



# Nonprofit Community Assessment

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**2025 Summary Report**



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# 2025 Summary Report

Over the past six years, the Lakeshore Nonprofit Alliance (LNA) has partnered with the Ottawa County Department of Strategic Impact (DSI) to create the tri-annual Nonprofit Community Assessment (NCA). The NCA report provides insight into the overall status of the nonprofit community, tracking strategic, operational, financial, talent, and other characteristics.

The following report contains the 5 key themes identified from the Lakeshore Nonprofit Alliance's 2025 Nonprofit Community Assessment. Longitudinal analysis across the 2019, 2022, and 2025 reports is included alongside 2025 specific data, to demonstrate the most important successes and signs of strain that will be priorities in the coming years.

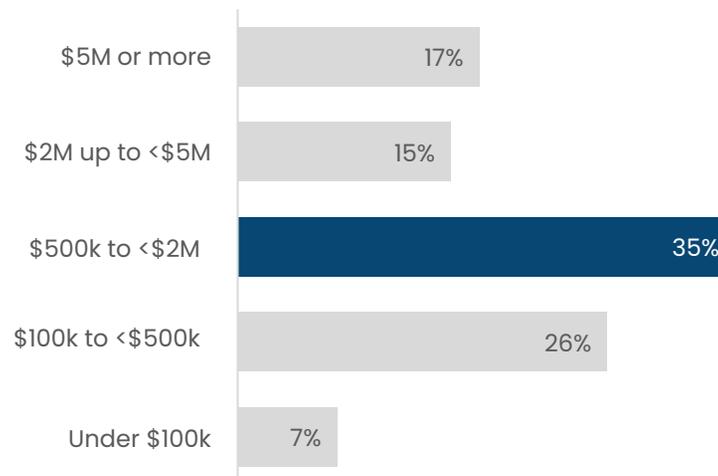
The 2025 Nonprofit Community Assessment received 74 responses. The previous two iterations of the survey in 2019 and 2022 received 64 and 95 responses, respectively. Though the amount of data and responses collected for this project is substantial, data should be interpreted with caution.

## 2025 Summary - Key Themes

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Not including the Executive Director, **96%** of organizations have **paid staff**

**35%** of organizations report an annual revenue between **\$500,000 and \$2,000,000**

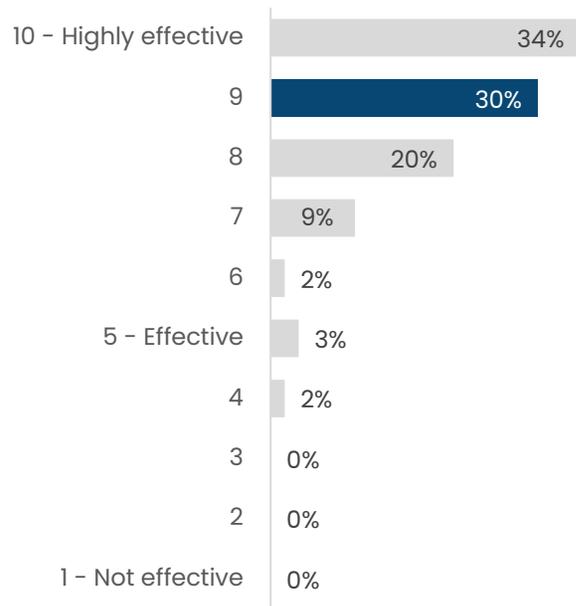


## Theme I: Strategy, Governance & Operations

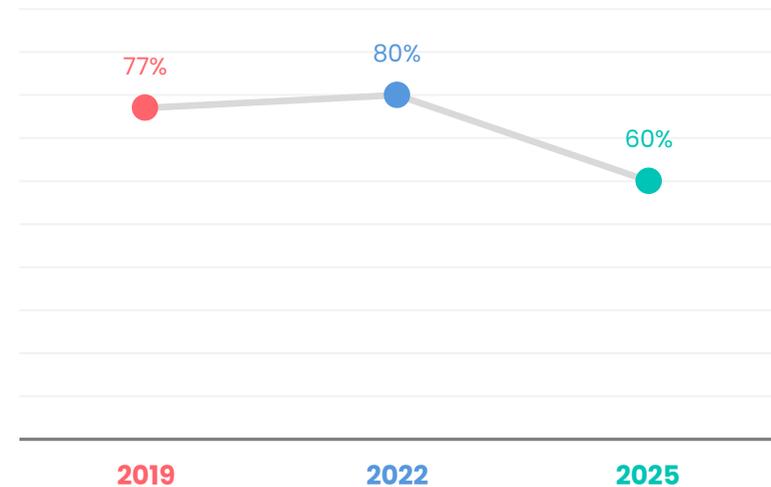
**Strategy, Governance & Operations** are broadly improving for LNA nonprofits. Compared to **2019**, more organizations have extensive or solid knowledge of the program landscape, utilize data to make improvements to programs, and are conducting engaged and action-oriented strategic planning.

