

# Nonprofit Workforce Shortage Survey

## In Florida

August 2023

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In April 2023, more than 1,600 charitable nonprofit organizations throughout the United States completed the nonprofit workforce shortages survey designed to gauge whether job vacancies continue to be a problem for the missions of those organizations, how the vacancies impact communities, and what actions have been taken and are proposed for alleviating the challenges. More than forty Florida nonprofits shared insights that provide the substance of this report.

### Key Findings

- Four out of five (80%) Florida nonprofits completing the survey reported experiencing job vacancies.
- Nearly seven out of ten (68.9%) nonprofits in the state responded that they have more vacancies compared to before the COVID-19 pandemic, and 26.7% have longer waiting lists for services.
- Four out of five (80.6%) respondents with vacancies identified program and service delivery as a category with vacancies.
- 80.0% of responding organizations said salary competition affects their ability to recruit and retain employees, followed by budget constraints/insufficient funds (71.1%).
- Almost two-thirds (64.5%) of respondents anticipate the amount of donations will decline or remain flat for 2023. More than half (53.4%) expect the number of donors to decline or remain the same this year.

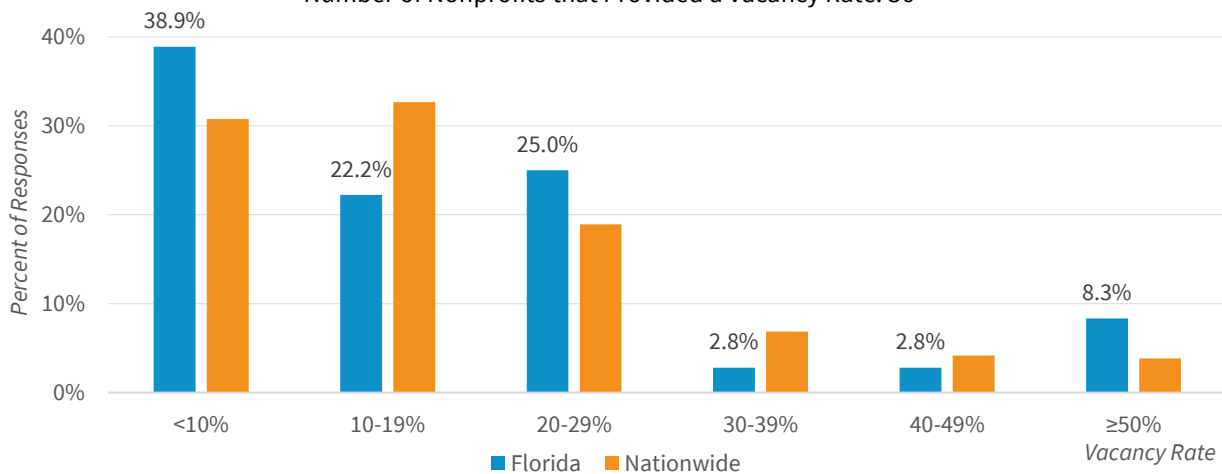
### The Scope of The Problem

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One of the key questions in the survey was, “What is your nonprofit’s current job vacancy rate?” Nearly two out of five (38.9%) nonprofits with vacancies shared rates fewer than 9%, while another 22.2% responded that their vacancy rates ranged between 10% and 19%. One quarter (25.0%) of nonprofits in Florida with vacancies have rates between 20% and 29%. Disturbingly, another 13.9% of nonprofits have vacancy rates greater than 30%.

