

Non-Profit Trends

Florida Alliance for Community Solutions 2023 Summit

Community and Economic Development
Research Department

October 4, 2023

Views expressed are my own, and not necessarily those of the Federal Reserve Bank of Atlanta, or the Federal Reserve System.



Charly van Dijk

Senior Advisor,
CED Engagement
Miami Branch



The Federal Reserve System



Fed Explained: What the Central Bank Does



Conducting
the nation's
monetary
policy



Fostering
payment and
settlement
system safety
and efficiency



Supervising
and regulating
financial
institutions

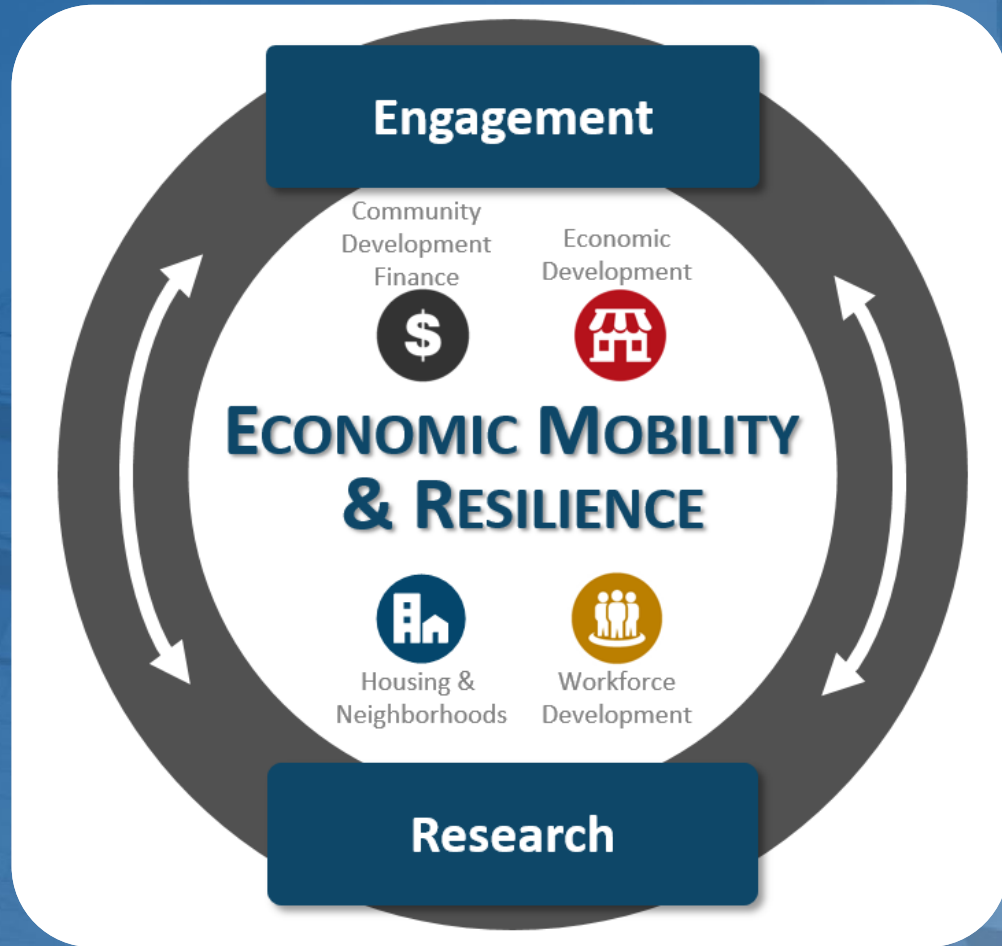


Helping
maintain the
stability of the
financial
system



Promoting
consumer
protection and
community
development

Community and Economic Development at the Atlanta Fed



Mission

Support the Central Bank's mandate of stable prices and maximum employment by working to improve the **economic mobility and resilience** of people and places for a healthy economy.

frbatlanta.org/community-development



"We do our job better when we hear from people on the front lines of the economy, find out what's working, what's not working, where there are challenges, and where there are opportunities."