	2019	2022	2025
% with strong landscape knowledge	69%	83%	86%
% that utilize data	58%	64%	68%
% engaged in strategic planning	66%	73%	78%

On average, organizations rate their **overall effectiveness at achieving their missions** as a **9 out of 10**



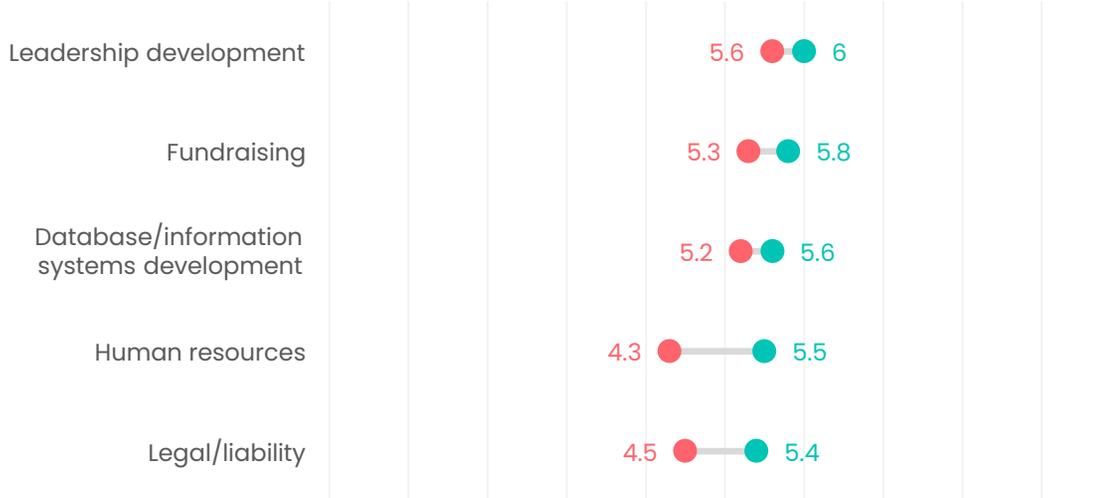
However, signs of strain show in organizations' ability to meet demand now and in the future. Organizations' **anticipation of being able to meet demand in the coming year** declined **17%** over the last 6 years.



## Theme 1: Strategy, Governance & Operations

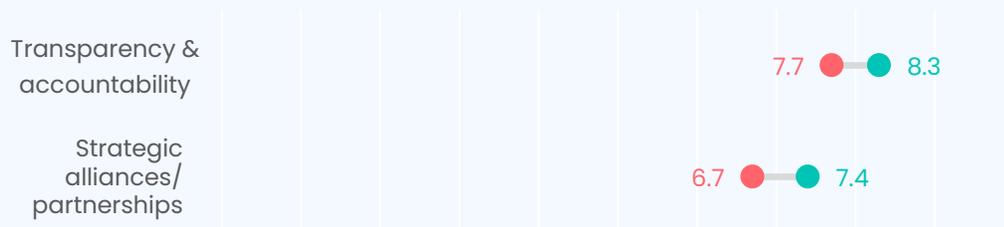
All **capacity building disciplines** are trending upward from **2019** to **2025**. Across all 21 categories, respondents rated their likelihood of seeking outside help an average **0.5 points higher on 10-point scale**.

Organizations recognize the importance of these disciplines and are more likely to supplement and/or increase their internal capacity by engaging external partners.



Organizations were asked to rate various **‘organizational strengths’** from 1-10. Every single strength, save one, increased or stayed stable from **2019** to **2025** including transparency and accountability and strategic alliances/partnerships.