**Figure 1: Nonprofits' Job Vacancy Rate in April 2023**

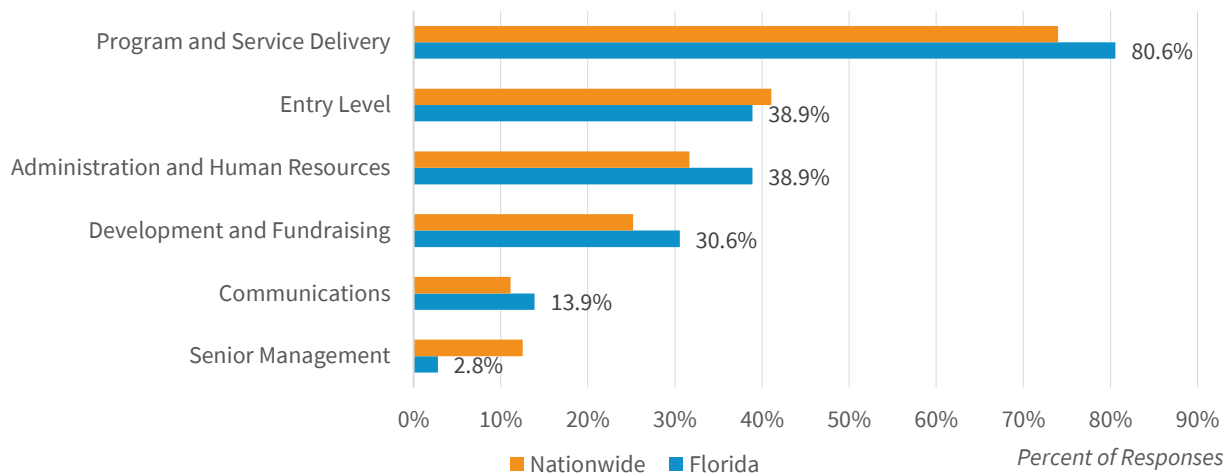
Number of Nonprofits that Provided a Vacancy Rate: 36



The job category with the most vacancies at Florida nonprofits is program and service delivery, which affects 80.6% of nonprofits that reported vacancies. Vacancies in entry level positions and administration and human resources impact 38.9% of nonprofits. More than one out of ten (13.9%) nonprofits in Florida cannot fill communications positions, while only 2.8% have vacancies in senior management.

**Figure 2: Nonprofit Job Categories with Vacancies in April 2023**

Number of Nonprofits that Identified Job Categories: 36

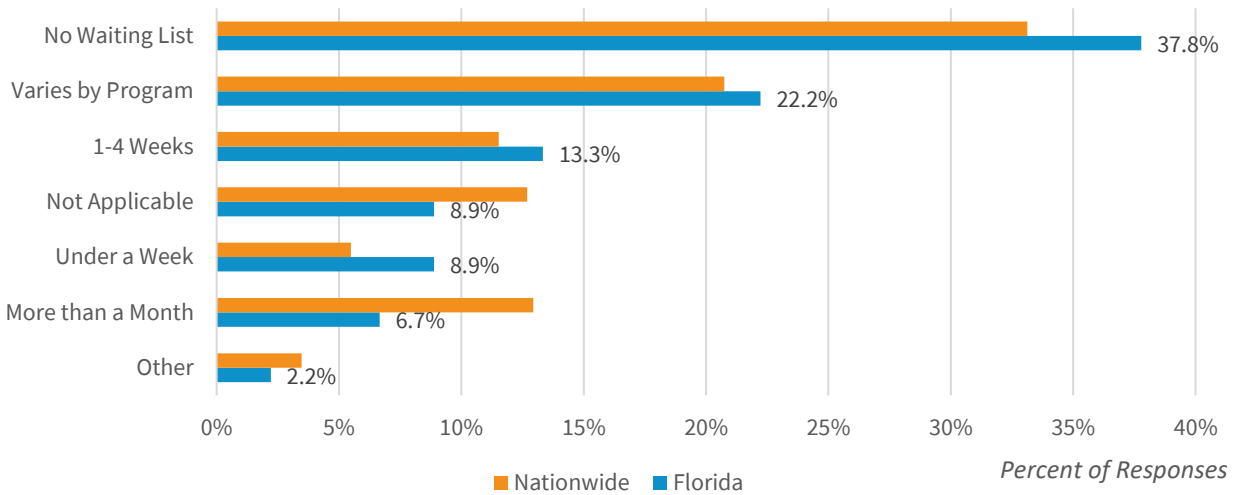


The impact of increased job vacancies is visible in Florida’s communities, as demonstrated in comments provided by survey participants. One respondent shared that vacancies have burdened the existing staff and led to burnout. Their nonprofit filled some roles with contractors, but that has cost “more than we have budgeted for those positions.” Another nonprofit has less engagement with the community, affecting their ability to implement “projects which advocate for health and social services and resources.” A mental health provider expressed concern that with more individuals on a waiting list, they may experience “worsening of mental health, increased likelihood of suicide attempts, and worse.”

# Why It Matters: The Consequences to People, Communities, and Missions

The survey asked participants to share the extent they had been forced to resort to waiting lists or otherwise alter service delivery because of workforce shortages. Nearly two out of five (37.8%) nonprofit respondents to the survey indicated that they had no waiting lists for their services. Another 22.2% explained that they could not give a time frame for waiting lists because the duration for wait times varied by program. Of those who reported a time frame, 13.3% said that their waiting lists are a few days or weeks long, while 6.7% have waiting lists more than a month long. Another 8.9% said that the question is not applicable to their operations.