Source: [FRBA Economy Matters](#)

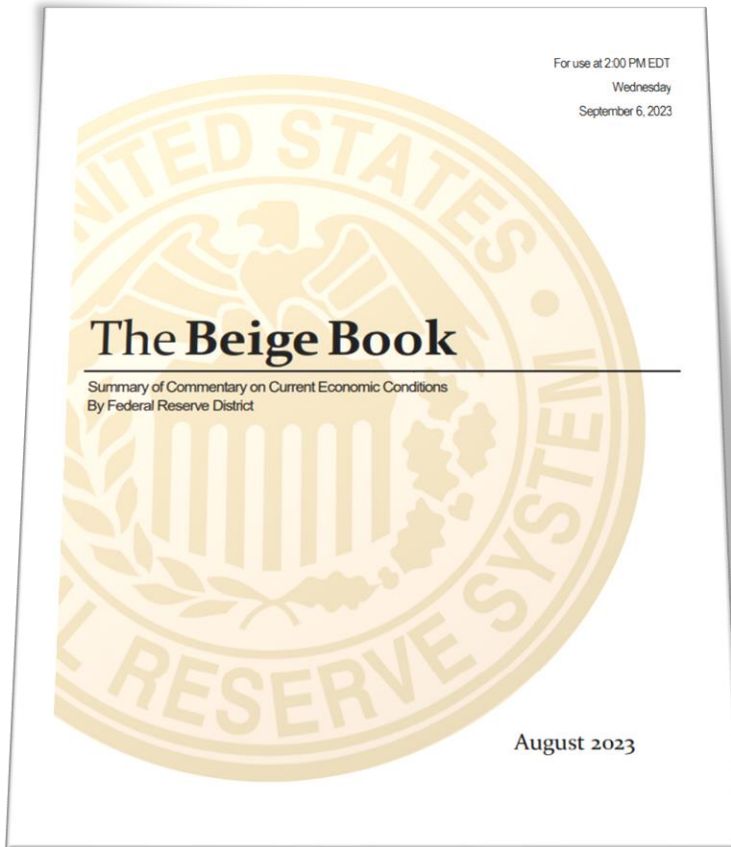
Raphael Bostic
President & CEO



Federal Reserve
Bank of Atlanta

Contacts Serving Low-income Communities

FRB Atlanta Economic Trends from the Beige Book



- Economic conditions as largely unchanged to slightly declining.
- Capital and credit deployment to small businesses slowed due to rising borrowing costs and tighter underwriting standards.
- Lenders and investors expect an increase in small business capital availability with the roll out of federal programs like the State Small Business Credit Initiative.
- On the consumer side, several finance and credit contacts noted that delinquency rates for automobile loans and some credit card accounts rose slightly, and elevated auto delinquencies among lower-income populations are anticipated going forward.
- Contacts also noted that demand for food and housing assistance remained higher than pre-pandemic levels.

[Source: Beige Book - September 6, 2023 \(federalreserve.gov\)](https://www.federalreserve.gov)

Find FL Data on FRED

Source: [FRED](#)



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[All-Transactions House Price Index for Florida](#)

Index 1980:Q1=100, Quarterly, Not Seasonally Adjusted

Q1 1975 to Q4 2022 (Feb 28)

Estimated using sales prices and appraisal data.

[Housing Inventory: Active Listing Count in Florida](#)

Level, Monthly, Not Seasonally Adjusted

Jul 2016 to Mar 2023 (4 days ago)

The count of active single-family and condo/townhome listings for a given market during the specified month (excludes pending listings). With the release of its September 2022 housing trends report, Realtor.com®...

Helpful Fed Non-Profit Resources

- [FRBA Southeastern Rental Affordability Tracker](#)
- [FRBA Unemployment Claims Monitor](#)
- [Federal Reserve Bank of St. Louis Community Investment Explorer 2.0](#)
- [2021 CDFI Survey](#)
- [Fed Communities](#)



Introduction– Economic Trends–2022 Perspectives from Main Street Survey

Community Reinvestment Act

Engaging Workforce Development

A Framework for Meeting CRA Obligations



Weathering the Storm: A Framework for Meeting CRA Obligations

Kevin Dancy, Esq.
August 2018

Closing the Digital Divide

A Framework for Meeting CRA Obligations

HEALTHY COMMUNITIES:

A Framework for Meeting CRA Obligations

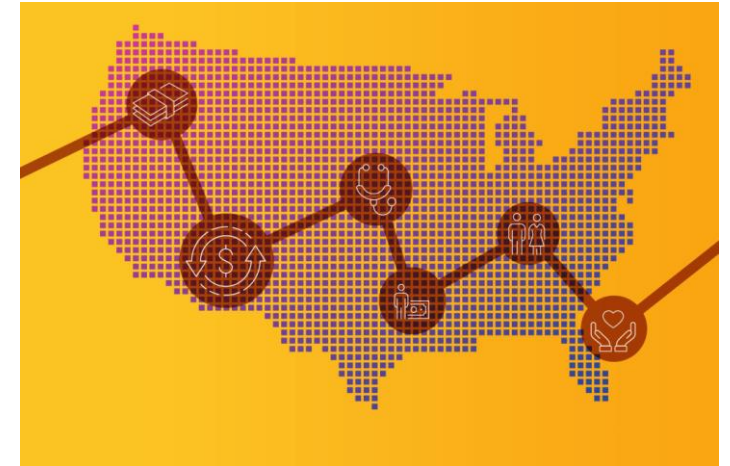


Source: [Dallas Fed](#)