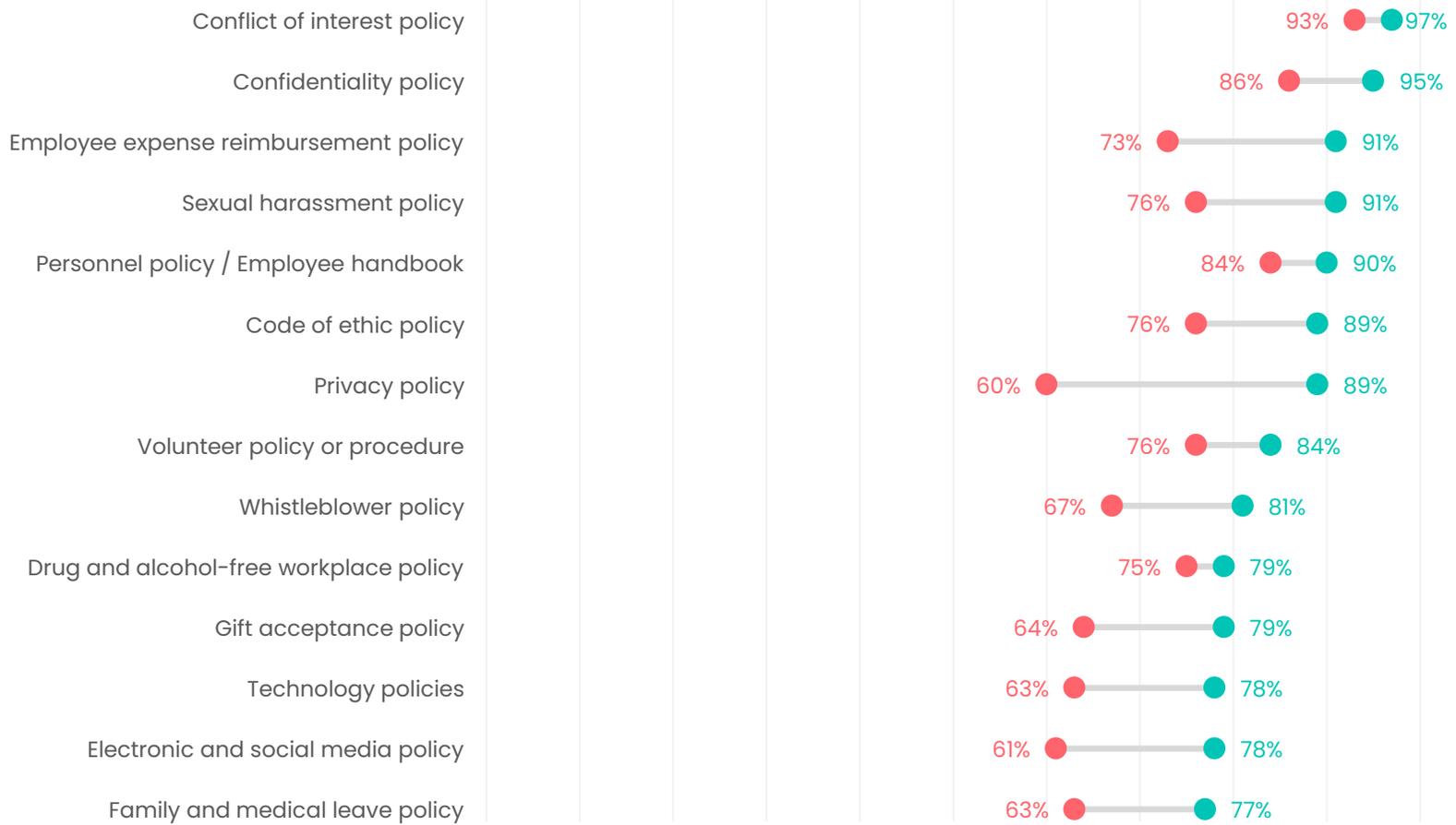
Other key priorities like financial management and program development have **maintained ratings over 7 out of 10**.



