of nonprofits partnered with collaborative groups. The least common partners for all groups were energy developers and tribal agencies.

**Table 6 External relationships**

	Percent of Organizations		
	All	Nonprofit	Informal
Most common partners			
1. Federal agencies	48	46	57
2. Conservation or environmental organizations	14	18	0
3. Collaborative grants	33	34	29
4. Community-based organizations	14	18	0
Most common geographic scales			
1. Watershed	54	58	39
2. Region or landscape	45	45	55
3. Multiple counties	38	41	28

Because collaboration is such an important strategy for so many of the organizations we surveyed, and because community-based organizations are often recognized for their collaborative efforts, we also asked organizations about their relationships with collaborative groups. Informal groups were significantly more likely to report that they were a collaborative group, with 94 percent of these groups indicating this compared with 46 percent of nonprofits (Appendix B, Table B26). About three-quarters of nonprofits indicated that they participated as a stakeholder in collaborative groups. About 40 percent of all organizations surveyed coordinated with collaborative groups and provided services to collaborative groups.

Organizations used a variety of methods to pay for their collaborative work, with some groups using



more than one method. Just fewer than two-thirds of organizations were awarded grants to support their involvement in collaborative work and 22 percent were paid for their collaborative work through contracts (Appendix B, Table B27). Organizations surveyed, particularly nonprofits, also used their operating surplus to pay for their collaborative work. However, 30 percent of organizations were not financially supported for their collaborative work.

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Nearly all community-based organizations are engaged in collaborative work, but 30 percent of organizations receive no financial support of any kind for this work.

Although most of these organizations listed government organizations as partners, government representatives were only included on their boards 50 percent of the time (see Appendix B, Table B5). Many more informal groups had government representation than nonprofits, which only had representation 38 percent of the time even though 86 percent partnered with federal agencies, 61 percent partnered with state agencies, and 55 percent partnered with county agencies. Even though relatively few organizations partnered with economic development organizations (28 percent), 70 percent of organizations said that community and economic development interests were represented on their boards.

### **Geographic Scale**

Nonprofits and informal groups worked at a variety of geographic scales. For all organizations, the most common geographic focuses were a watershed, region or landscape, national forest, or multiple counties (Table 6 and Appendix B, Table B28). About a quarter of organizations focused on a single county. No informal groups worked at the multiple state or national scale, while only 15 percent of nonprofits worked on multiple states or nationally. The broad geographic scale these organizations work at may influence the number and type of government entities and other organizations that they work with.

## **Conclusion**

Community-based organizations focused on rural issues and landscapes using both integrative and collaborative approaches are increasingly being relied upon to carry out natural resource management in the west. This study examined the internal capacities of the organizations doing this work and how they related to their external partners and networks. These organizations share many characteristics. They have missions that integrate a wide variety of priorities, particularly sustainable natural resource use opportunities and protecting environmental resources. Over two-thirds of these organizations were focused on public lands, watershed management, and forest management issues. Almost all organizations reported using on-the-ground projects and collaboration and facilitation as key strategies. These organizations are small: 30 percent of organizations had only part time staff members and a quarter of organizations have no paid staff members at all. Most work at the watershed, region or landscape, national forest, or multiple county scales. When compared with western environmental organizations, the salaries of the staff members of community-based organizations were generally lower and these organizations offered fewer benefits. In many cases, organizations relied on help from unpaid staff members and volunteers. Volunteers, the Forest Service, and state agencies were the most frequent providers of technical assistance to these organizations.

Their budgets are smaller than other environmental groups; 36 percent of western environmental groups had budgets under \$500,000 whereas 78 percent of community-based organizations had budgets this size. Organizations had little to no financial reserves. Many of these organizations depend on federal funding for the capacity that they do have. In the current budget climate, it is unclear how stable this federal funding will be. Some groups may turn to philanthropic foundations, but groups without nonprofit status cannot apply for much of this funding. Moreover, charitable foundations have been hit hard by the financial upheaval of the past several years and many are not able to give as they once were. This financial instability could result in losses in collaborative efforts toward natural resource management.