**Figure 3: Waiting List for Nonprofit Services in April 2023**



The survey also asked nonprofits to compare their current challenges to prior experiences. More than two-thirds (68.9%) of nonprofits in the state responded that they have more vacancies compared to before the COVID-19 pandemic, and 26.7% have longer waiting lists for services. Significantly, none of the Florida respondents said they had fewer vacancies or shorter waiting lists for services than in March 2020. A human services provider is seeing population growth in several counties, but they cannot find enough certified staff for their programs to keep up with demand. Another nonprofit had to cut most services by about half to manage staff and programming.

**Table 1: Vacancies and Waiting Lists in April 2023 Compared to March 2020**

	Changes Observed April 2023 vs. March 2020	Percent of Responses in 2023
<b>Vacancies</b>	More vacancies	68.9%
	Fewer vacancies	0
	No change to vacancies	6.7%
<b>Waiting List</b>	Longer waiting list for services	26.7%
	Shorter waiting list for services	0
	No change to waiting list	13.3%

	Changes Observed April 2023 vs. March 2020	Percent of Responses in 2023
<b>Other</b>	Other	6.7%
	Did not select an option	20.0%

## Barriers to Nonprofits Retaining and Recruiting Employees

The three leading factors affecting recruitment and retention for Florida charitable organizations are salary competition, budget constraints/insufficient funds, and stress/burnout. Respondents also stated that the lack of affordable housing in the state, and lack of applicants affects their ability to operate at full capacity.

**Table 2: Factors Affecting Nonprofit Recruitment and Retention**

Factor Affecting Recruitment and Retention	Number of Responses	Percent of Responses
Salary competition	36	80.0%
Budget constraints/insufficient funds	32	71.1%
Stress/burnout	19	42.2%
Other	10	22.2%
Lack of child care	5	11.1%
Challenges caused by government grants/contracts	4	8.9%
Not Sure	3	6.7%
COVID-19 and vaccinations	2	4.4%

### Additional Challenges

For one nonprofit professional, funding restrictions make it difficult to allocate funds to “other organizational initiatives and strategic planning” which, in turn, “increases burnout.” Another respondent shared that grants are “giving less money,” and it is a challenge to find donors due to “competition, less gifts from donors, changing donor demographics and giving patterns.” Inflation has “eroded our gains in fundraising,” according to one nonprofit.

In individual comments, survey participants identified several emerging or unique problems that affect workforce shortages and their organizations’ abilities to cope. An emerging challenge for a nonprofit is cybersecurity, but they cannot access affordable options to keep their organization’s information secure. Another nonprofit problem reported is the “increase in gun violence,” which makes it difficult to recruit volunteers who are hesitant to travel or go to their office. For another nonprofit, policies that restrict reproductive justice make it increasingly challenging for them to provide services. A nonprofit professional shared that the political climate in Florida has been very challenging: “Our work is focused on helping the most vulnerable and on health equity, but the laws being passed against race education and the LGBTQIA population are actively challenging our work and the work of our partners and governments. As a public health organization, the anti-science and

disinformation campaigns even from our own state government has posed significant challenges to provide education and support.”