	2019	2022	2025
Financial management	7.6	7.8	7.9
Program development	7.5	7.4	7.4

## Theme 1: Strategy, Governance & Operations

For many operational policies, the percent of organizations that reported **having the policy in 2025** was higher than the percent reported in **2019**

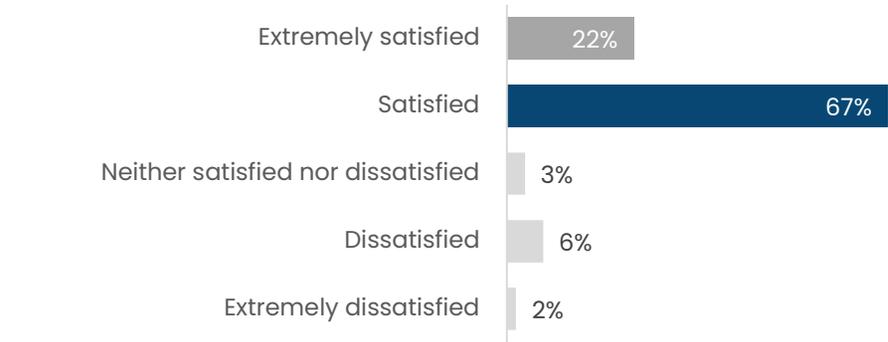


## Theme 2: Executive Director Satisfaction & Burnout

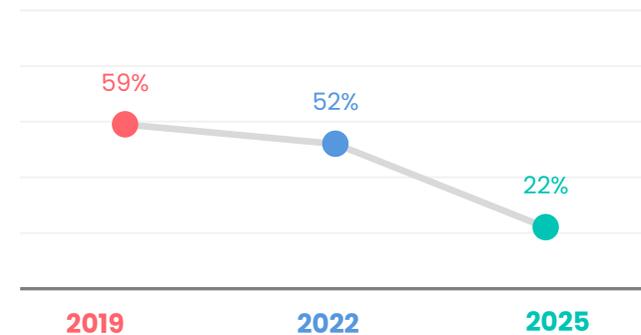
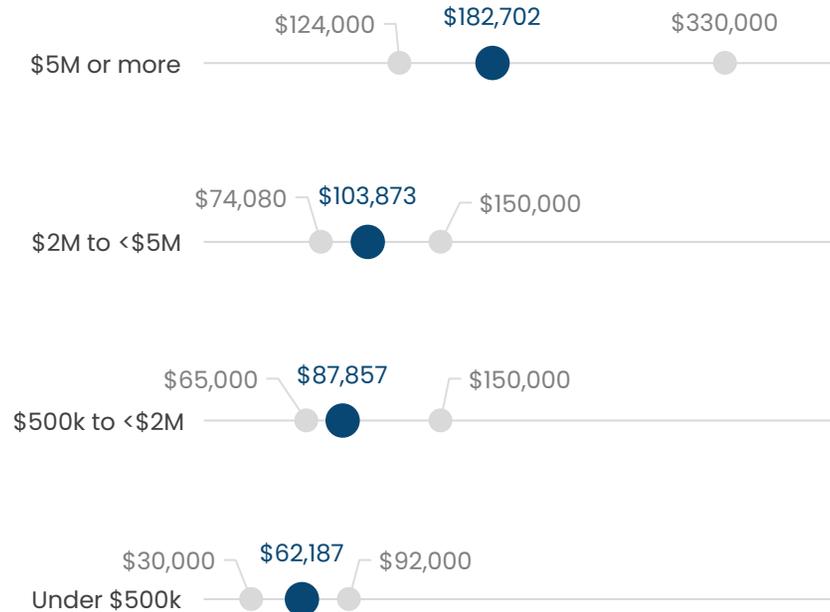
**Executive Director Satisfaction & Burnout** are important topics to monitor for an organization’s long-term performance and stability. Energized and motivated leadership can better navigate crises and plan for the future.

While **67%** of Executive Directors are **satisfied** with their jobs in **2025**...

**\$99,038** is the average **base salary for Executive Directors**, with a range from \$30,000 to \$330,000



...the proportion that are **extremely satisfied** has more than halved since **2019**.