Community-based organizations do work that is substantially more integrative than many of their nonprofit peers. Often, gaps in internal capacity are overcome through external capacity, via relationships and networks. Although an organization may not carry out a particular task in house, they often have partners who carry out this task for them. Their partners are diverse and include a wide variety of governmental, nongovernmental, and other entities. The interest groups and skills represented on their boards also provide capacity to these organizations. It is this integrative approach that makes them effective at using collaboration as one of their main

strategies, as well as at facilitating a collaborative approach with and for federal agencies. However 30 percent of organizations do not have any financial support for their collaborative work. Although this integrative, collaborative work is important, it is also vulnerable to change and often is insecure rather than on solid financial footing.

The characteristics of these organizations have implications for how they can best be supported in the future. Increased support will be necessary as land management agencies increasingly look to community-based organizations to facilitate their collaborative efforts.

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## Endnotes

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<sup>3</sup> Antony S. Cheng, "Natural resource agencies: the necessity for change" in *Conservation for a New Generation*, ed. Richard L. Knight and Courtney White (Washington, D.C.: Island Press, 2009), 40.

<sup>4</sup> P. Eisinger, "Organizational Capacity and Organizational Effectiveness Among Street Level Food Assistance Programs," *Nonprofit and Voluntary Sector Quarterly* 31 (2002): 117.

<sup>5</sup> W.E. Rowe, N. F. Jacobs and H. Grant. "Facilitating Development of Organizational Productive Capacity: A Role for Empowerment Evaluation," *The Canadian Journal of Program Evaluation Special Issue* (1999): 69–92 and C. Walker and M. Weinheimer, *Community Development in the 1990s* (Washington, D.C.: Urban Institute, 1998).

<sup>6</sup> W.E. Rowe, N. F. Jacobs and H. Grant. "Facilitating Development of Organizational Productive Capacity: A Role for Empowerment Evaluation," *The Canadian Journal of Program Evaluation Special Issue* (1999): 69–92.

<sup>7</sup> Rolland, J. (2009). *A White Paper on Building Executive Leadership Capacity*. The Brainerd Foundation Leadership Initiative, 1–11.

<sup>8</sup> Hustedde, R.J. (1991) Developing leadership to address rural problems. In Walzer, N. (ed.), *Rural Community Economic Development*, p. 111–123. New York: Praeger.

<sup>9</sup> *Training Resources for the Environmental Community, 2008 Salary and Benefits Survey* (Sante Fe: Training Resources for the Environmental Community. 2008).

<sup>10</sup> *Ibid.*

<sup>11</sup> C. Walker and M. Weinheimer, *Community Development in the 1990s* (Washington, D.C.: Urban Institute, 1998).

<sup>12</sup> *Ibid.*

<sup>13</sup> *Training Resources for the Environmental Community, 2008 Salary and Benefits Survey* (Sante Fe: Training Resources for the Environmental Community. 2008).

<sup>14</sup> *Ibid.*

<sup>15</sup> W.E. Rowe, N. F. Jacobs and H. Grant. "Facilitating Development of Organizational Productive Capacity: A Role for Empowerment Evaluation," *The Canadian Journal of Program Evaluation Special Issue* (1999): 69–92.

<sup>16</sup> Recall that this study does not include soil and water conservation districts, which typically have deep relationships with the federal National Resource Conservation Service.

## Appendix A: Methods

### Sampling

We conducted an internet survey in fall 2010 using a modified Dillman (2000) method. We sampled 154 groups working in a forest or rangeland context located in eleven western states (Alaska, Arizona, California, Colorado, Idaho, Montana, New Mexico, Nevada, Oregon, Washington, and Wyoming). We used several approaches to identify the sample. First, we obtained listservs from Sustainable Northwest and the National Forest Foundation because these lists were likely to include organizations doing the sort of collaborative, integrative work focused on rural issues that we are interested in. Second, we asked key informants working in the natural resource management field to provide the names of additional groups. Third, we conducted an online search for groups.

Three weeks prior to administering the survey, we called most of the groups in the sample to inform them of our research plan, ensure that the group they represented met our definitions for the sample, ask who would be the best person to contact to answer questions about operations or group structure, and urge them to participate. We excluded from our study watershed councils from Oregon, as well as local government organizations such as soil and water conservation districts because these types of organizations have been frequently studied and are better understood than community-based natural resource organizations that have not been created under some governmental authority. We also excluded environmental advocacy organizations because they have not historically engaged in integrative, collaborative work engaging diverse stakeholders. We recognize that our list does not represent all of the community capacity for collaborative natural resource management. This is a pilot study and our goal was to survey those organizations that have been neglected by other surveys because they do not fit into any easily identifiable classification.