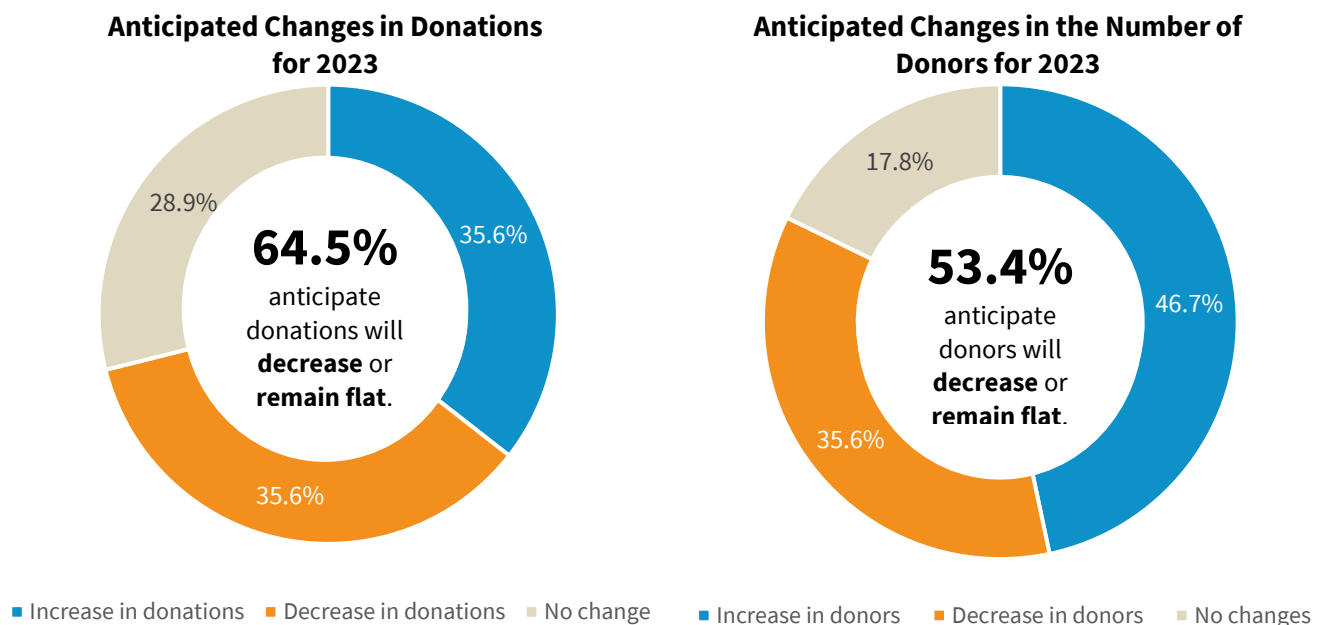
## External Factors Impacting Nonprofits

Going beyond the scope of the earlier survey, the 2023 nonprofit survey sought to quantify how much three external factors have impacted nonprofit employment challenges: 1) charitable giving; 2) natural disasters; and 3) the end of enhanced benefits provided during the declared public health emergency. The results vary widely depending on, among other things, the respondent’s subsector, geographic location, and demographics of people served.

## Charitable Giving

Nearly two-thirds (64.5%) of respondents anticipate the amount of donations will decline or remain flat for 2023. More than half (53.4%) of nonprofits expect the number of donors to decline or remain the same this year.

**Figure 4: Nonprofits’ Anticipated Changes in Donations and Donors for 2023**



The anticipation by most Florida nonprofits that total giving and the number of donors will be either flat or declining in 2023 is troubling. Charitable giving declined by 10.5 percent in 2022 compared to 2021, according to [Giving USA’s Annual Report](#). This comes at a time when [inflation](#) has caused higher costs for services and demand for those services continues to rise. According to the [Nonprofit Finance Fund](#), between FY2019 and FY2021, demand for services significantly increased for 52% of nonprofits. As a result, nonprofits expect giving to effectively decline while the needs of residents remain high and are going up.

## Impact of Natural Disasters on Nonprofits

As communities suffering from natural disasters turn to charitable nonprofits, they are discovering that the nonprofits where they seek relief are themselves struggling to recover from the significantly added workloads they endured throughout the pandemic. Natural disasters impact nonprofits in many ways, and in Florida they mainly lead to **increased demand for services, increased costs of providing services, and staff impacted by natural disasters**. A nonprofit whose offices were damaged by Hurricane Ian expressed concern that donor fatigue has become a real problem. They also note that insurance in the state does not cover what nonprofits need to recover.

**Table 3: Impact of Natural Disasters on Nonprofits**

Impact of Natural Disasters	Number of Responses	Percent of Responses
Not applicable	19	42.2%
Increased demand for services	17	37.8%
Increased costs of providing services/unbudgeted costs	14	31.1%
Staff impacted by natural disasters	9	20.0%
Building/office damage	6	13.3%
Unable to provide services	4	8.9%
Other	2	4.4%

## The End of the Public Health Emergency

With the expiration of many federal and state relief programs created under the COVID-19 public health emergency, some nonprofits in Florida acknowledged expecting this to impact their operations. For instance, a small healthcare provider shared that their patients are at “high-risk for respiratory illness,” which makes event planning more challenging and puts their staff at risk. However, without the financial support for COVID-19 test kits, they expect more strains on their budget. A human services provider anticipated that several clients on Medicaid will lose coverage.

## Solutions and Recommendations

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Recognizing that the people leading, working in, and volunteering for charitable nonprofits are, by nature, problem solvers, the 2023 survey invited participants to share the solutions they had already implemented or identified for addressing the nonprofit workforce shortages crisis. They provided practical solutions and proposed public policy solutions.