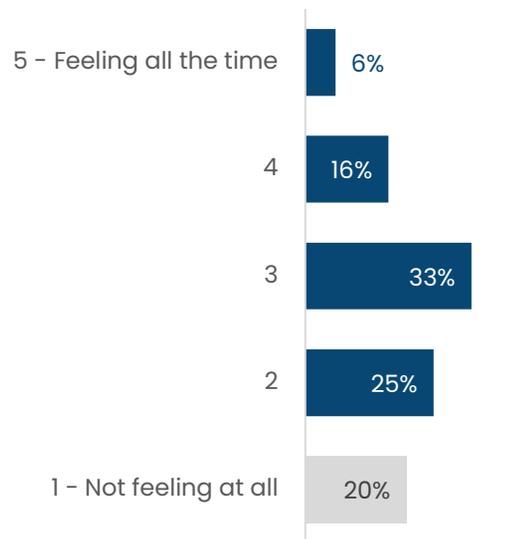


This is representative of a notable trend of the difficulties faced by Executive Directors. Pay may be increasing, \$8,000 on average since **2022**, but they overwhelmingly report that the workload and pace are having an impact.

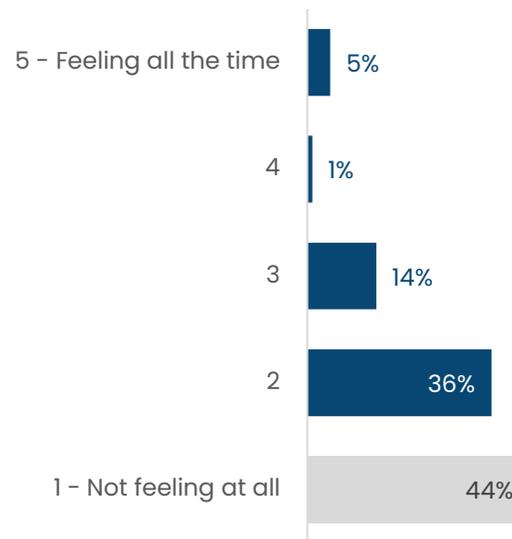
## Theme 2: Executive Director Satisfaction & Burnout

Executive directors were asked to identify if they were feeling any of the following negative feelings related to job satisfaction and burnout:

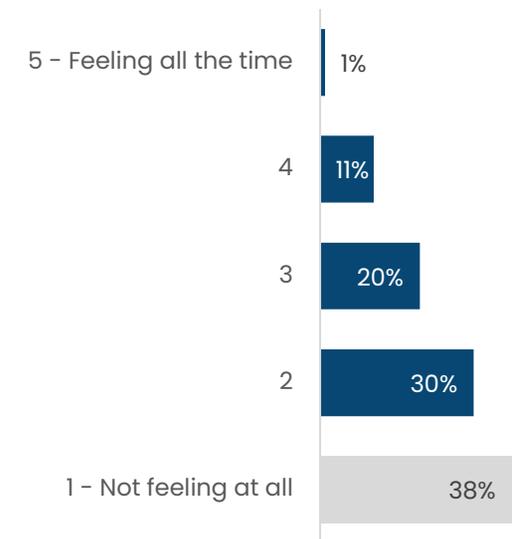
**80%** of Directors feel some level of **exhaustion** or **lack of energy**



**56%** feel some level of **reduced professional efficacy**



**62%** feel some level of **negativity** or **cynicism**



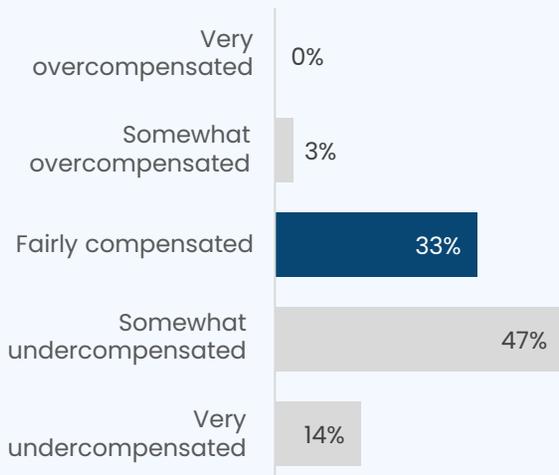
In total, **48%** of Executive Directors express **all three of the listed negative feelings** on some level and only **14%** report not feeling any listed at all. Though these questions were new in 2022, sentiment increased for each, particularly in feelings of exhaustion (50%).

Executive Directors who **anticipate leaving their position in the next three years** reported these negative feelings **8% to 19% more than all Directors**.

