

In order to facilitate ongoing and “real-time” learning, we request that each sustained collaboration complete this survey two years after implementation of a strategic restructuring agreement. Data will only be shared in aggregate.

Our intention is to create a learning process that seeks your input while respecting your time. The purpose of the survey is to help us evaluate the impact of the initiative. The survey is NOT an assessment of your organization--the focus is on learning about the NSI process in general in order to improve future NSI efforts.

If you have any questions about the survey, please contact Carrie Harlow at carrie@nsifund.org. Thank you in advance for your time, participation and valuable feedback!

The Nonprofit Sustainability Initiative

* 1. What is the name of your organization?

* 2. Have you completed your strategic restructuring agreement implementation?

Yes

No

* 3. How long did it take?

Less than six (6) months

Six (6) months to one (1) year

One to two (1-2) years

More than two (2) years

* 4. Regardless of completion, was the strategic restructuring implementation time longer than expected, shorter than expected, or about what was expected?

- Shorter than expected
- About what was expected
- Longer than expected

* 5. Identify the option that best describes the type of strategic restructuring process undertaken.

- Back office consolidation - by contract or agreement
- Back office consolidation - creation of a new organization
- Programmatic joint venture
- Merger - fully integrated, including those with some brand independence retained
- Merger - merged governance, management, programs, and operation with separate corporate structures
- Alliance
- Acquisition

* 6. Identify the option that best describes the strategic restructuring agreement's primary field of work.

7. If you selected "unknown or not classified" above, please describe your primary field of work:

* 8. To what extent do you agree with the following statements:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know or N/A
Reflecting on my implementation experience as a whole, I consider my strategic restructuring agreement successful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In hindsight, I would enter into a strategic restructuring process again	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have achieved my strategic restructuring goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend exploring a strategic restructuring agreement to another nonprofit organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more likely to pursue additional partnerships in the future than before the strategic restructuring process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. If you disagreed with any of the above statements, please elaborate:

* 10. How has the strategic restructuring agreement impacted your organizational chart and staff positions?
(Please select all that apply)

- Created new positions as a result of the restructuring
- Eliminated positions as a result of the restructuring
- Shifted roles and responsibilities among existing positions but total number of staff remained the same

If staff positions were created or eliminated, please indicate how many and briefly name the nature of these roles.

* 11. How would you characterize your organization's overall financial health?

- We can comfortably fund all organizational operations and services, and we have a surplus to fund reserves
- We fund all organizational operations and services. We breakeven but would like to end with a surplus to build a reserve
- We have been able to fund our operations and services this year without making any cuts in expenses
- We are keeping our head about water for now
- We will have a deficit this year and are not certain that we can make any further cuts in expenses without harming service delivery
- We are in significant financial trouble with multi-year deficits that make our future very uncertain

15. Please identify any challenges this strategic restructuring process presented. Select up to three (3).

- Accepting change
- Achieving a shared vision
- Addressing lack of staff or allocation of staff resources
- Clarifying partner roles
- Concerns about risk/risk management
- Conflict between or among partners
- Coordinating/merging/integrating operations
- Coordination/integration of programs and services
- Costs of the sustained collaboration
- Creating a shared culture
- Defining and measuring success
- Facing competitive factors in the operating environment
- Internal and external communication
- Lack of trust between or among partners
- Leading and/or managing the sustained collaboration
- Raising funds or integrating fund development to support the sustained collaboration
- Reaching agreement in marketing/branding
- Retaining staff or staff departures
- Zoning/development of physical (shared) space

16. Is there any further information you wish to share if you experienced a positive impact on your internal operations or community due to your strategic restructuring agreement?

17. Is there any further information you wish to share if you experienced a negative impact on your internal operations or community due to your strategic restructuring agreement?

* 18. NSI's long-term goal is for Los Angeles' nonprofit ecosystem to view strategic partnerships (any formal, long-term partnership, from jointly managed programs, shared administrative services to mergers and acquisitions) as tools to promote organizational efficiency, efficacy and sustainability.

In your opinion, to what extent do the stakeholder groups below agree that NSI has achieved its long term goal.

	Completely Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Don't Know
Operational staff at your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leadership staff at your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board members at your organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Los Angeles funders, as a whole	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My industry, in general	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Los Angeles non-profit ecosystem, in general	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>