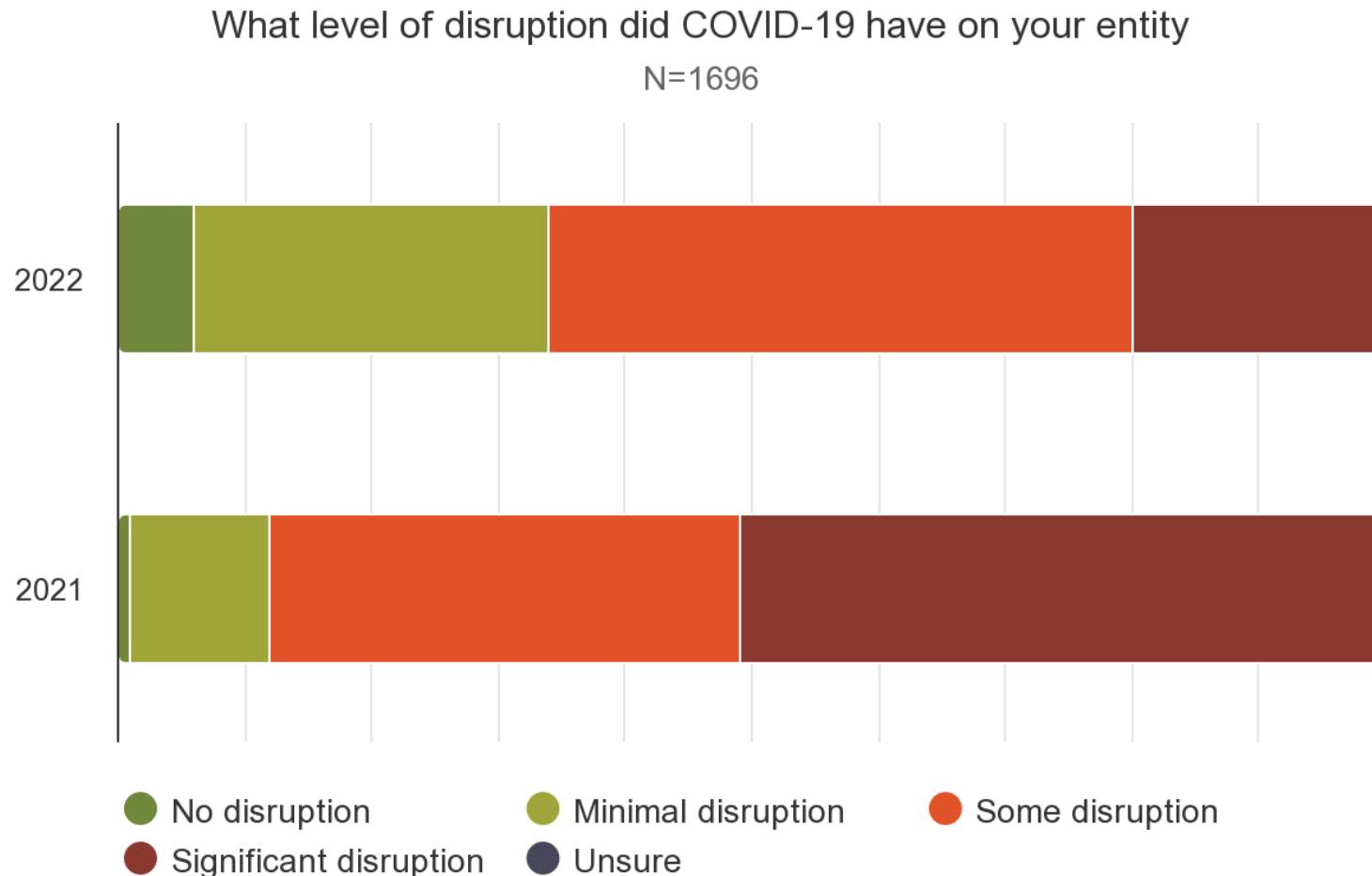
Perspectives from Main Street 2022: Impact of COVID-19 on Communities and the Entities Serving them

- Administered between Aug. 3 and Aug. 31, 2022
- 1,743 complete responses
- Convenience sampling method
- Respondents: nonprofit organizations, financial institutions, government agencies, and other community organizations
- Provides a snapshot of how COVID-19 affected people and organizations
- Findings in this report are not comparable to similar surveys conducted in previous years.