Representatives from ninety-two groups completed at least half of the survey for a response rate of 64 percent, after accounting for surveys sent to incor-

rect e-mail addresses or duplicate contacts. We analyzed the results based on groups' self-identified nonprofit status because this characteristic has important implications for funding and some other capacity components. For the analysis, we combined the results of groups with nonprofit status (seventy respondents), pending nonprofit status (one), and who plan to seek nonprofit status (three) to create a group we called nonprofits. We analyzed groups that do not plan to seek nonprofit status independently (eighteen respondents), which we collectively called informal groups.

### Questionnaire

Respondents were first asked basic questions about their organization. The questionnaire then included sections about group structure and governance, mission and focus, collaborations and partnerships, technical resources and capital assets, technical assistance, human resources, and financial systems and funding. To understand these topics, we asked questions both about specific details of the organization and using five-point Likert scales to describe the organization more qualitatively.

### Implementation

We collected data for five weeks during September to November 2010. We sent an initial e-mail to the entire sample explaining the study and providing a link to the online questionnaire. A week after the initial invitation, we called the contact person for each group in the sample to ensure they received the e-mail and offered to resend the link. We then sent a thank you and reminder e-mail during the second week, and in the third week we informed people we would be closing the survey; an additional week and a half of data collection was allowed.

### Analysis

Once the responses were collected, we coded the data and analyzed it using statistical software. This analysis was done on both the entire sample and on various subsets of the sample. Fisher's exact one-sided chi-square tests were performed on the results to determine their significance.

## Appendix B: Tables

This appendix presents the details of the survey results. This survey examined the organizational capacity of community-based organizations around the western United States. We examined both internal and external organizational capacity issues, including organizational focus, staffing, management systems, internal skills and assets, external support, and external relationships.

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## Internal Focus

**Table B1 Percent of organizations considering number of priorities very important or extremely important to their group's mission**

Number of mission priorities	Percent of Organizations		
	All	Nonprofit	Informal
6	30	33	14
5	26	19	57
4	28	30	21
3	12	15	0
2	3	1	7
1	0	0	0
0	1	1	0

Note: See Table 2 for list of mission priorities

**Table B2 Percent of organizations considering various priorities very important or extremely important to their group's mission**

Mission priority	Percent of Organizations		
	All	Nonprofit	Informal
Sustainable natural resource use opportunities	91	89	100
Protecting environmental resources	90	89	94
Monitoring impacts	81	78	94
Economic opportunities	79	79	76
Advocating for policy	60	63	47
Social and cultural opportunities	58	60	50

**Table B3 Percent of organizations working much or a great deal on various issues**

Types of issues	Percent of Organizations		
	All	Nonprofit	Informal
Public land	82	78	100*
Forest management	75	70	94*
Watershed management	73	73	71
Wildlife habitat	63	64	59
Wildfire management	54	51	65
Aquatic habitat	57	57	59
Wood processing	49	46	59
Economic development	45	49	29
Community development	44	49*	24
Private land	42	45	29
Road restoration	36	34	41
Wood energy	32	31	35
Youth development	31	37*	6
Rangeland Management	31	36*	12
Ranching	24	28	12
Renewable energy	14	16	6
Climate change	14	16	6
Tourism	13	14	6
Agriculture	12	13	6
Transportation	10	12	12
Tribal	6	6	6
Meat processing	4	3	6

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Internal Focus, continued**

**Table B4 Percent of organizations using various strategies**

	Percent of Organizations		
	All	Nonprofit	Informal
On-the-ground projects	92	93	88
Collaboration and facilitation	89	81	94
Education	73	75	65
Monitoring	65	66	59
Federal policy	63	58	82*
Technical assistance	51	58*	24
Fundraising	47	54**	18
Federal or state conservation programs	44	49*	24
Local and state policy	39	38	41
Federal land contracts	37	38	35
Environmental advocacy	29	32	18
Payments for ecosystem services	20	21	18
Conservation easement	9	10	6
Tribal policy	4	3	6

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table B5 Percent of organizations with interest group or sector represented on decision-making body**

