Pulse Check Results on the Impact of COVID-19 on Alberta's Nonprofit & Voluntary Organizations

Report #3

November 2020

About this Report and its Limitations

As the Covid-19 pandemic continues to dominate the well-being of Albertans, the challenges facing the nonprofit sector need to be identified in order to better understand what is needed most to support a strong and viable future for the sector. The Alberta Nonprofit Network (ABNN) distributed a survey to learn about current impact and needs of the sector as it moves from response to recovery.

This survey builds on two other surveys that ABNN conducted in April and June 2020. ABNN is sharing this report widely within the sector, as well as with government, funders and other stakeholders to help inform strategies to best support the sector during the pandemic and economic downturn.

This survey was administered electronically between October 26 and November 6, 2020. The invitation to participate was sent through ABNN's distribution list and social media channels. Leveraging the strengths of a network approach, the Network Stewards shared the survey through their organization's networks as well. Knowledge Mobilizers, who have access to networks of networks, were also asked to distribute the survey. Recipients were encouraged to circulate the survey link to others in the sector.

The data set includes a total of 500 responses. It is not intended to be statistically representative of the sector. Owing to the distribution strategy, it is not possible to know the total potential pool of respondents and a response rate cannot be calculated. Moreover, the organizations that responded to this survey are those most connected to ABNN. This skews the characteristics of the sample. For example, most respondents are from the social services, sport and recreation, and human service subsectors.[1] Moreover, the vast majority of respondents are working in organizations that are open (95%), meaning that the data in this report does not reflect the experiences of organizations who have closed temporarily or permanently.

Especially in the current climate, the realities of the nonprofit and voluntary sector are constantly changing. Therefore, this report should also be seen as a snapshot of a particular time. This is why ABNN invests in iterative data collection that build on itself. Many of the trends identified in this report will be precursors to what happens in the coming months.

This type of data collection is complemented by a longer-term, more comprehensive strategy undertaken by the Data Strategy Steering Committee, one of ABNN's priority areas.

[1] For a full description of respondent characteristics, please refer to Appendix A of this report.

The "Do"s and "Don't"s When Using the Data in this Report

ABNN conducted this survey as a way to get a "pulse check" on the needs and impact of COVID-19 within its network, during this time period. The data is not representative of the nonprofit sector and there are ways to use this data in helpful and unhelpful ways.

When using the data in this report:

- ✓ Do use this data to start conversations with your key stakeholders, to explore and understand how the trends identified in this report may or may not be relevant in your context.
- ✓ Do use this data to guide future investigations into trends.
- ✓ Do use this data, in conjunction with other data sources, to conduct further research on a subject area.
- ✓ Do remember that this data is based on responses from a set of respondents that are not representative of the broader sector.

- X Don't interpret the data as being representative of the sector, a sub-sector or a region.
- X Don't use statistics from this data without the broader context of how the data was collected and its limitations.

Acknowledgements

Thank you to all of the respondents who, despite challenges during these extraordinary circumstances, took the time to complete this survey. Thank you to ABNN members and partners for sharing this survey with their networks and encouraging others to participate. We drew on many other surveys to build this one, including surveys developed by the Ontario Nonprofit Network, the McConnell Foundation and Innoweave, Imagine Canada, and previous surveys designed by ABNN.

About ABNN

Alberta has over 25,000 nonprofit organizations contributing to the quality of life of Albertans. The sector is a crucial part of Alberta's community fabric.

The Alberta Nonprofit Network (ABNN) is an independent network of nonprofits seeking to advance the cohesive, proactive, and resilient nonprofit sector in Alberta. ABNN network stewards help guide the work of ABNN, always driven by the priorities and voices of those in the sector.

The ABNN Network Stewards include representatives from:

- Calgary Chamber of Voluntary Organizations (CCVO)
- Edmonton Chamber of Voluntary Organizations (ECVO)
- FuseSocial
- Impact8, Inc
- IntegralOrg
- PolicyWise for Children & Families
- Propellus
- Volunteer Alberta
- Volunteer Lethbridge

Through engagement and collaboration, ABNN catalyzes a provincial network to address issues and challenges. The network currently focuses on priority areas to sector identity and value, create a sector-level data strategy, enhance workforce development, and support government relations.

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Key Trends

This report summarizes data collected from 500 nonprofits and charitable organizations from across Alberta. While this is a drop in the bucket compared to the more than 25,000 organizations that make up the sector, the survey results can be treated as a snapshot in time of the impact of the COVID-19 pandemic on the sector (for more on the limitations of these findings, please see pg. 1). For stakeholders inside and outside of the sector, this report contains rich data that is worth digesting in its entirety.

That being said, there are three key trends that are worth highlighting.

1. **Staff mental health consistently emerged as a key concern for respondents**: it was highlighted as the most significant operational challenge. Moreover, two of the top impacts of COVID-19 on the nonprofit workforce was increased staff stress and workload. Increased volunteer stress was also reported as an impact of the pandemic.

   What makes this challenge even more concerning is that organizations most commonly cited 'strong teams' as being essential to their ability to be effective over this time period. Many respondents wrote about their staff being adaptable, responsive motivated, resilient and dedicated to their work. However, some respondents also talked about the unsustainable pressure and burdens taken on by staff in this time period.

   This is in contrast to the previous ABNN surveys where organizations' top concerns revolved around adjusting to virtual program delivery. This suggests that as the long-term impact of the pandemic becomes clearer, the needs of and impact on the sector and the people in it will change.

2. Respondents are **working in more complex environments, with access to fewer resources, experiencing increased demand, and losing capacity.** Respondents to earlier surveys had predicted that these would be some of their primary challenges over the long-term, and this survey indicates that we have reached that point. At the organization level, most respondents are experiencing a decrease in the capacity and a decrease in demand or, more worryingly, a decrease in capacity but increase in demand.

3. Respondents reported that **financial resources are integral to being able to deliver on their mission in the next 12 months.** The majority of respondents reported that their revenues decreased over this time period and organizations are in need of funding for core organizational activities. These concerns are consistent with those raised in previous surveys.

   Generally, government or public sources of funding have been more reliable for organizations. In order to address revenue reductions, organizations are most commonly laying off staff (permanently or temporarily) and/or using their reserves. Most organizations reported that they would be able to sustain themselves for more than one year.

ABNN believes in the importance of sharing data freely and transparently. There is no need to duplicate our efforts to understand the sector. If you would like access to the raw data set, please email info@albertanonprofits.ca.

There will be many follow ups and opportunities to build on this data. Please check https://albertanonprofits.ca/Covid-Impact-Report for resources, over the coming weeks and months.

Findings

Finding 1: Non-profits are facing a wide variety of challenges to deliver on their mission in the next 12 months.

By far, the most common operational challenge that organizations are currently facing is staff mental health. About half (51.8%, n=253) of respondents indicated that it was a challenge. Other significant challenges include accessing technology, and understanding and enforcing AHS guideline compliance with staff, volunteers and/or clients.

Figure 1. What operational challenges is your organization currently facing?

Respondents were also asked multiple questions about what they need to be effective at delivering on their mission in the next 12 months. Overall, the greatest needs were related to financial resources, with respondents indicating that they needed funding for core organizational functions (n=317), funding for program modifications (n=262), and flexibility within current funding agreements (n=246).

Other common responses include support for changes associated with COVID such as support for virtual programming (n=227), support understanding the changing rules and regulations related to COVID (n=221), an improved understanding of liability issues related to creating a safe workplace (n=206), and clear risk management strategies (n=204).

Of note, respondents also spoke to the importance of collaboration in this context, indicating that opportunities to create partnerships within the sector (n=211), a resumption of services and supports provided by partners (n=191), and opportunities to create partnerships outside of the sector (n=177), were all important to delivering on their missions over the next 12 months.

For a full list of organizations' needs to be effective on delivering their mission over the next 12 months, see Figure 2. For all questions related to organizations' needs, respondents could select more than one response option.