[Source: Chalise, Nishesh, Violeta Gutkowski, and Heidi Kaplan. “Perspectives from Main Street: The Impact of COVID-19 on Low- to Moderate-Income Communities and the Entities Serving Them,” November 2022.](#)

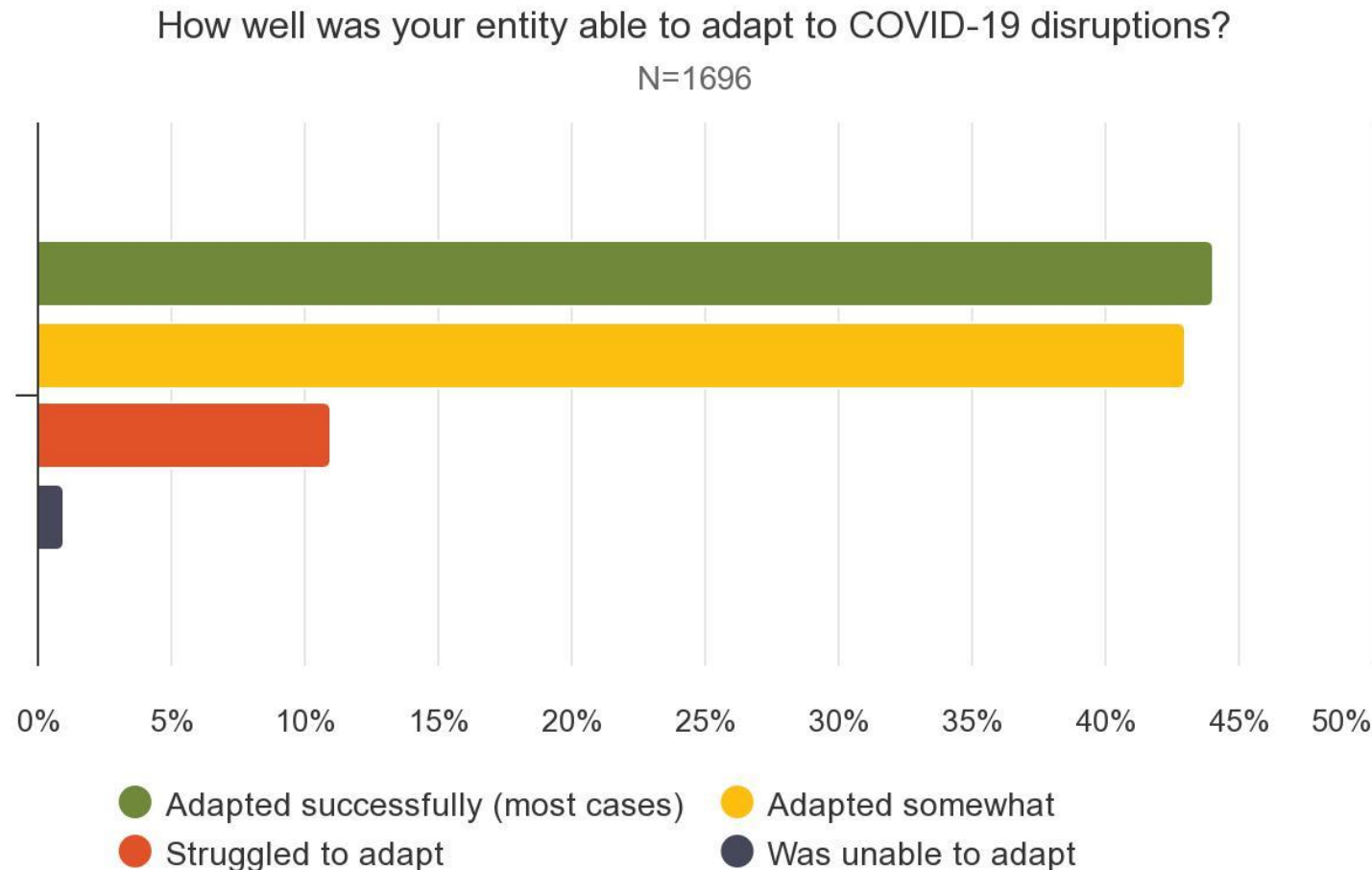


Compared with 2021, 61% fewer respondents noted significant disruptions to the entities they represent—many (65%), however, still face some disruption.



2022 Federal Reserve COVID-19 Survey

Almost 90% of respondents said that their entity was able to adapt to some, but not all, disruptions they faced last year.



2022 Federal Reserve COVID-19 Survey

Recruiting staff and volunteers, as well as raising funds, were cited as primary challenges

What is your entity's current top challenge?