	Percent of Organizations		
	All	Nonprofit	Informal
Interest group or sector	92	93	88
Environmental	89	81	94
Community and economic development	44	49*	24
Forestry	65	66	59
Fish and wildlife	63	58	82*
Government	51	58*	24
Ranching	47	54**	18
Recreation	39	38	41
Agriculture	37	38	35
Industry	29	32	18
Academic or research	9	10	6
Education	4	3	6
Tribal	4	3	6
Energy	4	3	6
Conservation investors	4	3	6
Other	4	3	6

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

## Staffing

**Table B6 Percent of organizations with full-time, part-time, and seasonal staff members**

Of those with paid staff members	Percent of Organizations
Only full-time	13
Only part-time	30
Only seasonal	0
Only full-time and part-time	21
Only full-time and seasonal	6
Only part-time and seasonal	6
Full-time, part-time, and seasonal	19
Unknown	6

**Table B7 Percent of organizations and salary scales by common staff position titles**

	Percent of Organizations with Position	Unpaid	Percent of Organizations with Various Salaries				
			less than \$25,000	\$25,000 to \$45,000	\$45,000 to \$65,000	\$65,000 to \$100,000	more than \$100,000
Executive director	63	5	22	17	40	12	3
Operations manager	23	24	14	29	33	0	0
Financial officer	30	14	43	21	14	7	0
Development director	22	20	30	30	15	1	0
Program director	33	7	30	37	23	3	0
Program managers	40	5	32	54	8	0	0
Program assistants	28	15	42	42	0	0	0
Seasonal staff members	28	7	74	15	0	0	0
Office manager	32	7	48	41	3	0	0
IT manager	14	31	39	31	0	0	0
Interns or students	28	19	81	0	0	0	0
Other	11	100	0	0	0	0	0

**Table B8 Percent of organizations with various numbers of full-time, seasonal, and part-time employees**

	Percent of Organizations				Total
	0 people	1 person	2 to 5 people	6 or more people	
At least some part-time	24	50	20	6	76
At least some full-time	41	30	20	9	59
At least some seasonal	70	6	13	11	30
No paid staff members					24

**Staffing, continued****Table B9 Percent of organizations with staff members who receive various benefits**

Type of benefit	All staff	Percent of Organizations		
		Only full-time staff	All nonseasonal staff	Not offered
Flexible hours	75	12	2	11
Mileage reimbursement	75	6	5	14
Professional development	48	17	8	27
Unpaid leave	42	15	7	37
Paid leave	17	31	11	41
Health, dental, or vision insurance	11	36	2	52
Retirement or pension	10	15	0	75
Life or disability insurance	5	11	0	84
Benefits stipend	3	5	2	89



## Management Systems

**Table B10 Percent of organizations providing evaluations to paid employees at various intervals**

Frequency	Percent of Organizations
Twice a year	11
Once a year	47
Every other year	1
As needed	17
Other	4
Don't conduct staff evaluations	19

**Table B11 Percent of organizations decision-making bodies by frequency of meeting**

Board of directors	All	Nonprofit	Informal
Don't have	16	4	85
Monthly	35	42	0
Quarterly	32	38	0
As needed	11	10	15
Other	6	7	0
Executive committee	All	Nonprofit	Informal
Don't have	26	23	38
Weekly	1	2	0
Biweekly	8	9	6
Monthly	31	30	31
Quarterly	10	11	6
As needed	24	25	19
Other	0	0	0
Membership	All	Nonprofit	Informal
Don't have	28	33	7
Monthly	28	21	57
Quarterly	8	7	14
As needed	15	16	14
Other	20	23	7
Staff	All	Nonprofit	Informal
Don't have	14	11	33
Weekly	35	38	17
Biweekly	8	9	0
Monthly	10	11	8
Quarterly	23	23	25
As needed	8	8	8
Other	1	0	8

**Table B12 Percent of organizations with various types of financial management**

Type of financial management	Percent of Organizations		
	All	Nonprofit	Informal
Manage finances in-house	75	87***	28
External fiscal agent	15	9	39**
Finances are contracted out	7	7	6
Written fiscal policy	22	24	11
Dedicated position on decision-making body (e.g. board treasurer)	29	34*	11
Don't know	2	0	11*
Other	20	16	33*

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table B13 Percent of organizations using various decision-making methods**

Type of decision making	Percent of Organizations		
	All	Nonprofit	Informal
Consensus approval	40	31	78
Majority vote	45	55	0
Other	15	14	22

