

# The Impacts of COVID-19 on Greater Sacramento Area Nonprofit Organizations

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**Date: 4-15-2020**

## **Background**

The purpose of this report is to provide a snapshot of how COVID-19 is affecting nonprofit organizations in the Greater Sacramento Area, including the counties of Sacramento, El Dorado, Placer, Nevada, Sutter, Yolo, and Yuba<sup>2</sup>.

On March 11, the World Health Organization declared COVID-19 a pandemic<sup>3</sup>. In California, Gov. Gavin Newsom issued stay-at-home orders for adults 65 and older<sup>4</sup>. Shortly thereafter, Gov. Newsom ordered 39.51 million Californians to stay at home, except for essential functions and critical industries<sup>5</sup>. The situation remains dynamic and the exact duration of it remains unknown, although Gov. Newsom recently detailed six indicators for reopening the state<sup>6</sup>.

Nonprofits are tax-exempt organizations that are public serving. The sector is multifaceted and diverse, covering cause areas such as arts, disaster response, education, food, health and mental health, housing, youth and families, etc. Moreover, the sector is an important contributor to city, county, state, and national economies, providing employment and volunteer opportunities in the service of their missions. In California, the sector represents 15% of the state's gross domestic product, and employs 1 in every 14 Californians<sup>7</sup>.

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<sup>1</sup> I gratefully acknowledge the organizations that participated in the survey, and my Sacramento State colleagues Ramakrishna Dantu, Phil Garcia, Cameron Law, and Sara McClellan, and the Youth and Families Coalition for their support.

<sup>2</sup> The Nonprofit Finance Fund has undertaken a similar, national effort to document the effects, published April 14, 2020. See: <https://nff.org/covid-19-survey-results>

<sup>3</sup> <https://www.who.int/dg/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>

<sup>4</sup> <https://www.gov.ca.gov/2020/03/16/california-issues-directive-to-fight-covid-19/>

<sup>5</sup> <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.19.20-attested-EO-N-33-20-COVID-19-HEALTH-ORDER.pdf>

<sup>6</sup> <https://www.gov.ca.gov/2020/04/14/governor-newsom-outlines-six-critical-indicators-the-state-will-consider-before-modifying-the-stay-at-home-order-and-other-covid-19-interventions/>

<sup>7</sup> <https://calnonprofits.org/publications/causes-count>

In particular, this report focuses on charitable organizations, which receive at least 50% of their income from public support. In the Greater Sacramento Area, 10,092 public charities have filed with the Internal Revenue Service (IRS), according to GuideStar.org. Some of these organizations have no employees, while some are large employers in the region. According to these data, only about 10% of these organizations (1,037) employ at least one person.

During normal times, public charities operate in a challenging environment marked by competition and resource constraints, for example. Sparked by the global financial crisis, the Nonprofit Finance Fund's annual survey has documented demand outmatching nonprofits' resources<sup>8</sup>. Due to COVID-19, nonprofit organizations nationally have reported experiencing or anticipating significant increases and decreases in demands for services, and, consequently, decreases in earned revenue<sup>9</sup>.

Californians have responded to the nonprofit sector with generosity during good economic times. According to the IRS, in 2017, Californians contributed \$34.6 billion worth of tax-deductible donations to exempt organizations (including public charities)<sup>10</sup>. The Greater Sacramento Area accounted for \$117.8 million of those donations. However, given their dependence on public support, public charities are vulnerable to economic downturns. Assuming stay-at-home measures remain for the near future and organizations have no additional revenue, only half in the 7-county region have 3 months or more of cash on hand to weather the crisis, according to data from the IRS<sup>11</sup>.

Crises present threats to high priority goals (and possibly to their existence) but also create opportunities – for example, accelerating change, confronting latent problems, developing new strategies, and creating new competitive advantages<sup>12</sup>. In light of both normal and exceptional challenges, the sector has a history of responding through “a massive process of reinvention and reengineering”<sup>13</sup>. COVID-19 presents a major shock, the long-term effects of which are still uncertain. The driving question is, How are nonprofit organizations in the Greater Sacramento Area influenced by and responding to COVID-19?