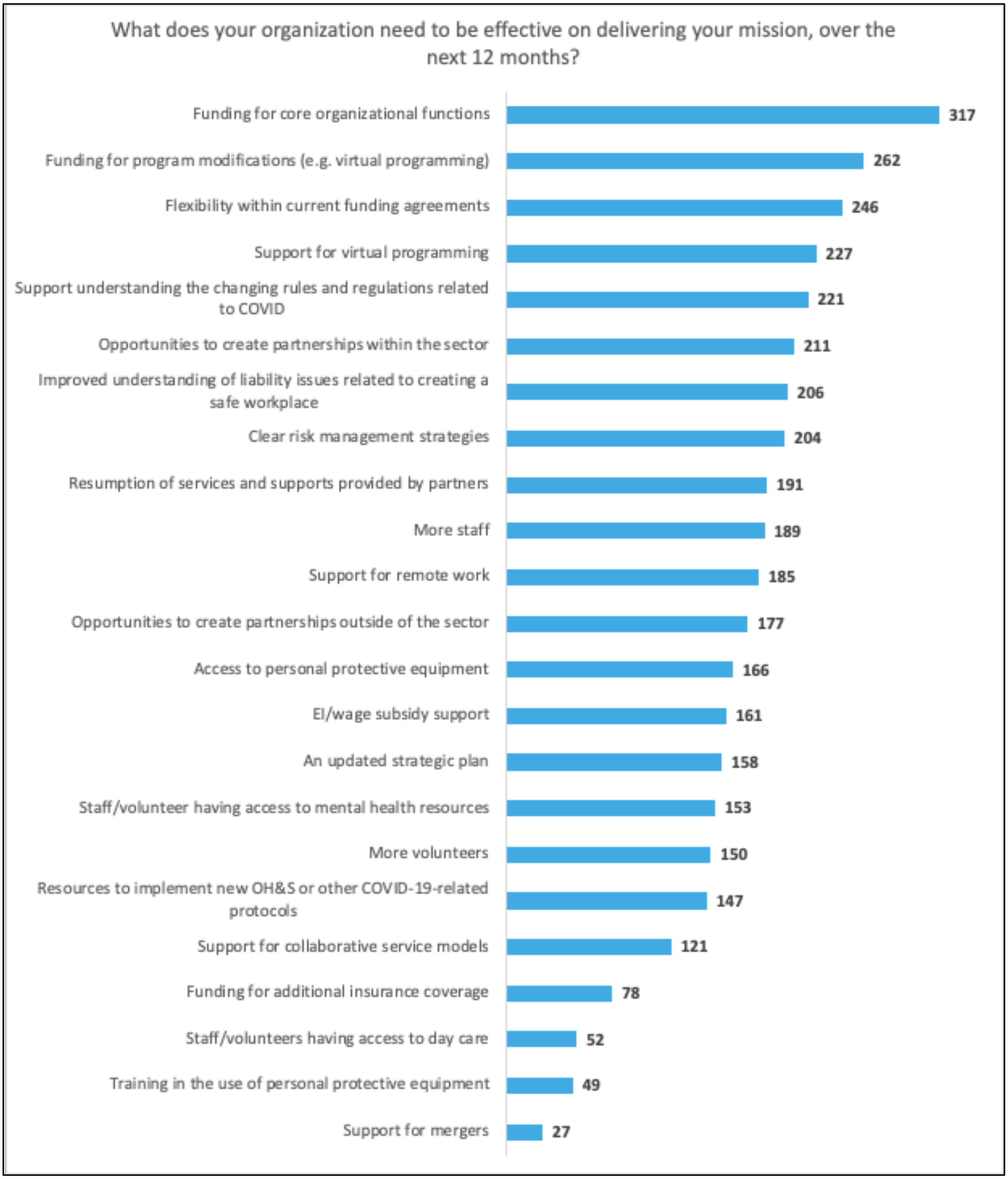

Figure 2. What does your organization need to be effective on delivering your mission, over the next 12 months?

Respondents were also asked to indicate what their organization needs to advocate for themselves over the next 12 months. The three needs that stand out are for data on the economic (n=284) and social (n=279) impact of the nonprofit sector on Alberta communities generally, and data on the social impact of COVID-19 on the sector (n=273), specifically.

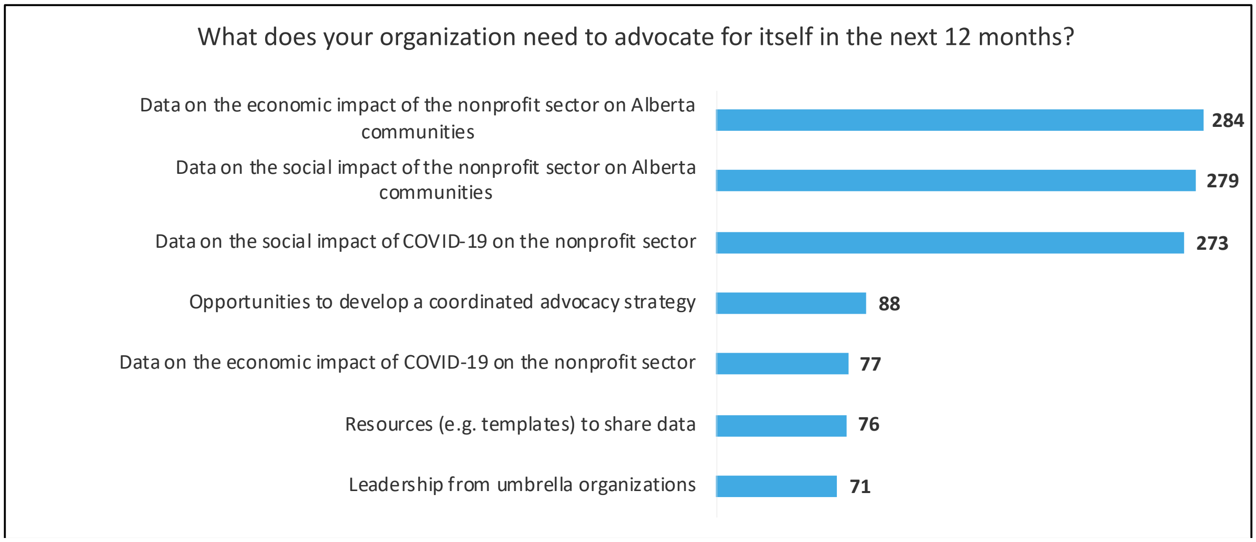

Figure 3. What does your organization need to advocate for itself in the next 12 months?

Finally, most (n=310) respondents' office spaces were serving their current needs.

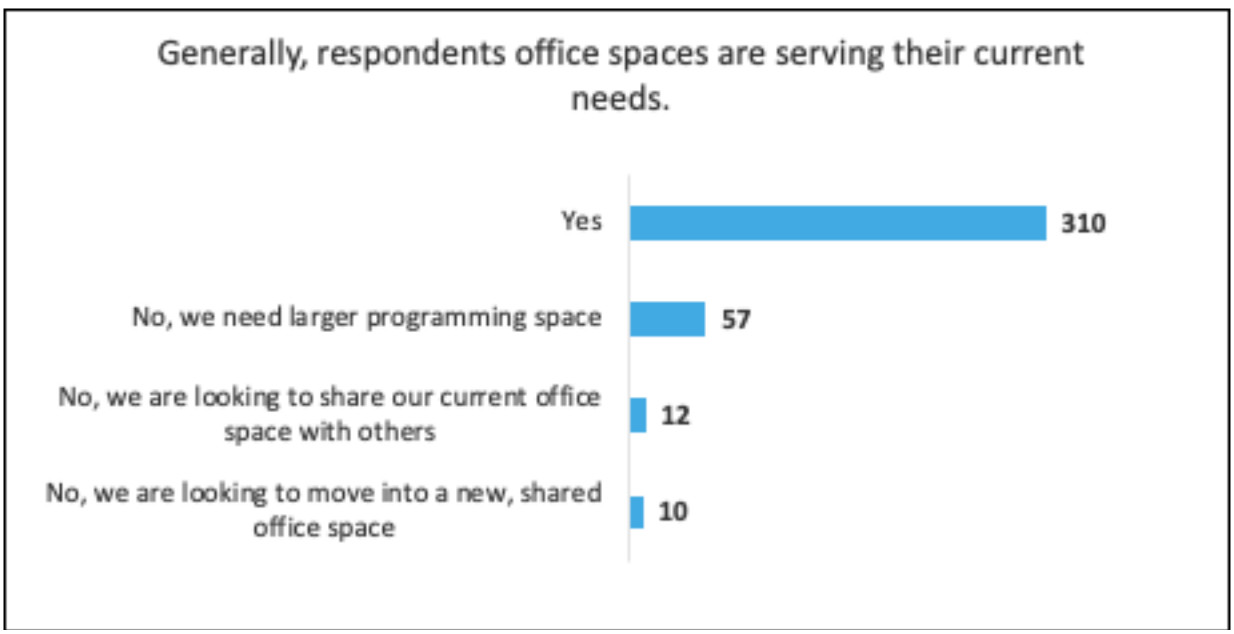

Figure 4. Generally, respondents office spaces are serving their current needs.

Finding 2: Respondents are working in more complex environments while also handling an increase in demand and decrease in capacity.