N=1654

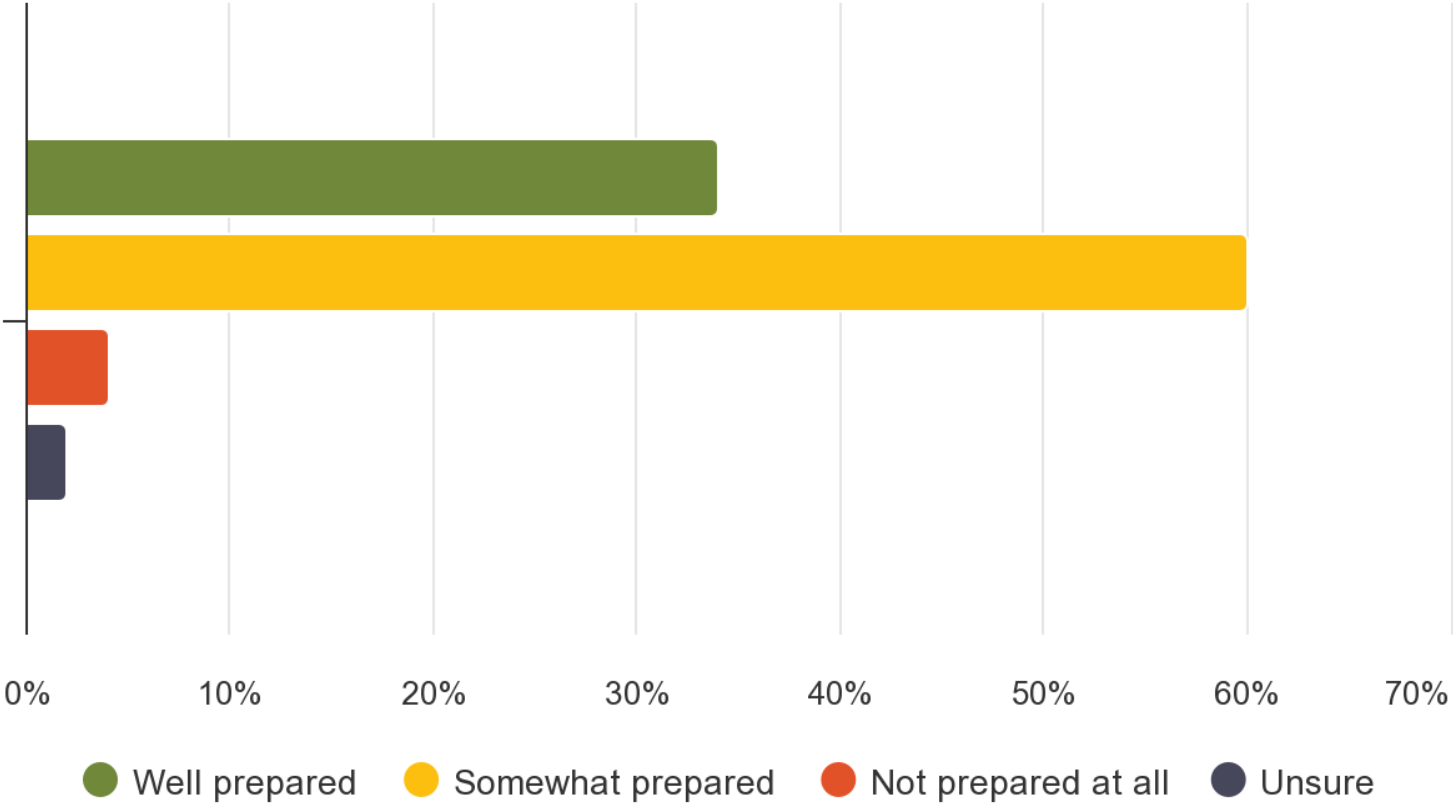


2022 Federal Reserve COVID-19 Survey

Only 34% said that they were “well prepared” to face additional disruptions in the coming year

How prepared is your entity to face additional disruptions next year?