**Table B14 Percent of organizations with various leadership-transition methods**

	Percent of Organizations		
	All	Nonprofit	Informal
Have not had leadership transition in the last ten years	36	36	36
Ad hoc transition committee	31	31	27
Formally written transition plan	5	4	0
Facilitated by outgoing leader	15	15	18
Don't know	3	3	0
Other	21	20	27

## Internal Skills and Assets

**Table B15 Percent of organizations with various skills represented on their decision-making bodies**

Skill	Percent of Organizations		
	All	Nonprofit	Informal
Technical	72	73	67
Fiscal or financial management	70	74*	50
Policy making	67	72*	50
Organizational management	66	68	61
Program management or design	63	61	72
Communications or public relations	52	47	72
Fundraising	52	54	44

Note: \* $p < 0.10$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$  indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table B16 Percent of organizations that provide training to their staff members, members, or volunteers**

Type of training	Percent of Organizations			
	As needed	Structured schedule	Haven't ever offered	Don't know
Field techniques	81	5	11	2
Budget management	76	4	19	2
Facilitation or collaboration	76	6	15	4
Project design and development	74	7	18	2
Communications	72	2	22	4
Project management	71	7	20	2
Computer-based technical skills	70	0	30	0
Supervision	68	4	27	0
Policy or grassroots advocacy	65	4	31	0
Field safety	51	13	36	0

Note: The number of respondents for this question was between fifty and fifty-five

**Table B17 Percent of organizations that provide, receive, or do various services in house**

Type of service	Percentage of Organizations			Type of service	Percentage of Organizations			Type of service	Percentage of Organizations		
	All	Nonprofit	Informal		All	Nonprofit	Informal		All	Nonprofit	Informal
<i>Staff services</i>				<i>Fiscal</i>				<i>Website management</i>			
Only receive	12	8	28*	Only receive	12	7	35**	Only receive	20	18	29
Only provide	4	5	0	Only provide	3	3	6	Only provide	1	0	6
Only in-house	46	44	56	Only in-house	55	61*	29	Only in-house	43	49*	17
Only in-house, provide	23	27*	6	Only in-house, provide	15	18*	0	Only in-house, provide	1	1	0
Only in-house, receive	0	0	0	Only in-house, receive	8	8	6	Only in-house, receive	14	16	6
Only receive, provide	1	0	6	Only receive, provide	0	0	0	Only receive, provide	0	0	0
In-house, provide, and receive	8	10	0	In-house, provide, and receive	0	0	0	In-house, provide, and receive	1	1	0
Don't know or don't do	5	5	6	Don't know or don't do	7	3	24*	Don't know or don't do	19	14	41*
<i>Strategic planning</i>				<i>Policy</i>				<i>Media or communications</i>			
Only receive	7	8	0	Only receive	10	13	0	Only receive	10	8	17
Only provide	4	4	6	Only provide	2	1	6	Only provide	3	3	6
Only in-house	56	53	67	Only in-house	34	31	44	Only in-house	54	56	50
Only in-house, provide	10	11	6	Only in-house, provide	1	0	6	Only in-house, provide	3	4	0
Only in-house, receive	14	16	6	Only in-house, receive	7	7	6	Only in-house, receive	14	17	6
Only receive, provide	1	1	0	Only receive, provide	3	3	6	Only receive, provide	1	0	6
In-house, provide, and receive	2	3	0	In-house, provide, and receive	11	14*	0	In-house, provide, and receive	6	7	0
Don't know or don't do	5	3	17*	Don't know or don't do	31	31	33	Don't know or don't do	8	6	17
<i>Operational or organizational management</i>				<i>Grant writing</i>				<i>GIS or mapping services</i>			
Only receive	7	4	17*	Only receive	7	7	6	Only receive	36	39	28
Only provide	3	3	6	Only provide	1	1	0	Only provide	0	0	0
Only in-house	73	75	61	Only in-house	54	56	44	Only in-house	22	21	22
Only in-house, provide	10	12	0	Only in-house, provide	16	19	6	Only in-house, provide	3	3	6
Only in-house, receive	2	3	0	Only in-house, receive	5	4	11	Only in-house, receive	7	7	6
Only receive, provide	0	0	0	Only receive, provide	1	0	6	Only receive, provide	1	1	0
In-house, provide, and receive	0	0	0	In-house, provide, and receive	7	8	0	In-house, provide, and receive	8	10	0
Don't know or don't do	5	3	17*	Don't know or don't do	9	4	28**	Don't know or don't do	23	19	39*
<i>Facilitation</i>				<i>Contractor management</i>				<i>Scientific analysis</i>			
Only receive	21	18	33	Only receive	3	3	6	Only receive	42	46	28
Only provide	10	13	0	Only provide	2	3	0	Only provide	0	0	0
Only in-house	27	26	28	Only in-house	59	64*	39	Only in-house	13	10	22
Only in-house, provide	14	14	17	Only in-house, provide	8	10	0	Only in-house, provide	1	1	0
Only in-house, receive	6	4	11	Only in-house, receive	6	6	6	Only in-house, receive	13	11	17
Only receive, provide	7	8	0	Only receive, provide	0	0	0	Only receive, provide	1	0	6
In-house, provide, and receive	10	13	0	In-house, provide, and receive	1	1	0	In-house, provide, and receive	9	10	6
Don't know or don't do	6	4	11	Don't know or don't do	21	14	50**	Don't know or don't do	20	20	22
<i>Fundraising</i>				<i>Data collection</i>				<i>Training workshops</i>			
Only receive	6	4	11	Only receive	12	10	22	Only receive	27	28	24
Only provide	1	1	0	Only provide	7	8	0	Only provide	9	10	6
Only in-house	52	56	39	Only in-house	35	34	39	Only in-house	12	14	6
Only in-house, provide	8	9	6	Only in-house, provide	6	7	0	Only in-house, provide	3	3	6
Only in-house, receive	7	7	6	Only in-house, receive	11	14*	0	Only in-house, receive	4	4	6
Only receive, provide	1	0	6	Only receive, provide	2	1	6	Only receive, provide	8	10	0
In-house, provide, and receive	6	7	0	In-house, provide, and receive	10	11	6	In-house, provide, and receive	15	17	6
Don't know or don't do	19	16	33*	Don't know or don't do	17	14	28	Don't know or don't do	21	15	47**
<i>Program support</i>				<i>Shuttle diplomacy</i>				<i>Legal</i>			
Only receive	12	13	12	Only receive	2	3	0	Only receive	46	53**	18
Only provide	3	4	0	Only provide	3	3	6	Only provide	2	1	6
Only in-house	46	47	41	Only in-house	20	18	29	Only in-house	7	6	12
Only in-house, provide	7	8	0	Only in-house, provide	1	0	6	Only in-house, provide	0	0	0
Only in-house, receive	6	4	12	Only in-house, receive	1	1	0	Only in-house, receive	5	6	0
Only receive, provide	2	3	0	Only receive, provide	3	3	6	Only receive, provide	1	1	0
In-house, provide, and receive	10	11	6	In-house, provide, and receive	3	4	0	In-house, provide, and receive	1	1	0
Don't know or don't do	13	10	29*	Don't know or don't do	65	68	53	Don't know or don't do	38	31	65*