## Theme 3: Staff Recruitment & Retention

**Staff Recruitment & Retention** are complex topics that address all manner of policies, compensation, and benefits.

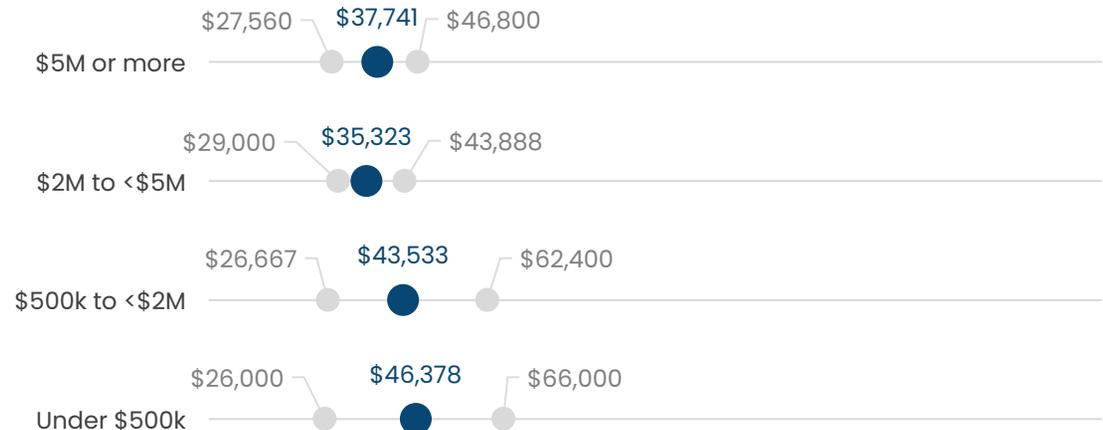
Salaries for the 2<sup>nd</sup> highest paid and lowest full-time employees increased between \$7,000 and \$9,000 since 2022. Despite the increase, only **33%** of Executive Directors **feel their employees are fairly compensated**.



**\$75,860** is the average base salary for the 2<sup>nd</sup> highest paid full-time employee with a range of \$40,000 to \$195,556



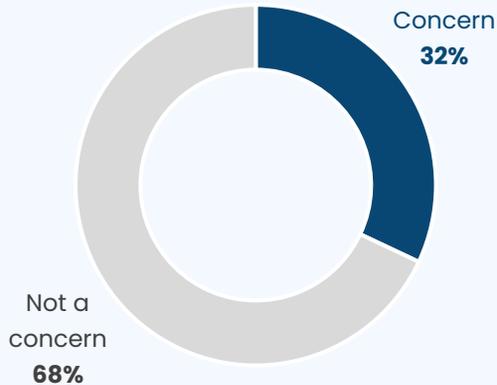
**\$41,924** is the average base salary for the lowest paid full-time employee with a range of \$26,000 to \$66,000



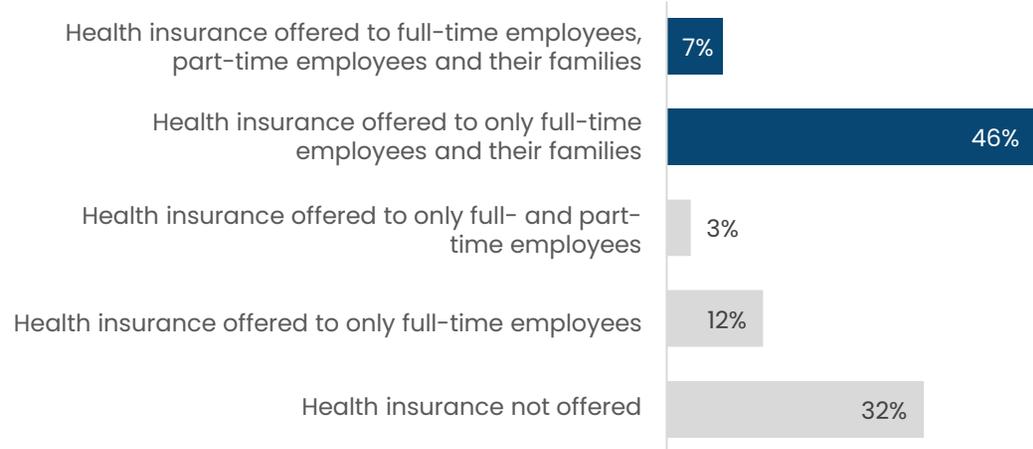
## Theme 3: Staff Recruitment & Retention

Salary and benefits for staff at all levels has seen an increase, and turnover and retention strategies have stayed relatively consistent.