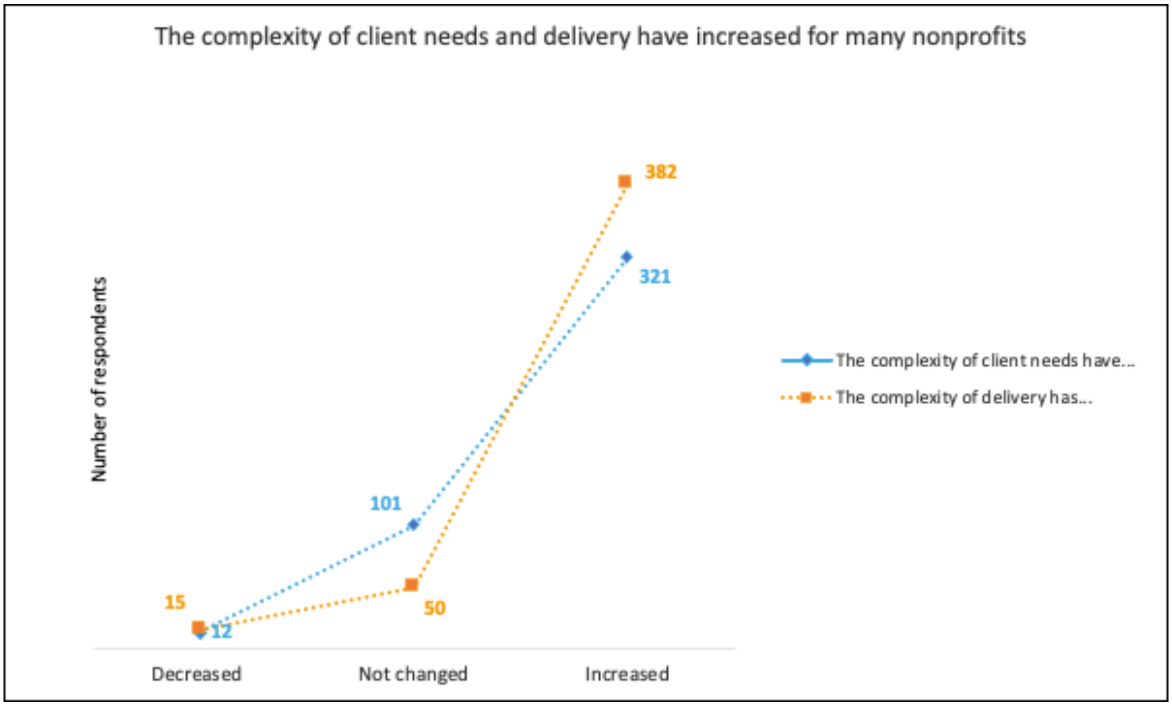

Figure 5. The complexity of client needs, and delivery have increased for many nonprofits.

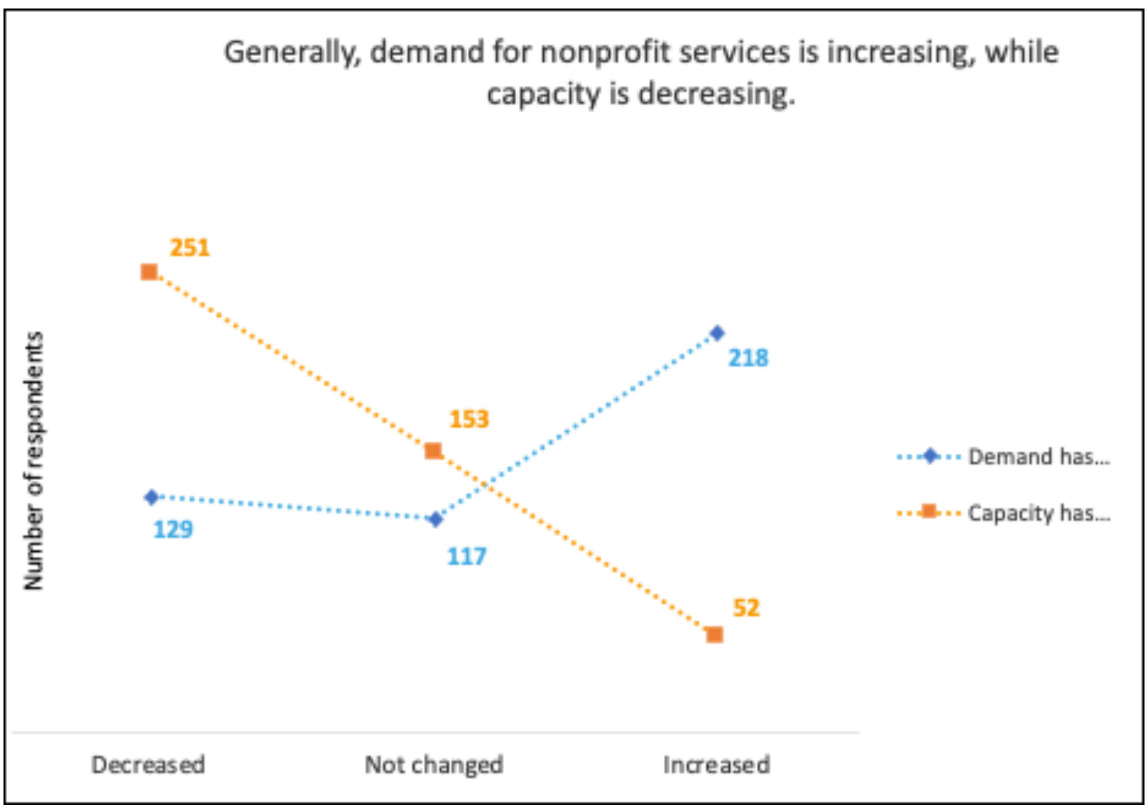

Figure 6. Generally, demand for nonprofit services is increasing, while capacity is decreasing.

Over the course of the COVID-19 pandemic, the complexity of clients' needs and the complexity of delivery have increased for the majority of respondents.

Overall, there is a clear trend where the majority of respondents report that their capacity has decreased (n=251) and the majority of respondents report that demand on their organization has increased (n=218). Of note, organizations with a budget of more than $1,000,000 but less than $5,000,000 were overrepresented among respondents who said that demand on their services significantly increased. Among organizations who reported a decrease in demand, the sport and recreation subsector was overrepresented.

Finally, a significant number of respondents have changed (n=197) or removed (n=149) offerings due to lack of capacity/resources. Respondents were able to select more than one response option.

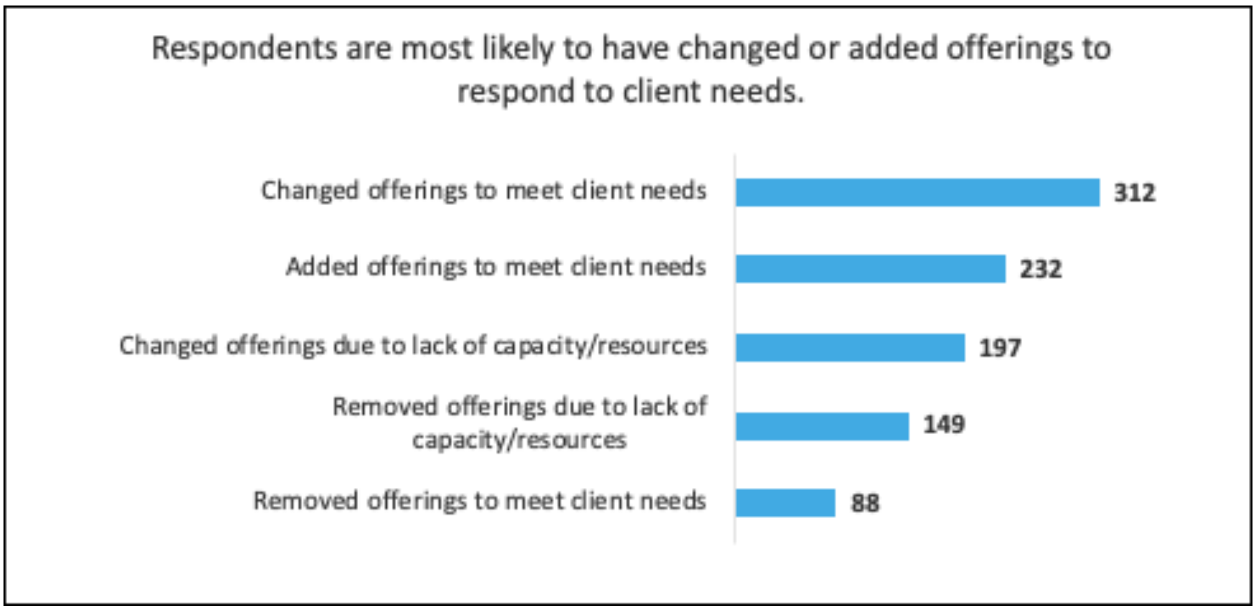

Figure 7. Respondents are most likely to have changed or added offerings to respond to client needs.

Finding 3: There is often a mismatch between changes in demand and changes in capacity within individual organizations.

While there is a clear trend of increased demand and decreased capacity, it is important to explore how these changes in capacity and demand operate at the organizational level. The most concerning finding is that only 44 respondents report that they have experienced *both* an increase in demand and an increase in capacity.

In contrast, the most common scenarios are that respondents experience a decrease in their capacity and a decrease in demand (n=95) or, more worryingly, a decrease in capacity but increase in demand (n=95).