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Internal Skills and Assets, continued**

**Table B18 Percent of organizations by annual budget**

Amount of budget (\$)	Percent of Organizations		
	All	Nonprofit	Informal
0 to 50,000	33	27	60
51,000 to 100,000	11	10	20
101,000 to 250,000	20	22	13
251,000 to 500,000	17	19	7
501,000 to 1,000,000	7	8	0
Greater than 1,000,000	11	14	0

**Table B19 Percent of organizations by duration of financial reserves**

Amount of time	Percent of Organizations		
	All	Nonprofit	Informal
No financial reserve	26	18	56
One to three months	30	38	0
Four to six months	8	8	6
Six months to one year	16	17	11
One to two years	4	6	0
More than two years	0	0	0
Variable	13	13	17
Don't know	3	1	11

**External Support Received**

**Table B20 Percent of organizations that receive much or a great deal of their annual operating budget from various funding types**

Funding type	Percent of Organizations		
	All	Nonprofit	Informal
Federal grants	48	46	57
Foundations	42	45	29
State grants	33	34	29
Individual donors	29	35**	0
Fee-for-service contracts	23	25	10
Bank loans	3	3	0
Program-related investments	3	3	0
Product sales	3	2	8
Congressional earmarks	3	3	0
Private investors	1	2	0
Federal loans	0	0	0
State loans	0	0	0

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table B21 Percent of organizations by diversity of funding types that contribute more than "a little" to the organizations' annual operating budgets**