## Practices Implemented by Nonprofits

Florida nonprofits have responded to the workforce shortages crisis by increasing salaries, providing remote work options, and increasing career advancement opportunities. Even with these policies, they are struggling to hire and retain staff, which makes it essential to continue to advocate for solutions at the federal, state, and local levels.

**Table 4: Practical Solutions Implemented by Nonprofits**

Implemented Practices	Number of Responses	Percent of Responses
Salary increases	35	77.8%
Remote work options (hybrid, full-time, etc.)	22	48.9%
Career advancement opportunities (training, mentorship, etc.)	19	42.2%
Benefits increased (health insurance, transportation, etc.)	16	35.6%
One-time bonuses	15	33.3%
Diversity, Equity, and Inclusion trainings and strategies	10	22.2%
Mental health (expanded benefits, counseling, etc.)	10	22.2%
Notified employees about their eligibility for Public Service Loan Forgiveness	8	17.8%
Signing bonus	7	15.6%
Wellness programs (4-day workweek, additional time off, retreats, sabbaticals, etc.)	7	15.6%
Other	4	8.9%
Not applicable	2	4.4%

## Solutions Proposed by Nonprofits

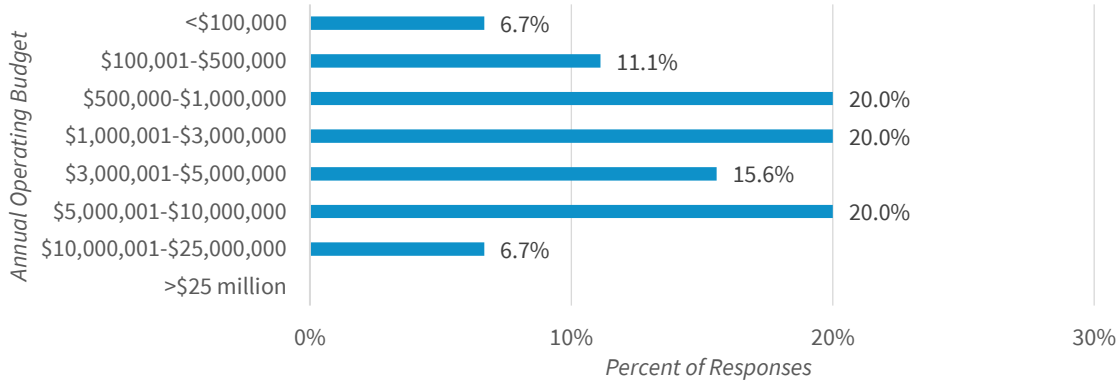
Nonprofits on the frontlines shared solutions they think lawmakers, philanthropy, and others should consider. One respondent suggested that creating more “unrestricted funding opportunities, simpler contracting,” or something similar could allow nonprofits to offer more competitive benefits.

## Profiles of Nonprofits Completing the Survey

Although workforce shortages impact nonprofits from all sectors and budgets, smaller nonprofits feel the impact more. Nonprofits with annual operating budgets below \$1 million make up 37.8% of respondents to the workforce shortages survey. Those with budgets of between \$1 million and \$3 million make up 20.0% of nonprofits among survey participants, and 15.6% have annual operating

budgets of between \$3 million and \$5 million. Another 26.7% of nonprofits have budgets greater than \$5 million.

**Figure 5: Nonprofits' Annual Operating Budget**



**Table 5: Communities Served by Nonprofits**

Communities Served	Number of Responses	Percent of Responses
None of the above	17	37.8%
American Indian or Alaskan Native, Asian, Black, Native Hawaiian or Pacific Islander, Middle Eastern/North African, Hispanic/Latino/Latina/Latinx, or multi-racial/multi-ethnic	17	37.8%
People with disabilities	13	28.9%
People who identify as LGBTQ+	4	8.9%
People living in rural communities	3	6.7%

**Table 6: Responses to the Nonprofit Workforce Shortages Survey by Subsector**

Subsector	Number of Responses	Percent of Responses
Human Services	10	22.2%
Other	6	13.3%
Arts, Culture, and Humanities	4	8.9%
Healthcare	4	8.9%
Child Care	4	8.9%
Community/Civic Engagement	3	6.7%
Public/Societal Benefit	3	6.7%
Education	3	6.7%
Housing	2	4.4%
Mental Health	2	4.4%
Religion	2	4.4%
Multiple Subsectors	1	2.2%
Environment and Animal Welfare	1	2.2%