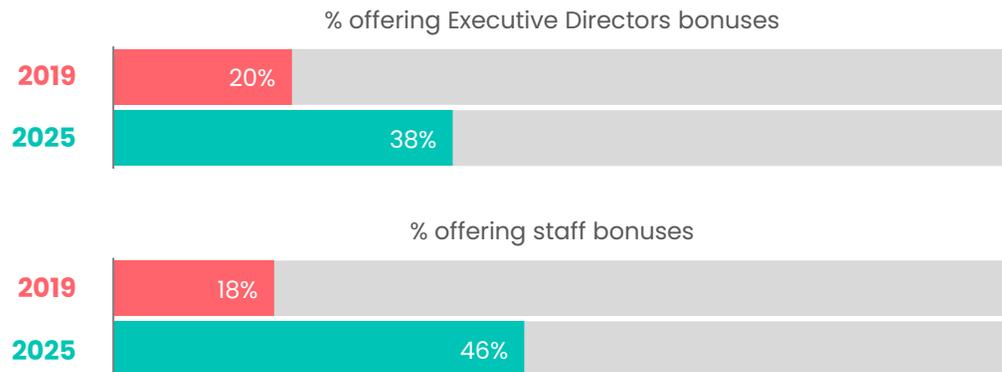
This can help explain why organizations rate the **challenge to find quality staff** a 5 out of 10 on average and why **staff retention is only a concern for less than a third of organizations.**



### 68% of organizations offer some form of **health insurance**



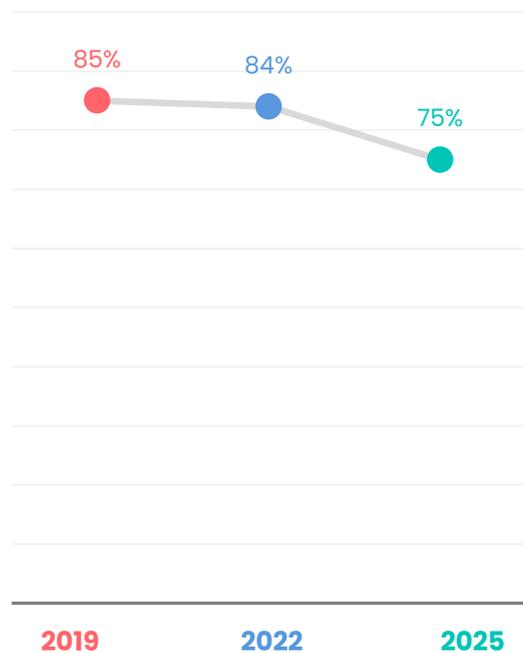
**Cash bonuses** are representative of the increased auxiliary benefits, seeing large increases for both staff and executive directors from **2019** to **2025**



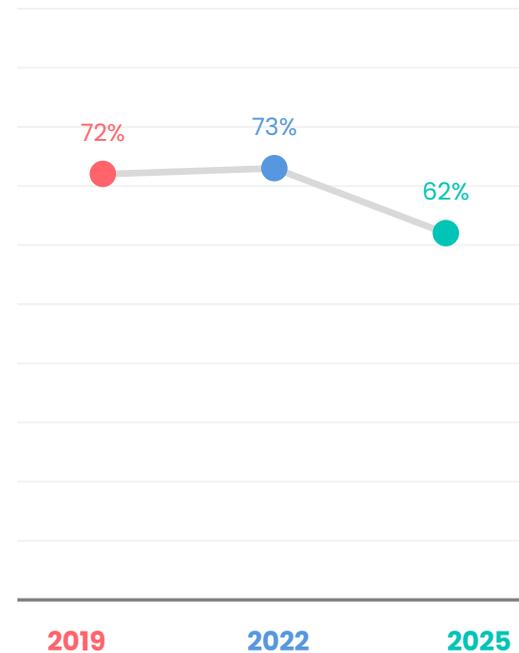
## Theme 4: Volunteer Support

**Volunteers** are the backbone for many organizations. Across the 74 organizations that responded to the survey, a total **14,739 volunteers** contributed **418,259 hours** last year.