Number of sources	Percent of Organizations		
	All	Nonprofit	Informal
None of the listed sources	8	1	38
One source	14	14	19
Two sources	22	24	13
Three sources	20	18	32
Four sources	16	19	0
Five sources	13	16	0
Six sources	4	5	0
Six sources	2	3	0

Note: see Table 20 for list of funding types

**Table B22 Percent of organizations that have received support from various philanthropic foundations in the past ten years**

Foundation	Percent of Organizations		
	All	Nonprofit	Informal
National Forest Foundation #	50	51	44
Brainerd Foundation	14	18*	0
Liz Claiborne Art Ortenberg Foundation	14	18*	0
Weyerhaeuser Family Foundation	14	18*	0
Compton Foundation	13	16*	0
Ford Foundation	12	15*	0
Laird Norton Foundation	11	14*	0
Bullitt Foundation	10	12	0
Ford Family Foundation	9	11	0
Hewlitt Foundation	8	9	0
Surdna Foundation	8	9	0
Bella Vista Foundation	8	9	0
Meyer Memorial Trust	8	9	0
Wilburforce Foundation	7	8	0
Collins Foundation	4	5	0
Murdock Charitable Trust	5	7	0
Packard Foundation	5	7	0
Kendall Foundation	5	7	0
Lazar Foundation	3	4	0
W.K. Kellogg Foundation	1	1	0
Weyerhaeuser Company Foundation	0	0	0
Don't know	4	3	11
Other	22	21	28

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

# Note that 15 percent of respondent organizations were identified through a list of National Forest Foundation grant recipients

**Table B23 Percent of organizations that rely much or a great deal on various entities for technical assistance**

Type of entity	Percent of Organizations		
	All	Nonprofit	Informal
Volunteers	59	55	76*
U.S. Forest Service	49	43	76*
State agencies	39	39	41
Community-based organizations	36	31	53*
Universities	35	35	35
Collaborative groups	31	32	31
U.S. Fish and Wildlife Service	29	33*	12
Consultants	23	22	29
Natural Resource Land Management Bureau of Land Management	21	20	24
Bureau of Land Management	21	23	12
Other federal agencies	18	17	24

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table B24 Proportion of organization's budget used to pay for contracted services**

Proportion of budget	Percent of Organizations		
	All	Nonprofit	Informal
Less than 25 percent	39	46	11
25 to 50 percent	23	24	17
50 to 75 percent	15	15	17
More than 75 percent	14	11	28
Don't know	9	4	28

**External Relationships**

**Table 25 Percent of organizations that partner with various groups much or a great deal**

	Percent of Organizations		
	All	Nonprofit	Informal
Federal agencies	87	86	88
Conservation or environmental organizations	68	70	59
Collaborative groups	66	73**	35
Community-based organizations	66	72	41
State agencies	61	61	62
County agencies	56	55	59
Universities or research institutes	44	44	41
Elected officials	40	38	50
Mill and forest companies	38	38	41
Rural for-profit business	38	37	41
Private rangeland owners	36	40*	18
Private forestland owners	31	31	29
Economic development organizations	28	28	29
Energy developers or facilities	15	14	19
Tribal agencies	11	12	6

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table 26 Percent of organizations that are collaborative groups or work with collaborative groups in various ways**

Type of relationship	Percent of Organizations		
	All	Nonprofit	Informal
Collaborative group	55	46	94***
Participate as stakeholder	65	72*	39
Coordinate with collaborative groups	42	46	28
Provide services	40	43	28
Don't collaborate	1	1	0
Don't know	1	1	0
Other	4	5	0

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table 27 Percent of organizations receiving financial support for collaborative work**

Source of funding	Percent of Organizations		
	All	Nonprofit	Informal
Grants	62	64	56
Operating surplus	38	43*	17
Not financially supported	30	31	28
Paid through contract	22	24	11
Other	15	11	33*

Note: \*p<0.10, \*\*p<0.01, \*\*\*p<0.001 indicate a significantly higher proportion based on a Fisher's exact one-sided chi-square test

**Table 28 Percent of organizations working at various geographical sites**

	Percent of Organizations		
	All	Nonprofit	Informal
Watershed	54	58	39
Region or landscape	45	45	44
National forest	35	32	44
Multiple counties	38	41	28
Single county	24	23	28
Multiple states	10	12	0
National	2	3	0





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