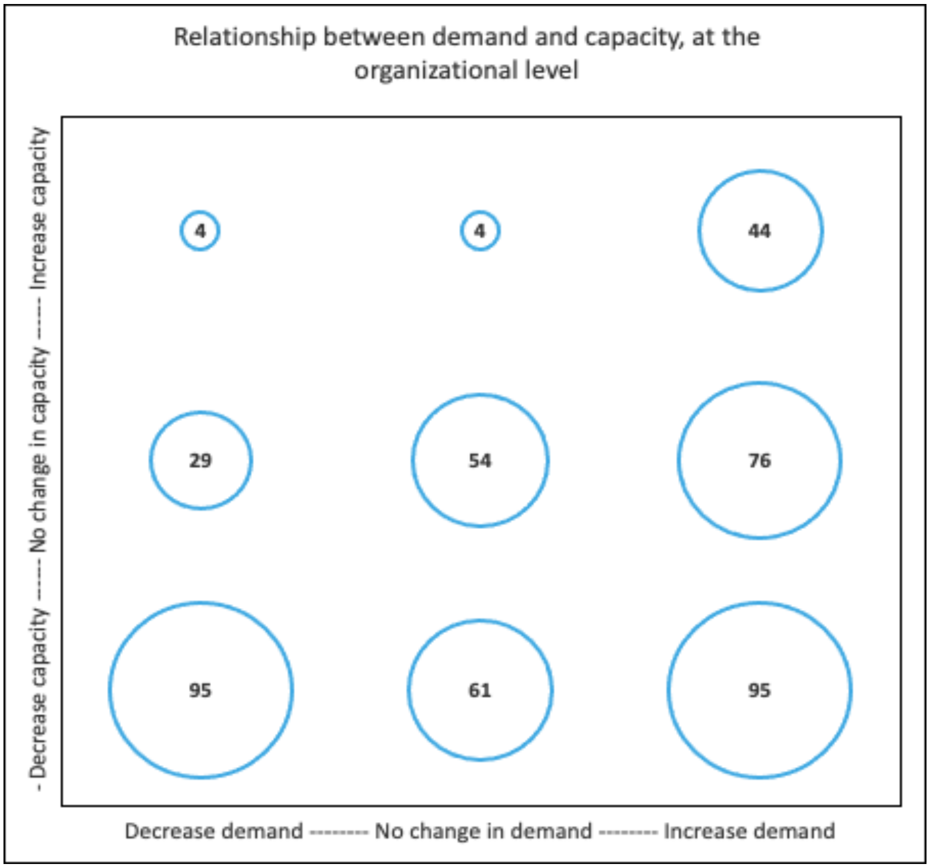

Figure 8. Relationship between demand and capacity, at the organizational level.

Finding 4: Despite these increases in complexity and demand, many respondents feel that they have been effective at delivering on their mission over the last six months.

There is no doubt that nonprofits are facing a multitude of challenges in the current environment, and a significant portion of respondents are struggling. However, the majority of respondents have been able to adapt in some ways. Specifically, 61.4% (n=307) of respondents reported that they have been effective at delivering on their mission over the last six months. This is further supported by the data (Figure 7) showing that many respondents have changed (n=312) or added (n=232) to meet client needs.

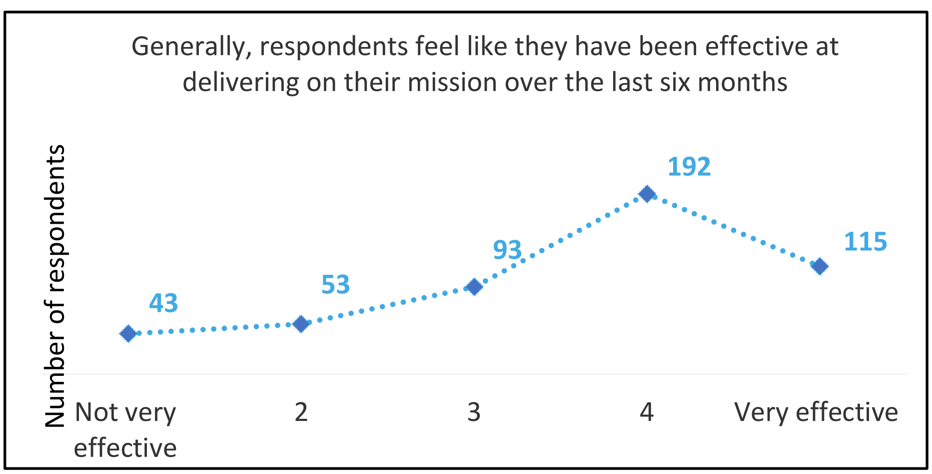

Figure 9. Generally, respondents feel like they have been effective at delivering on their mission over the last six months.

Similarly, 76% of respondents report that their current activities are aligned with their organization's mission and vision.

Moreover, 73.6% of respondents (n=368) have had an opportunity to check in with their mission and vision since the start of the COVID-19 pandemic. This suggests that nonprofits are thinking critically and taking the time to check whether their current plans are aligned with the changing circumstances.

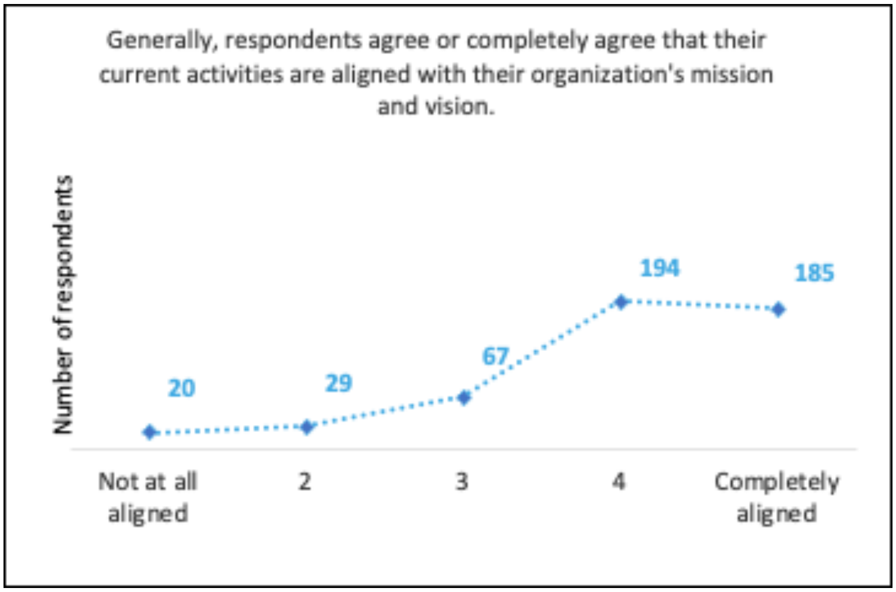

Figure 10. Generally, respondents agree or completely agree that their current activities are aligned with their organization's mission and vision.

This adaptation is ongoing. 158 respondents reported that they had a need for an updated strategic plan. Moreover, respondents were asked whether they felt like they have been effective at delivering on their mission over the last six months, using a scale of 1 (not very effective) to 5 (very effective). 37.8% of respondents selected 1 – 3, suggesting that they feel less effective at delivering on their mission in the last six months.

There are several categories of things that have helped organizations be effective over this time period. The most common responses include:

- The importance of a **strong team** to be effective over this period. Respondents wrote about committed board members, dedicated volunteers, and supportive community partners. Most commonly, respondents spoke about adaptable, responsive, motivated, resilient, caring staff that are dedicated to their work. However, some respondents also talked about the unsustainable pressure and burdens taken on by staff in this time period. This is related to the finding that the most common operational challenge that organizations are currently facing is staff mental health (Finding 1).
- The ability to **access technology and transition to remote work** has helped organizations be effective over this time period. Remote work has allowed organization to continue to meet with staff and other stakeholders, provide programming online, and to bolster communication channels.
- Respondents spoke about the importance of being **adaptable and flexible** over this time period. The ability to change alongside the shifting context was essential for organizations to be effective.
- Access to **financial resources** through the federal and provincial governments, as well as other sources.
- Other responses included:
    - Maintaining clear communication channels with clients, staff, board members and volunteers

- Clear guidelines on re-opening from sources like AHS
- Continuing service through outdoor, remote or in-person programming
- Having a clear, focused plan centered on the organization's mission
- Flexible, supportive funders
- Collaboration with others in the sector

Finding 5: Most respondents reported that revenue decreased over the course of the COVID-19 pandemic. Government or public sources of funding have been more reliable for organizations.

The majority (74%) of respondents reported that their revenues significantly decreased (n=185) or decreased (n=158) over the course of the COVID-19 pandemic. Organizations with budgets of less than $100,000 were overrepresented amongst the organizations that said their revenue increased or significantly increased.