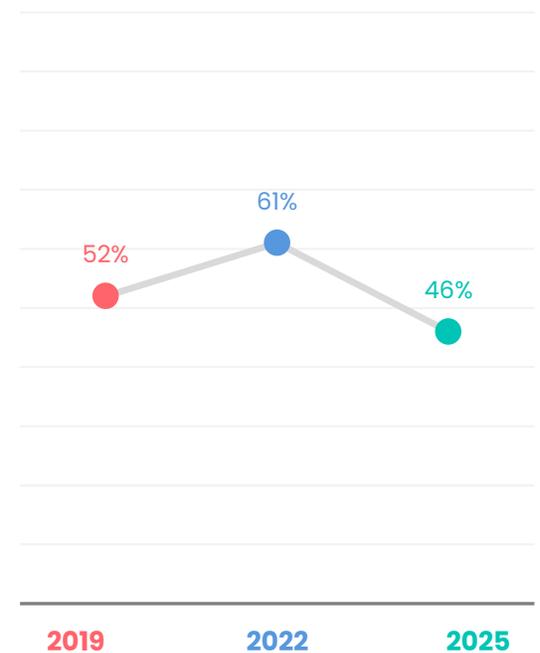
Support for volunteers is waning with a reduction in **gratitude** from staff toward volunteers...



...less volunteers receiving an **orientation or proper training**...



...and a slight decrease in organizations with **volunteer job descriptions**.

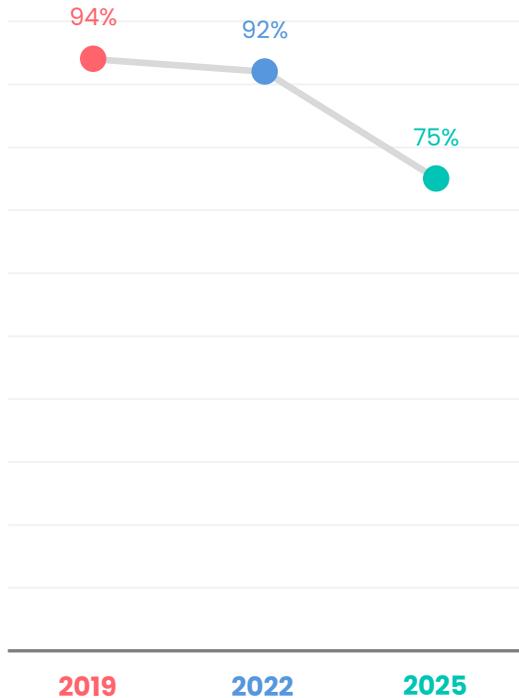


This is further emphasized by the fact that **volunteer recruitment and management is the only organizational strength that has decreased since 2019.**

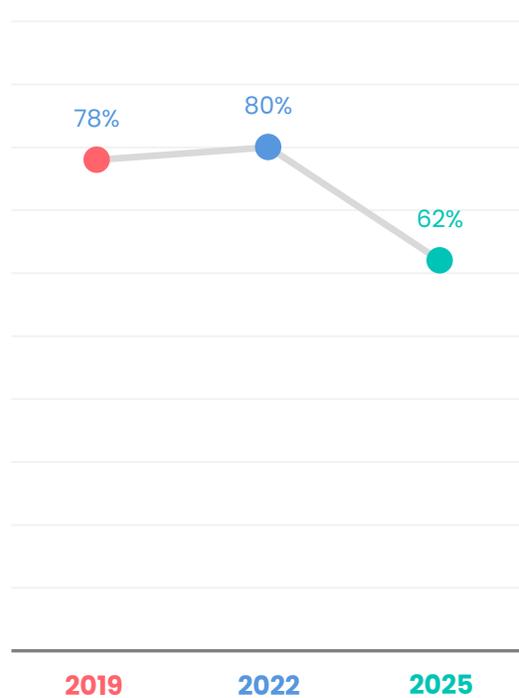
## Theme 5: Board & Staff Relationships

**Board & Staff Relationships** are critical to ensure healthy communication and alignment on strategy. When relationships fail, fundraising, morale, and mission delivery can be impacted.

Positive relationships and appreciation between Board members and staff have been decreasing...



...as well as Board members *not* attempting to influence staff behavior or program management.



However, at the leadership level, **93% of Executive Directors** agree or strongly agree that they **have a good relationship with the Board**.