N=1685

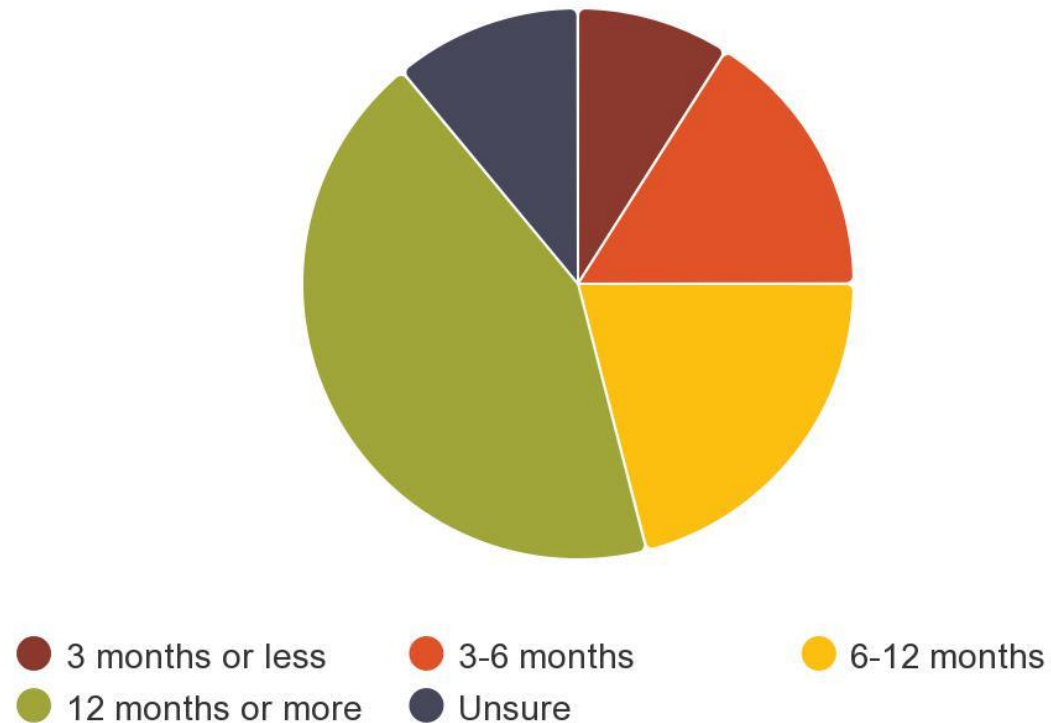


2022 Federal Reserve COVID-19 Survey

While 43% said they could operate for 12 months or more in the current environment, 30% reported that they are able to operate in the current environment for at most 6 months before exhibiting financial distress.

For how many months in the current environment can your entity operate before exhibiting financial distress?

N=1602

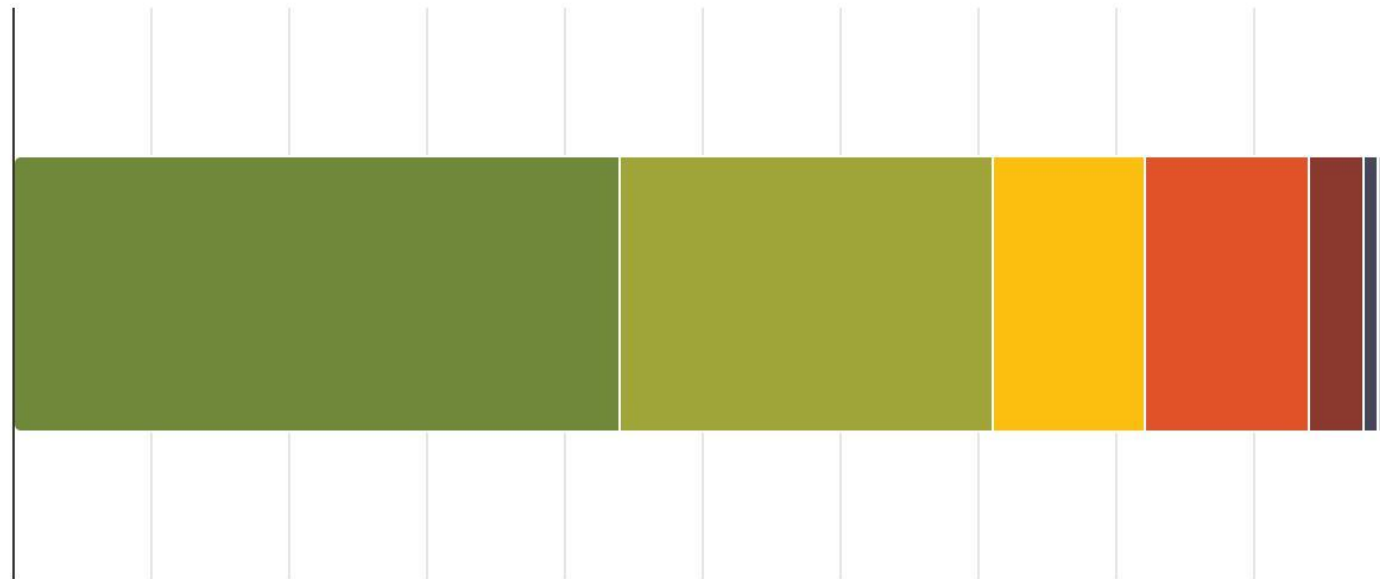


2022 Federal Reserve COVID-19 Survey

Approximately 70% of respondents indicated an increase in demand for their services, with 43% noting a significant increase

How has demand for services changed relative to 2021?