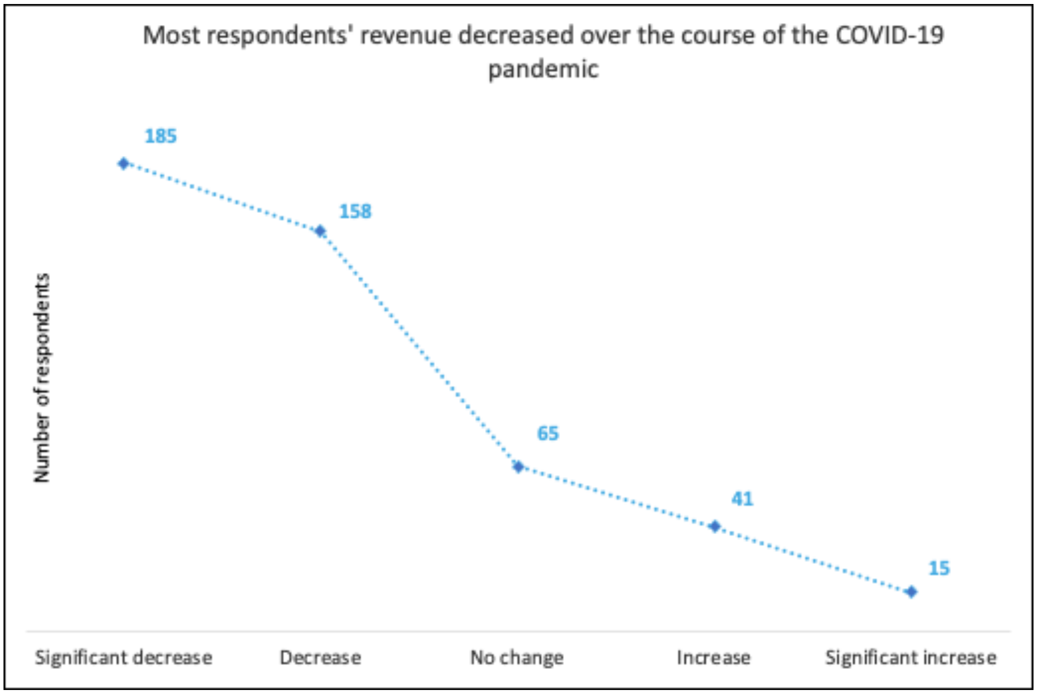

Figure 11. Most respondents' revenue decreased over the course of the COVID-19 pandemic.

335 respondents provided estimates of the impact that the COVID-19 pandemic has had on their overall revenue (as a percentage of their operating budget) (see Table 1). 283 respondents reported a decrease in their revenues, ranging from -0.35-100% of their revenue decreasing. The average decrease was 42% of revenue.

52 respondents indicated that their revenues have increased, ranging from 1-100%. The average increase was 28% of revenue.

It is important to note that the pandemic has had a differentiated impact on organization's sources of funding. In particular, respondents most commonly reported that they experienced a significant decrease (n=168) or decrease (n=104) from earned revenue from sales or fees.

Table 1. Distribution of revenue changes (% of operating budget)

% change	**Number of respondents**
+101 to 125	1
+81 to 100	1
+61 to 80	3
+41 to 60	8
+21 to 40	12
+1 to 20	27
-0.35 to -20	83
-21 to -40	79
-41 to -60	58
-61 to -80	35
-81 to -100	28

Along with donations from private individuals and funding from corporations, these sources of funding have decreased, overall, over this time period.

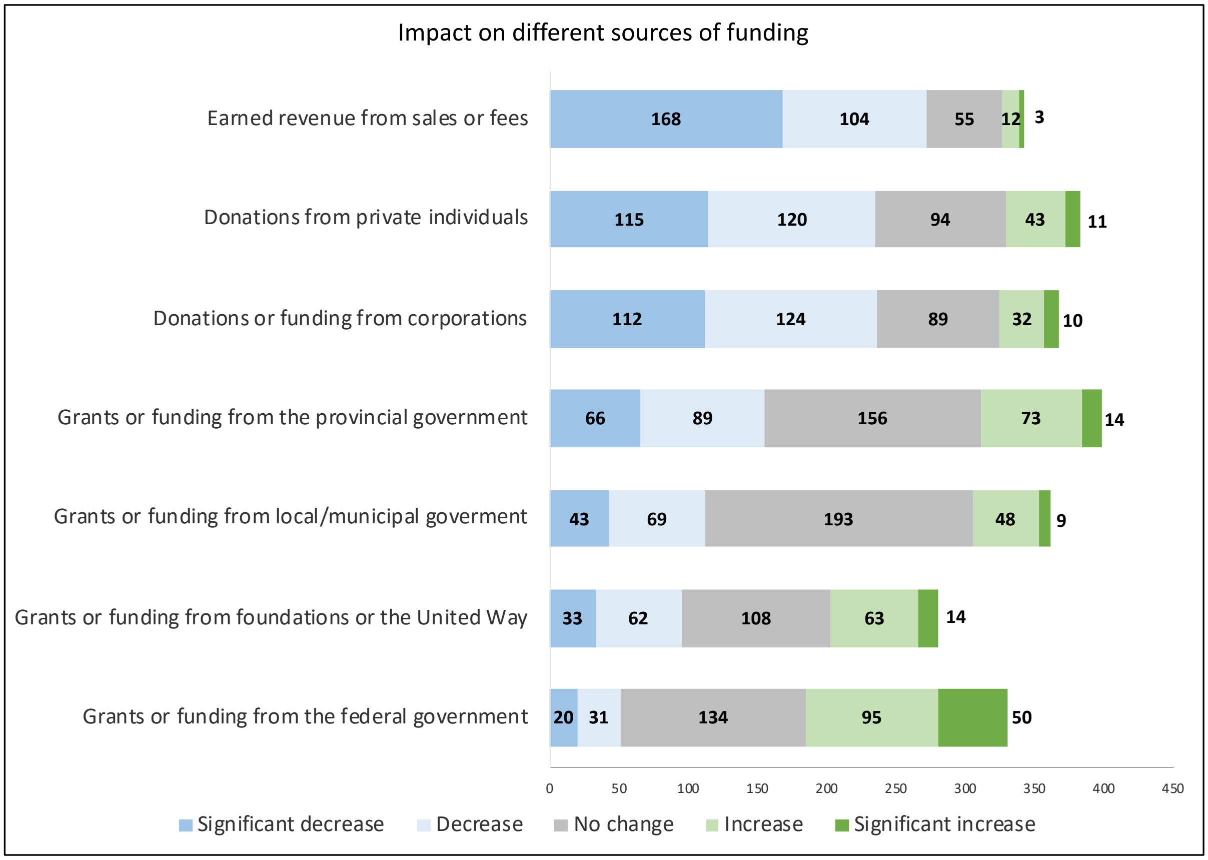

Figure 12. Impact on different sources of funding.

In contrast, organizations are reporting that grants or funding from the federal government is most likely to have increased (n=95) or significantly increased (n=50) over this time period. Along with grants or funding from the United Way, grants or funding from local/municipal government, and grants or funding from the provincial government, these sources of funding are more likely to have not changed or increased over this time period. This highlights the important role that government or public funds play in supporting the nonprofit sector.

Finding 6: In order to address this reduction in revenue, organizations most commonly used reserves and temporarily or permanently layoff staff.

Combined, temporary (n=101) and permanent (n=92) layoffs are the most common approach to handling reductions in revenue. Organizations are also using their reserves (n=186) to address reductions in revenue. Respondents were able to select more than one response option.

Most respondents reported that they have had to spend between 10-20% of their reserves (n=64). On the more extreme end of spending, 29 respondents indicated that they had to spend more than 50% of their reserves, with 13 respondents spending over 80%.

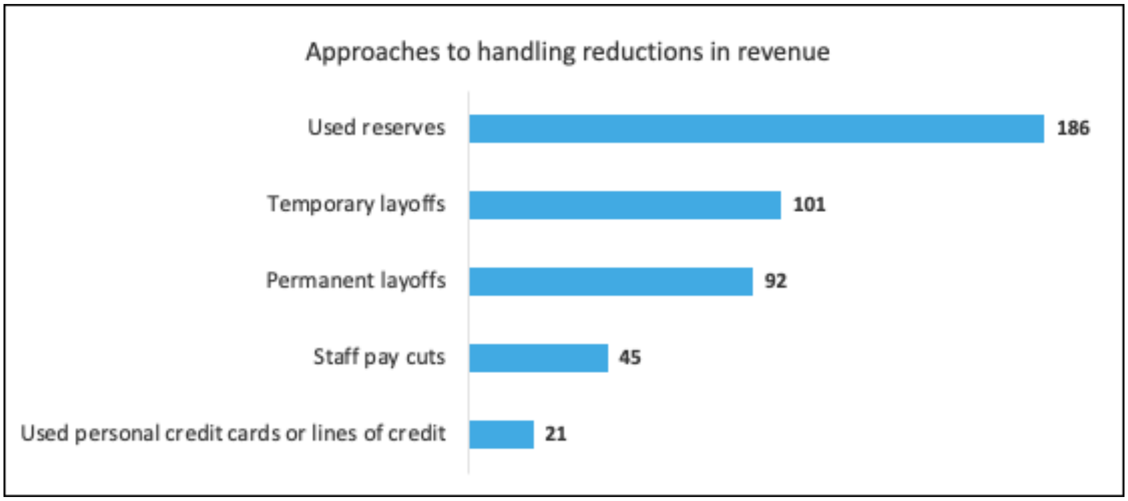

Figure 13. Approaches to handling reductions in revenue.

