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The Auerbach  
Global-Impact  
Foundation™



# Introductory Report

By **Ayax Rangel**

Challenges and Issues of Running a Nonprofit ... and Community Solutions

NGOs (Non-Governmental Organizations, also called Nonprofits) face many obstacles.

These can involve leadership, funding, operations, branding, marketing plans and common pitfalls. The AGIF turns obstacles into opportunities.

# You have a nonprofit. Now what?

“The plight of a nonprofit is not only that of delivering on their mission, but everything else that comes before that step.”



For a lot of us, founding and working at a nonprofit is an ideal. That's where our personal goals meet our deeds. That's the outlet we use to show the world we care. It doesn't matter where we are or the technical words we use to describe our work, nonprofits or nongovernmental organizations (NGOs) are highly regarded because they convey commitment to our communities and societies.





Unfortunately, the plight of a nonprofit is not only that of delivering on their missions, but everything else that comes before that step. That is because nonprofits are, at an elemental level, vessels similar to private or public companies. They are agents of change, but they also need agents to make the change happen; they need staff with special skills, employees and volunteers. They need outside expertise, such as consultants, and in-house knowhow, in the form of a board of directors, to help in the strategic planning processes.

Nonprofits also need to embrace better practices, such as refining leadership styles for those in supervisory capacities, so that the nonprofits' objectives can be carried out to fruition in a more professional way. Furthermore, large and expanding outfits must also reckon with the possibility of losing key leaders, either to poaching or retirement, leaving a huge gap in institutional knowledge; that's why it's imperative that nonprofits emplace systems of continuous leadership training not only for key leaders today, but also for those coming up in the organizational ranks, so they can lead tomorrow.

And what about money? Very few nonprofits have the necessary resources to work and carry out their missions with organic funds or via pre-established supporters. For everyone else, the norm remains: nonprofits need funds to stay afloat. This is an overwhelming task from a resource management perspective. It requires dedicated staff, and huge amounts of time to identify funding opportunities, such as grants or charities, and to apply to them and follow up with the process of award. Some nonprofits favor even more difficult paths, such as targeting individual donors sympathetic to their cause or undertaking fundraising efforts.

To make things more complicated there's the issue of operating costs. Fledgling nonprofits are sometimes unaware that, even if they can secure funding from grants or other donors, they cannot use that money for operating expenses; that means the money cannot be spent paying staff and / or employees' salaries and wages or other overhead costs. This is counterintuitive and results in the loss of talent and skill on the part of nonprofits once their top performers decide to try their luck in different markets. For this reason, nonprofits must devise ways of generating additional income from other sources, if they hope to retain talent and manage day-to-day operating expenses.





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Another area in which nonprofits struggle constantly is branding, and this can mean several things: brand recognition, media presence, strategic messaging, etc. The reality, however, is that many consider this line of effort as being only of marginal concern, while maintaining that the main focus of a nonprofit should be to serve their communities. While the latter position is accurate, dismissing the primacy of strategic messaging is usually a fatal flaw.



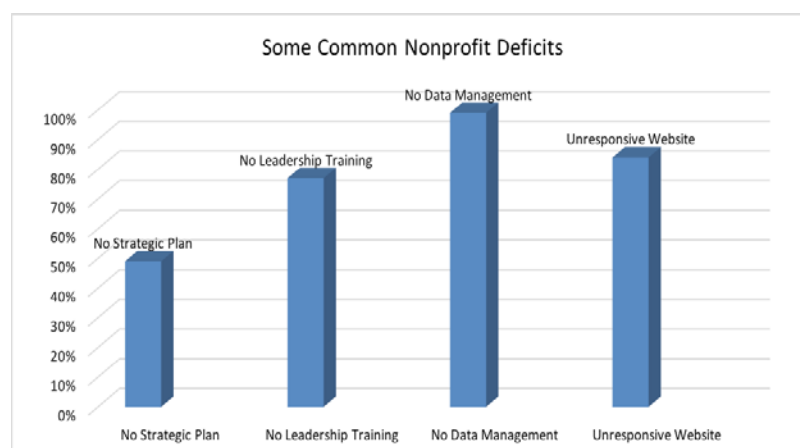
Any observational or empirical undertaking will evidence that successful nonprofits are constantly and strategically managing their brand. This is not a millennial-driven whim; this is a tactic to garner support, prestige, and relevance. A professionally executed marketing campaign can result in legitimizing an enterprise, increase the likelihood of securing funds, recruiting specialized staff, and attracting donors and volunteers. Strategic messaging is the one effort that can yield the greater return on investment for a small to medium-sized nonprofit.

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## The breakdown.

Though the growth of the nonprofit sector continues, and approximately 1.5 million nonprofit organizations are registered with the IRS, about 100,000 nonprofits are projected to fail within the next two years in the US alone, including a few “big brand-name nonprofits.”<sup>(1)</sup> This is an alarming forecast, as it represents a tremendous waste of resources, talent, good intentions, and lost opportunities to improve our communities.