N=1673



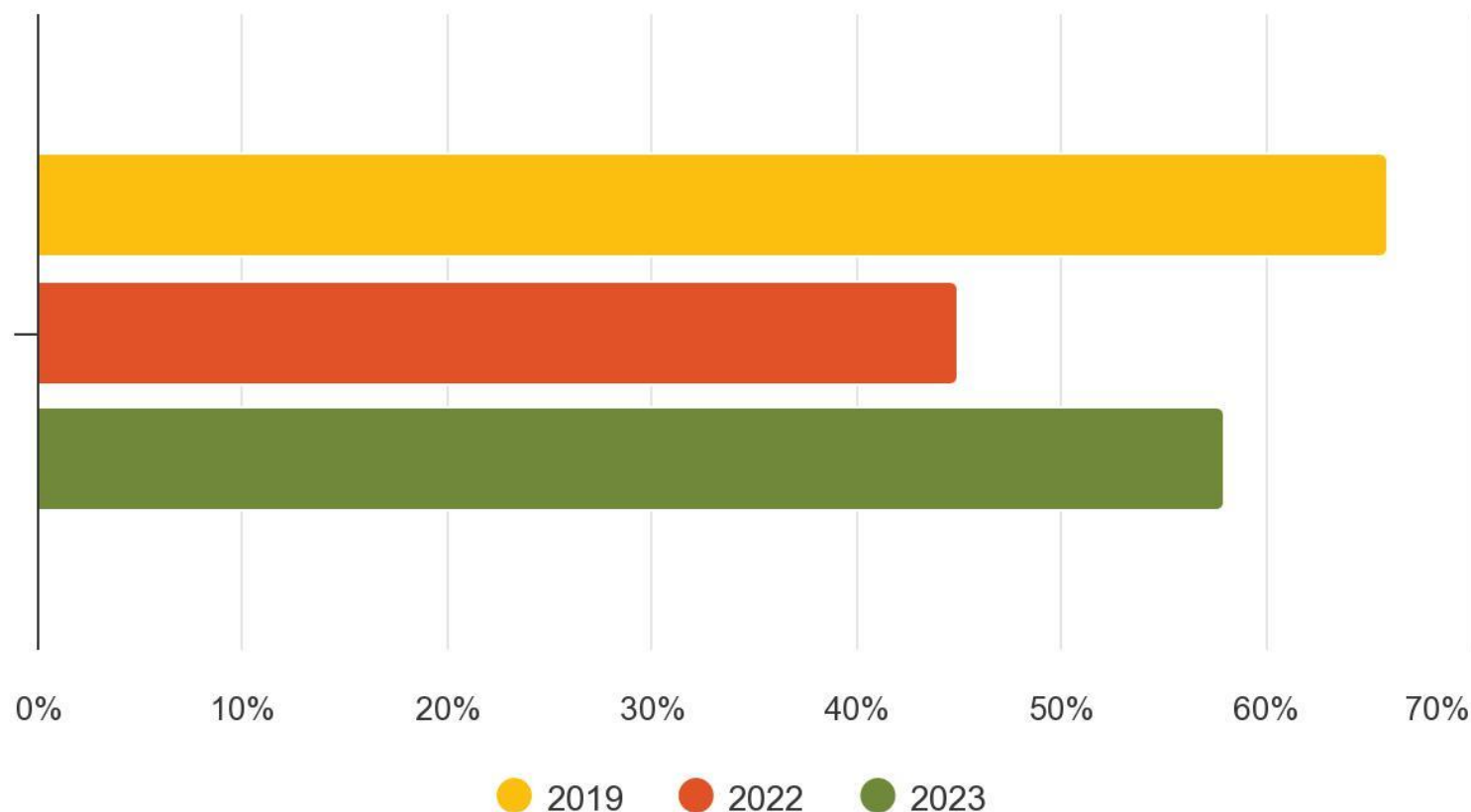
- Significantly increased
- Moderately increased
- No change
- Moderately decreased
- Significantly decreased
- Unsure
- Not applicable

2022 Federal Reserve COVID-19 Survey

45% of entities said they can meet most of their demand. While still below pre-pandemic levels, almost 60% of entities expected to be able to meet most of their demand over the following six to 12 months

What percent of demand for services can your entity meet?

N=1743 | entities able to meet 75-100% of demand



2022 Federal Reserve COVID-19 Survey

Best Practices – Theory of Change



Theory of Change | *Outcomes We Expect to See*

Radically Engaging Residents of Affordable Housing in All Aspects of Our Work



Source: [Annie E. Casey Foundation](#)

Best Practices – Non-profit Workforce Creative Approaches

[Creative approaches to the nonprofit workforce shortage](#)

Our initial article from 2022 exploring approaches that nonprofits are trying, with resources on prioritizing equity, addressing stress, and nontraditional ways to discover, nurture, and develop talent.

[The four-day work week](#)

Adam Jespersen shares Montana Nonprofit Association's experience and tips from their first year of a four-day week.

[Performance evaluation: a tool for retention](#)

Evaluation is a tool we can use to engage and understand our workforce more fully. In the case of executive directors, it's a fiduciary responsibility of the board. Laurie Wolf offers seven tips and a few "what-not-dos."