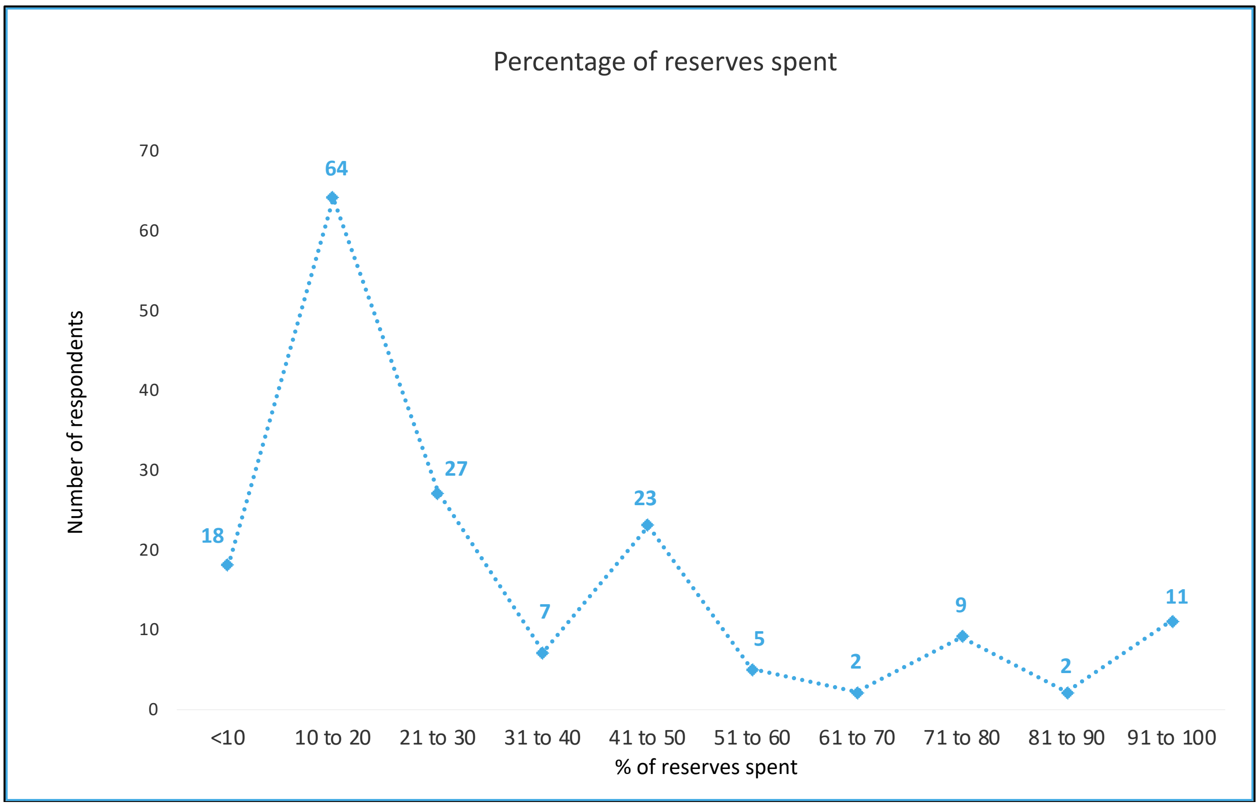

Figure 14. Percentage of reserves spent.

Respondents most commonly (n=201) reported that they would be able to sustain themselves for more than one year. Of note, organizations with a budget of more than $1,000,000 but less than $5,000,000 were overrepresented among respondents who said that they could only sustain their organizations for 1-3 months.

Figure 15. Organizations will be able to sustain for...

Finding 7: The COVID-19 pandemic has had a significant impact on staff's stress and workload.

Most commonly, respondents report that the pandemic has had a great impact on staff stress (n=356) and workload (n=323). This aligns with Finding 1, which highlight staff mental health as the biggest operational concern for respondents.

Temporary (n=132) and permanent (n=100) layoffs are also a significant concern for respondents in this period. 472 respondents responded to a question about how many staff they have had to lay off over this period. 182 (38.6%) reported that they have had to lay off staff, permanently or temporarily. 290 organizations (61.4%) reported that they did not have any layoffs over this time period.

Among organizations that have had to lay off staff, the number of staff laid off ranges from 0.5-200, with an average of 13.1 people.[2] 136 organizations have laid off 10 or less people. Finally, 15 of the 21 organizations (71%) that laid of 25 or more people had a budget of more than $5,000,000.

The workforce's ability to engage in work has also been impacted by the pandemic. There has been an increase in remote work (n=321), staff absences (n=182), and decreases in productivity (n=146).

Very few organizations are immune to these changes, with only 32 respondents indicating that they haven't observed any changes to their workforce over this time period. Respondents were able to select more than one response option.

[2] This range and average do not include four outliers within the dataset. Four respondents indicated that they have laid off 1600, 1500, 700, and 650 staff respectively.

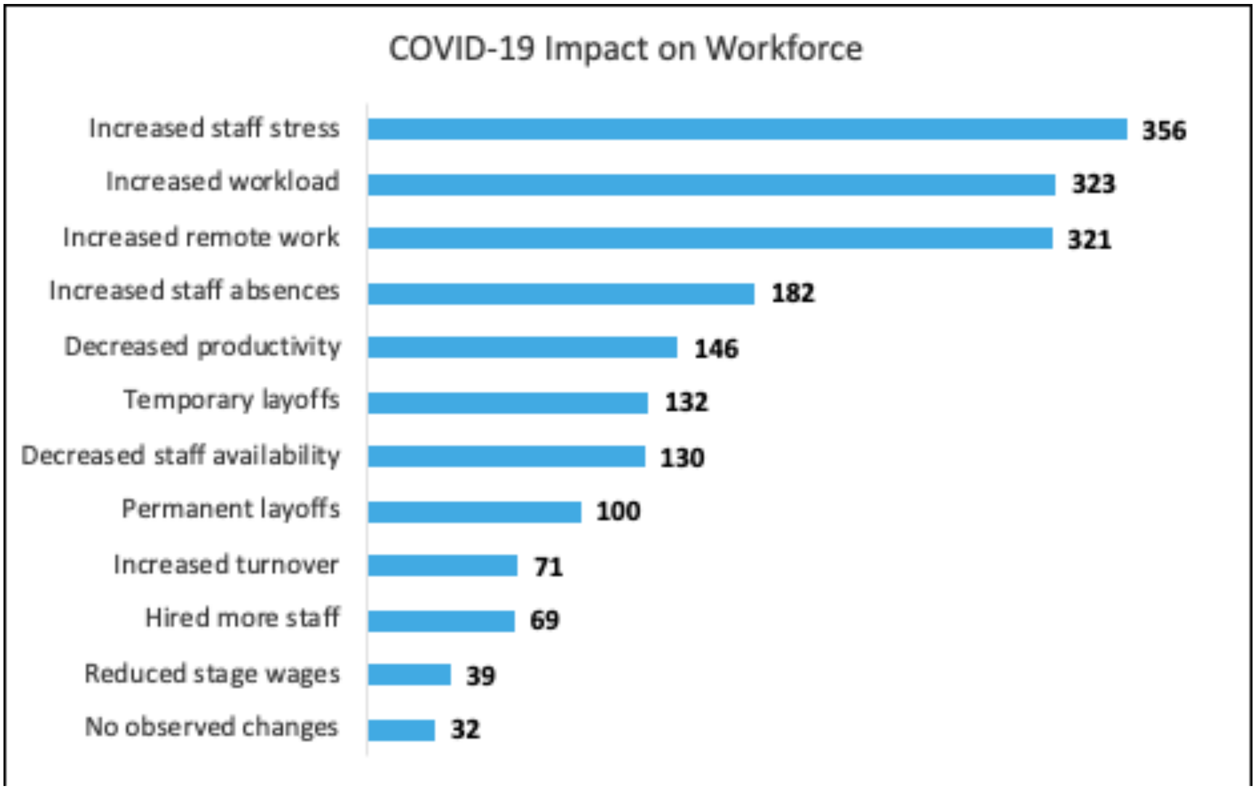

Figure 16. COVID-19 impact on workforce

Finding 8: Four supports from the federal and provincial government stood out as benefitting the sector. A lack of awareness, ineligibility, and a lack of fit between supports/needs all played a notable role in whether organizations benefited from those supports.