On the strategic side, according to current research, 49% of nonprofits lack any real strategic planning<sup>(2)</sup> and 77% do not have a leadership training program<sup>(3)</sup>, meaning well-intentioned nonprofits must struggle with maintaining a long-term vision without having the proper leaders to guide them there.





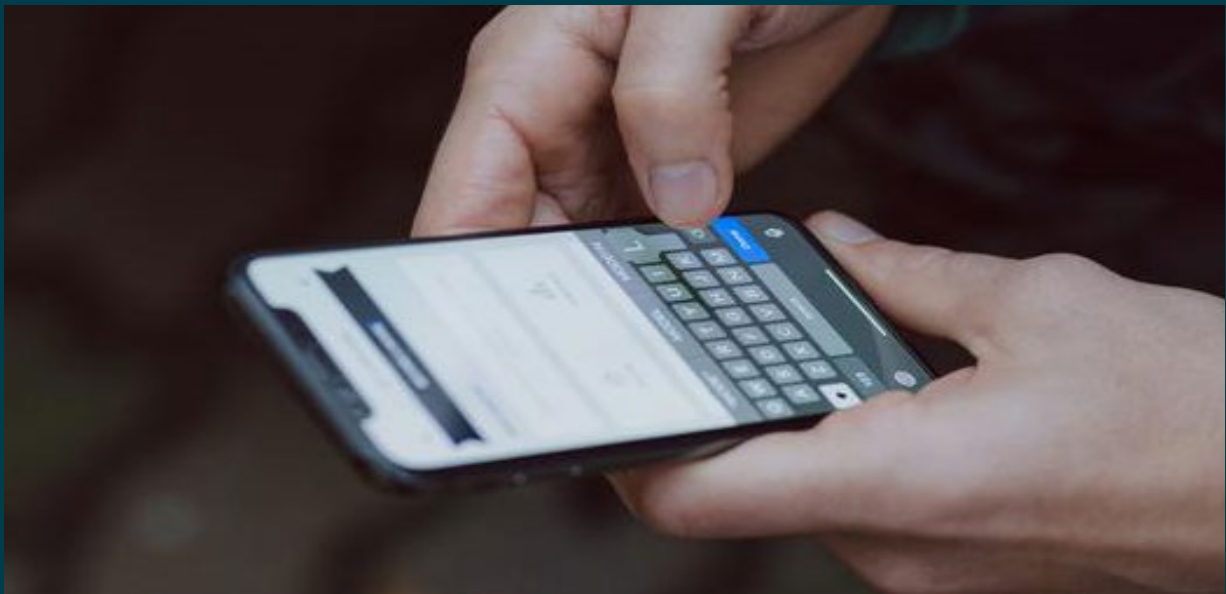
“ 48% of nonprofits self-reporting as having staff with little knowledge and expertise to overcome their limitations to conducting data driven evaluations.”

On the operations side, nonprofits must reconcile with many other issues, such as maintaining a public presence and engaging in strategic messaging, monitoring client outcomes, evaluating program effectiveness, improving service experience and quality, and drafting corresponding reports for stakeholders and applications for various types of grants, without necessarily having especially trained people for those tasks.

Furthermore, large sample studies have reported that 99% of nonprofits in the US collect some type of data <sup>(4)</sup>; yet, program managers don't usually receive training in interpreting and translating it into actionable outcomes, evidenced by a 48% of nonprofits self-reporting as having staff with little knowledge and expertise to overcome their limitations to conducting data driven evaluations <sup>(5)</sup>.



“All of these problems point to some common themes: lack of strategic planning and inadequate leadership development.”



Additionally, 84% of nonprofit websites are not mobile responsive <sup>(6)</sup> and the great majority of them communicate in only one language, despite the fact somewhere between 72-93% of the world does not speak English <sup>(7)</sup>

All of these problems point to some common themes: lack of strategic planning and inadequate leadership development.



# How can we help?

These are some of the reasons why we formed The Auerbach Global-Impact Foundation (the AGIF), a veteran-operated, one-stop shop nonprofit that empowers all other nonprofits to become sustainable, succeed and thrive.

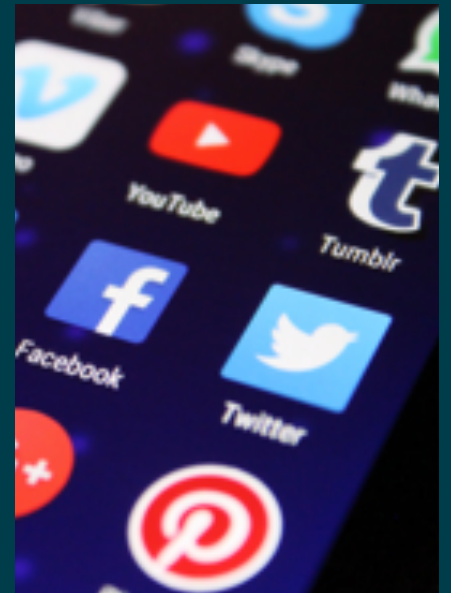
Our mission is to enable and advance the missions of other NGOs... and to connect change-makers for a better world so that their impact expands and their communities benefit. Our goal is to serve organizations in need, creating a means to provide financial and professional support for thought leaders and change-makers to:

1. Increase their visibility through social media, by developing strategic marketing campaigns on their behalf, to create awareness to their mission, vision, and overall brand. We also enhance their visibility through our Global NGO Directory, which will connect them with donors, sponsors, collaborators, and volunteers. This way, we'll save member nonprofits' time and effort, allowing them to focus instead in carrying out their missions.

“We have partnered with an array of subject matter experts in the field of nonprofits and made that training available to our members.”

2. Provide nonprofits with technical tools, training resources and strategic mentorship to grow their organizations. We have partnered with an array of subject matter experts in the field of nonprofits and made that training available to our members. We have also developed a process of analyzing each new member's strengths and weaknesses, so that we can provide specific feedback on what type of training an organization would benefit from the most.

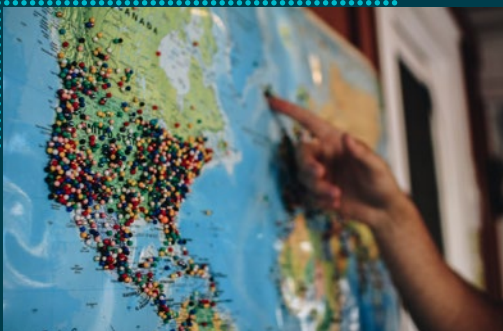
3. We're acutely aware that new and small nonprofits might not be well positioned to undertake certain expenses early on. That's why we've decided to present them with capacity-building grants to subsidize the training they cannot afford.



4. We have gone a step further in trying to broaden and deepen our members' missions by endowing vetted and successful NGOs with Impact Grants, allowing them to expand their work to even more communities.



5. Lastly, our staff is always monitoring opportunities that benefit our members. We've compiled a list of NGOs and other associations that try to address some of the problems we do. We offer these to you because, in the end, our mission is to advance yours.



Connect with other nonprofits nationally and internationally who can help you accomplish your broader objectives with our directory of external resources and organizations.

## Check out these other great nonprofit resources:

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**W.A.N.G.O.**

**Ford Foundation**

**Development Center**

**Give.org**

**Nonprofit Village**

**Charity.org**

**Society for Nonprofits**

**Guidestar.org**

**Nonprofitready.org**

**Center for Nonprofit Advancement**



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# We understand the passion that goes into what you do.

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We want to be a part of it. Initially, we just wanted to be a source for grants to worthy nonprofits (organizations who are running effectively but need resources), but we've decided to create a path to assist nonprofits in becoming increasingly effective. We want to create a community environment for nonprofits where we can all connect and share. Come sign up for the AGIF directory and find out what we can do for you at <https://theagif.org>. You can also call us at **(415) 745-7120** or email us with any questions at **info@theagif.org**. We look forward to serving you and your community.

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## About the author:

### Ayax Rangel



Ayax is a foreign language professor at the Defense Language Institute in Fort Bragg, NC. In this capacity, he imprints language and cultural competence on Special Operations Forces Soldiers of the US Army. Himself a war veteran with seven years of military service, he was honorably discharged in the fall of 2017 with an exemplary record. In his last role, Ayax was responsible for managing a portfolio that included: personnel recovery, training procurement, foreign language readiness, and equal opportunity for 1st Battalion, Psychological Operations (PSYOP), US Army, assigned to South America as its primary area of responsibility. Associated duties required constant vigilance of political developments abroad and assessment of threats posed to fellow deploying service members.

Other assignments within the organization include an overseas deployment to the US Embassy in Tegucigalpa, Honduras, as a program manager for a PSYOP team and a rotation in 5th Battalion PSYOP, requiring military training in Asian regional studies and Chinese Mandarin.

Before his arrival to PSYOP, Ayax deployed as an Infantryman on a combat tour to Kandahar, Afghanistan in the summer of 2012 as part of Operation Enduring Freedom with the 3rd Infantry Division.

Ayax has further distinguished himself as an active member of his community. He currently serves in the NCPTA Board of Directors (2018-2020 term), in the Resource Development, Governing Documents, and Executive Committees, and has been appointed a Human Relations Commissioner for the City of Fayetteville, NC (2018 - 2020 term). In 2018, Ayax received the honor of being selected to the Fayetteville Observer's 40 under 40 for distinguished community service.

He is also a volunteer at the Auerbach Global-Impact Foundation (AGIF), a nonprofit. As Director of Research some of his duties include developing plans of action, conducting target audience analyses, producing reports and targeted messaging, training and supervising staff, and collaborating with the Executive Director on strategy and delivery.