[How and why nonprofits are supporting the mental health of their employees](#)

Nonprofit initiatives to address burnout and protect employee mental health show that nonprofits can lead the way on employee wellness and work-life balance.

[It's time to consider making hybrid work permanent](#)

With nonprofits finding it difficult to fill open positions and seeing employees lured away by higher-paying jobs, it's important for nonprofits that can accommodate it to engage hybrid and remote employees.

[Partnerships to support nonprofits and interns](#)

For nonprofits, interns can become future employees or colleagues, making internships a key entry point into the sector. This article covers some of the benefits of - and resources on - internships.

[Military spouses: untapped talent for nonprofit employers?](#)

Nonprofits struggling to recruit talent should check out the Military Spouse Fellowship Program, which matches military spouses with employers during a paid fellowship.

[Employer Branding – A Communication Imperative for Nonprofit Organizations](#)

Atokatha Ashmond Brew of Nonprofit HR shares ways to make your nonprofit's "employer brand" compelling for potential employees.

[Creating a culture that cares](#)

Heather Iliff of Maryland Nonprofits shares about her organization's "This is the Moment to Care" campaign. "The first step is not easy, but it's simple – we open our hearts, we do our own work, and all else will follow."

[Hire with your values](#)

We experimented with the advice from our own article on Employer Branding and incorporated our core values into our job descriptions with great success! Read our story.

[Expanding access to affordable child care](#)

A challenge for nonprofits trying to recruit and retain staff is the shortage of affordable child care. This article discusses solutions enacted in five states and D.C. and others on the horizon.

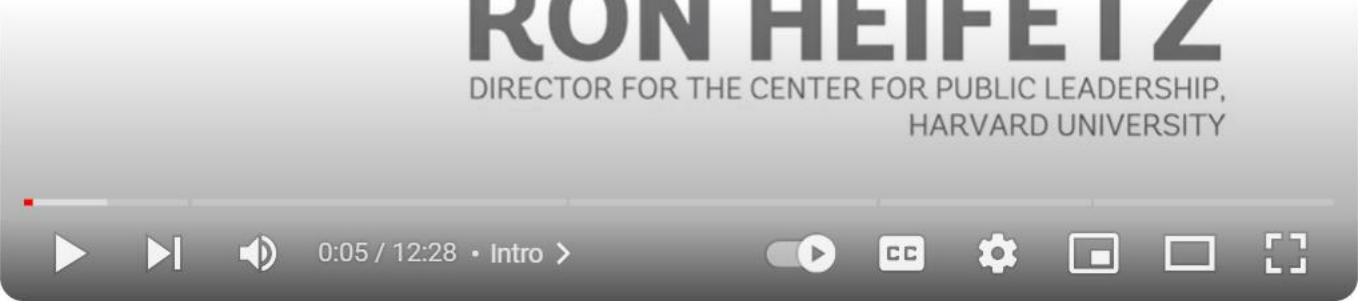
Source: [National Council of Nonprofits](#)

Best Practices – Adaptive Leadership



PUTTING LEADERSHIP AT THE
CENTER OF DEVELOPMENT
A LEARNING SERIES

RON HEIFETZ
DIRECTOR FOR THE CENTER FOR PUBLIC LEADERSHIP,
HARVARD UNIVERSITY



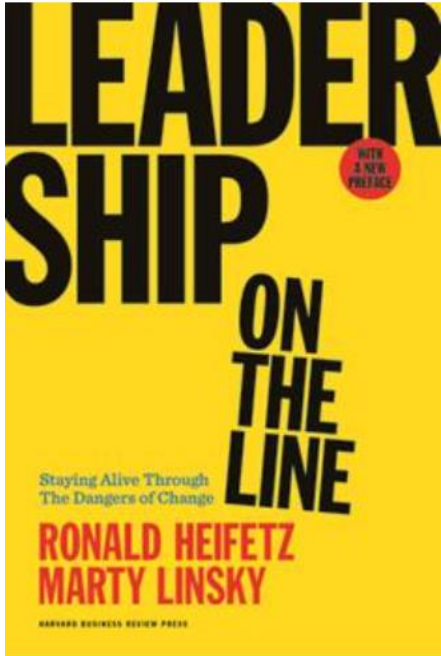
Harvard
Business
Review

Adaptive Leadership

5 Principles to Guide Adaptive Leadership

by Ben Ramalingam, David Nabarro, Arkebe Oqubay, Dame Ruth Carnall, and Leni Wild

September 11, 2020



Best Practices – Diversified Funding



- Increased financial soundness and independence of non-profits and people they serve, through earned revenues, social enterprise, and growing retained earnings.
 - Focus on core competencies
 - Partner whenever possible
 - Focus on federal grant opportunities

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