The data clearly indicates four sources of support that respondents benefited from the most:

- Guidance documents for re-opening (n=258)
- Canada emergency wage subsidy (n=189)
- 10% temporary wage subsidy for nonprofits (n=163)
- Extension on AGMs (n=157)

Overall, the biggest barrier to accessing supports from the federal government was that organizations were not eligible for the support. Most significantly, organizations were least likely to be eligible for Canada Emergency Commercial Rent Assistance (n=84) and Canada Emergency Business Account (n=65). Eligibility was less of a problem for the provincial government supports, with the notable exception of the Small and Medium Enterprise Relaunch Grant, where 77 respondents indicated they were not eligible for that benefit.

At the provincial level, respondents were slightly more likely to report that the benefit did not address their needs. For each support, between 39 and 57 respondents indicated that it did not address their need. For federal supports, this was slightly less likely, with 33 to 50 respondents indicating that the supports did not address their needs. A lack of awareness was the biggest barrier in the case of business credit for social enterprises, AGLC expansion on use of proceeds, emergency isolation support payment, and access to credit for social enterprises.

Overall, capacity was not a significant issue for accessing federal or provincial supports. Only 8-15 organizations did not have the capacity to apply for these opportunities. Moreover, very few (range, n=1-14) respondents indicated that they were not selected for a benefit that they had applied for.

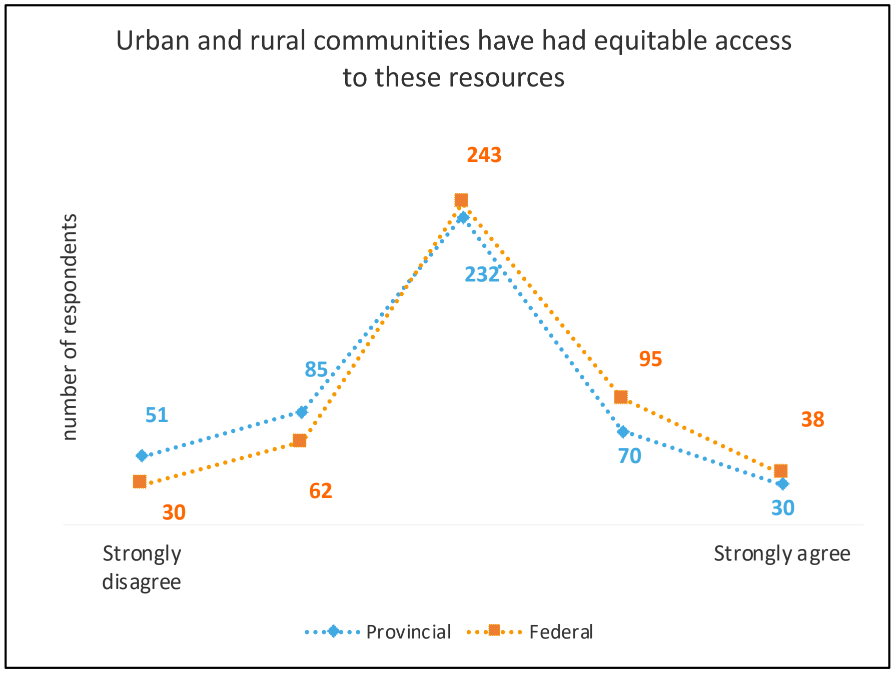

Figure 17. Urban and rural communities have had equitable access to these resources.

The question of whether these supports were equitably available to urban and rural communities is unclear. Most respondents chose the neutral response, indicating that they might not have strong insight into the distribution of resources in different communities. However, it might also indicate that respondents are not aware of the distribution of resources in urban v. rural areas.

Most importantly, the majority of supports were "not applicable" to respondents. For detailed results see Figures 18 and 19, on page 19.

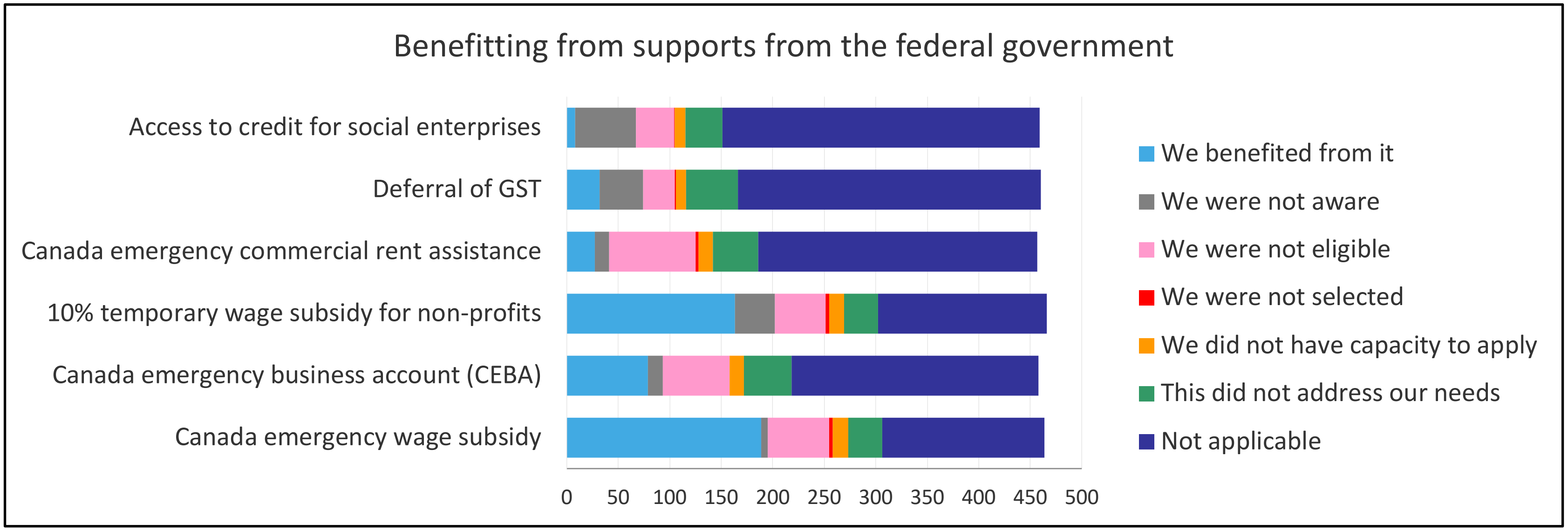

Figure 18. Benefitting from supports from the federal government.

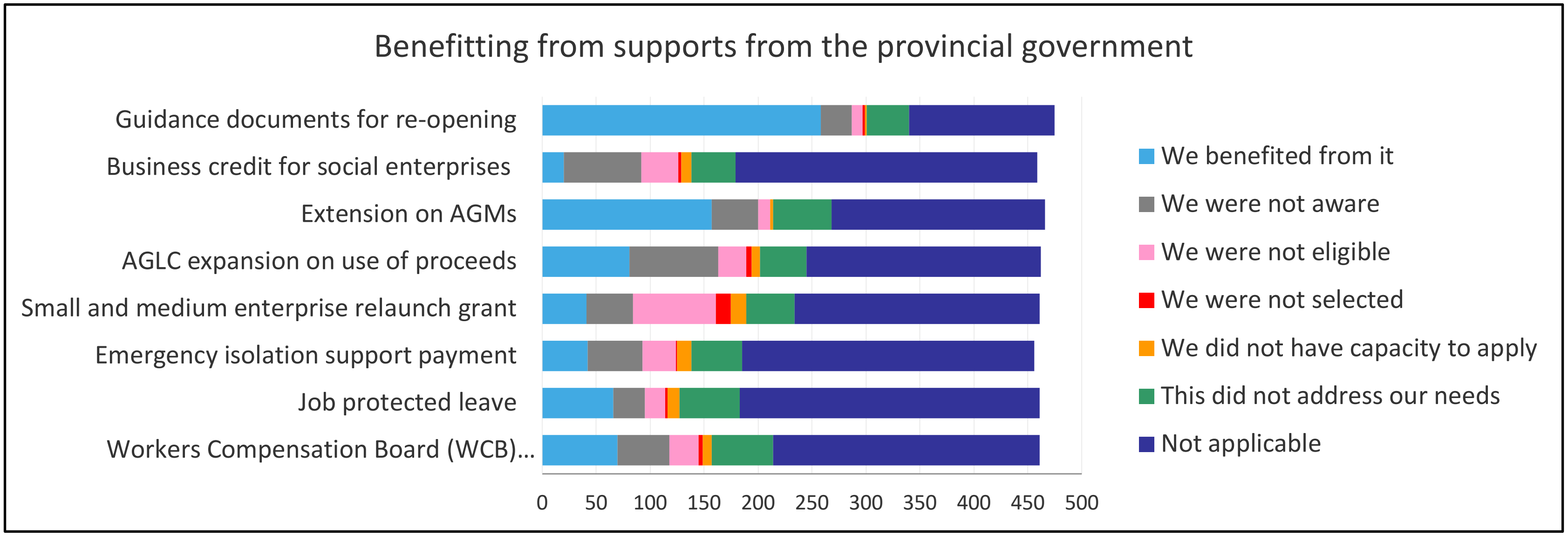

Figure 19. Benefitting from supports from the provincial government.

Finding 9: Insurance costs and coverage were not a major barrier for most respondents. However, many respondents did not know the answers to questions related to insurance.

33.4% of respondents indicated that their organization is proactively preparing for potential changes to their insurance coverage. An almost equal number were not proactively preparing (35.4%) or did not know whether they were preparing (29.6%) for these potential changes.

Most respondents (n=319) said that insurance cost, coverage and/or liability was not a barrier to re-opening or operating during the COVID-19 pandemic. However, 60 respondents said that it was a barrier. For some it has been a significant barrier (n=13) or has prevented them from re-opening (n=4). Only 7 respondents reported that they have lost insurance coverage for one or more of their services since the beginning of the pandemic. Again, a significant number of people (n=114) were not sure whether insurance has been a barrier at this time.

Most commonly (34.6%, n=176), respondents indicated that their insurance costs have increased. However, a significant portion of respondents did not experience any change to their insurance costs (28.2%, n=141) or did not know whether their insurance costs have changed (34.4%, n=172). Only 1.6% (n=8) respondents indicated that their insurance costs decreased.

Most commonly (n=57), insurance costs increased less than $500 over the past year. However, some (n=34) organizations reported a significant increase of more than $2000.

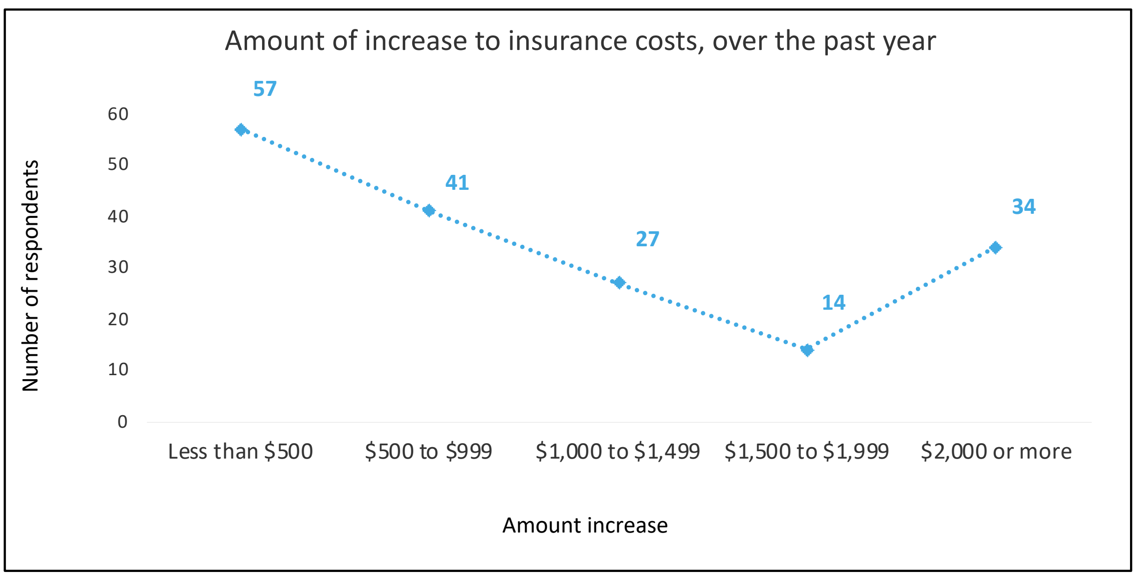

Figure 20. Amount of increase to insurance costs over the past year

Note: Additional information related to volunteerism.

The Pulse Check included one question related to volunteerism. Pulse check survey respondents reported that volunteers are experiencing increased stress (n=143), decreased productivity (n=119), and increased workload (n=115). 257 respondents reported that they have engaged fewer volunteers over this time period. We recognize that the Volunteer Connector can provide broader information on volunteerism in Alberta and the impacts of COVID-19 on volunteerism. For more data regarding volunteerism please visit https://www.volunteerconnector.org/news. Raw Pulse Check survey data is available by emailing info@albertanonprofits.ca.

Concluding note

The ripple effects of the COVID-19 pandemic on the nonprofit sector and the communities that it serves will continue for a long time. This report is part of an ongoing effort to understand the sector's greatest needs to move forward in a way that is informed by data and a greater diversity of voices.

This report clearly shows that staff mental health, the complexity of nonprofits' work, the mismatch between demand and capacity, and the lack of financial resources are all challenges that the sector will have to grapple with.

Like any data set, there are many possible levels of interpretation. If you are interested in conducting analysis that is specific to your needs, please reach out to us at info@albertanonprofits.ca. ABNN commits to being a voice for the sector, using this data to inform how we represent the sector's needs and drive strategies in our priority areas. Data collection opportunities such as this complement other, necessary, long-term strategies, such as the work happening in the Data Strategy priority area, which is working to compile and access sector-wide, statistically representative data. We also encourage other stakeholders to use the findings in this report as part of the data that they draw on to inform their own work, advocate, and make recommendations in their own contexts.

We hope this report will support the sector in its recovery. In the coming weeks and months, ABNN will be building on this data and sharing those resources at https://albertanonprofits.ca/Covid-Impact-Report.

Appendix A: Respondent Characteristics

Table 2. Respondent characteristics

Question	n	%
Is your organization open and operating?		
We are open and operating with some modifications	349	69.8
We are fully open and operating	115	23
No, we are closed until further notice	25	5
We are in the midst of closing permanently	1	0.2
No, we are closed permanently	0	0
Other	10	2
Is your organization providing any front line response to COVID-19?		
Yes	198	39.6
No	291	58.2
No response	11	2.2
Are you affiliated with any of the following organizations?		
ABNN	66	13.2
CCVO	52	10.4
ECVO	80	16
Fuse Social	25	5
Imagine Canada	68	13.6
Propellus	45	9
Volunteer Alberta	104	20.8
Volunteer Canada	26	5.2
Volunteer Lethbridge	21	4.2
Which of the following sub-sectors most accurately fits your organization?		
Advocacy and politics	10	2
Agriculture	5	1
Arts	12	2.4
Business, professional, union	2	0.4
Community development	36	7.2
Education	41	8.2
Environment	6	1.2
Foundation or funder	10	2
Government	3	0.6
Health	25	5
Heritage, culture	27	5.4

Housing	7	1.4
Human services	62	12.4
International aid	1	0.2
Religion, faith	8	1.6
Service club	2	0.4
Settlement services	12	2.4
Social services	84	16.8
Sport, recreation	73	14.6
Volunteer, sector capacity building	12	2.4
Other + No response	62	12.4

What is your organization's annual operating budget?

Less than $100,000	102	20.4
More than $100,000 but less than $250,000	64	12.8
More than $250,000 but less than $500,000	65	13
More than $500,000 but less than $1,000,000	70	14
More than $1,000,000 but less than $5,000,000	113	22.6
More than $5,000,000	61	12.2
No response	25	5

If your mandate includes service or program delivery, what communities does your organization serve?

Children and youth	299
Low-income households	252
Newcomers and refugees	220
Persons living with disabilities	204
People living with mental illness or addictions	190
People living with employment barriers	165
People experiencing homelessness	143
People experiencing poverty	191
Rural and remote communities	130
Seniors	160
Women and/or girls	151
Not applicable	33

How many paid staff does your organization employ?

We don't have paid staff	77	15.4
1 to 4	138	27.6
5 to 9	67	13.4
10 to 19	67	13.4
20 to 29	0	0

30 to 49	33	6.6
50 to 99	21	4.2
100 to 249	31	6.2
250 to 499	8	1.6
500+	13	2.6
No response	58	11.6

How many volunteers does your organization engage?

We don't engage volunteers	74	14.8
1 to 4	109	21.8
5 to 9	83	16.6
10 to 19	72	14.4
20 to 29	0	0
30 to 49	21	4.2
50 to 99	29	5.8
100 to 249	31	6.2
250 to 499	19	3.8
500+	13	2.6
No response	62	12.4

What geographic area does your organization serve?

Calgary zone	74	14.8
Edmonton zone	114	22.8
Central zone	39	7.8
North zone	82	16.4
South zone	54	10.8
Alberta (province-wide)	82	16.4
Canada	9	1.8
Other + No response	46	9.2

What is your role within the organization?

CEO, Executive Director or equivalent	258	51.6
Leadership or management team	105	21
Board member	58	11.6
Staff member	61	12.2
Other + No response	18	3.6