## Method

To answer how nonprofits are coping, the author surveyed nonprofits in the 7-county region during March 30-April 13, 2020. 109 organizations responded to an emailed survey from the author. Email addresses for organizations was gathered through a combination of distribution

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<sup>8</sup> <https://nff.org/surveydata>

<sup>9</sup> <https://nff.org/covid-19-survey-results>

<sup>10</sup> <https://www.irs.gov/statistics/soi-tax-stats-county-data>

<sup>11</sup> Working capital is defined as unrestricted net assets divided by total expenses. This is a measure used by charity watchdog groups such as Charity Navigator to assess the financial health of charitable organizations. These data are from most recent returns for organizations, which include tax years: 2016, 2017, and 2018. The recently enacted Coronavirus Aid, Relief, and Economic Security Act provides incentives for charitable giving and other forms of economic relief for the sector.

<sup>12</sup> Meyers, G. C., & Holusha, J. (2018). *Managing crisis: A positive approach*. Routledge.

<sup>13</sup> Salamon, L. M. (2003). *The resilient sector: The state of nonprofit America*. Brookings Institution Press.

lists, including GuideStar.org and university personnel with contacts in the sector. The author introduced the purpose of the survey as answering how nonprofits were affected by and responding to COVID-19. Questions focused on: operational closures; ability to telecommute; cash on hand; specific impacts of COVID-19; actions taken to mitigate the impacts; and communication channels and message content with stakeholders. Following the highlighted results, focused recommendations and resources about how to help the sector will follow.

## **Highlights of Results**

### **COVID-19 has led to closures of at least some operations for most nonprofit organizations**

COVID-19 has affected the majority of 109 nonprofit organizations responding, with 19.27% indicating they have stopped all operations and 67.89% halting some operations. 12.84% reported no operational closures.

### **Many organizations' employees or volunteers are able to telecommute**

Despite operational closures, the majority of respondents (78.90%) indicated that employees and volunteers had the ability to telecommute. The remaining 21.10% did not.

### **The majority of responding nonprofits could weather the crisis between 3 to 6 months**

Nonprofits reported enough cash on hand to weather the crisis for less than 1 month (3.70%), 1 month to less than 3 months (25.93%), 3 months to less than 6 months (33.33%), 6 months to less than 1 year (26.85%), and more than 1 year (10.19%).

### **The consequences of COVID-19 have been varied for organizations**

The most frequent impacts to organizations were loss of revenue due cancelled or postponed events (74.31%), decrease in the number of volunteers (52.29%), and difficulty fulfilling deliverables for contracts or grants due to physical distancing mandates (46.79%).

### **Nonprofits have responded to threats and also created opportunities**

Nonprofit organizations have innovated new ways to deliver on the organization's mission (71.30%), cooperated with other nonprofit organizations on solutions or service delivery (49.70%), worked with government at any level on solutions or service delivery (47.66%), applied for low-interest loans (45.37%), for example. At the same time, they have had to cut back through or instituting hiring freezes (34.26%), furloughs (25%), and staff layoffs (14.81%).

### **Nonprofits have communicated with internal and external stakeholders about the crisis**

Crises are ambiguous and create uncertainty, so ongoing communication is important to help stakeholders make sense of them, even when there is no new information<sup>14</sup>. Nearly all nonprofits that responded (95.33%) have communicated with their internal and external stakeholders about

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<sup>14</sup> Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2017). *Effective crisis communication: Moving from crisis to opportunity*. Sage Publications.

COVID-19, using different mediated channels. Nonprofits have communicated with internal stakeholders (volunteers, employees) predominately through email (95.10%), video conferencing (73.53%), and webpages with COVID-19 information or FAQs (54.90%). With internal stakeholders, nonprofits reported that their messaging has centered primarily on safety-related information (75.49%), impacts on the organization's financial well-being (66.67%), and effects on the organization's clients due to COVID-19 (65.69%).

With external stakeholders, nonprofit organizations reported using social media (86.14%), mass emails (81.19%), and webpage/website section with FAQs about COVID-19 (54.46%). Their external messages have focused on safety information (63.37%), effects on the organization's clients due to COVID-19 (61.39%), and actions to protect vulnerable populations at risk of severe illness (47.52%).

## Discussion

The study highlights the impact to and responses of nonprofits in the Greater Sacramento Area. Specifically, 87.16% of responding organizations have experienced some closures or complete closures, similar to other regional California research about COVID-19<sup>15</sup>. The present snapshot revealed that most of the organizations' employees and volunteers have the ability to telecommute. However, these findings are tempered by others indicating that employees and volunteers may be constrained by limited or no available childcare or dependent care<sup>16</sup>.

Without public support, and assuming the same level of spending, most responding nonprofit organizations would run out of money in 3 to 6 months. Indeed, in a recent national survey, a majority of nonprofit leaders have expressed concerns about the long-term financial stability of their organizations due to the destabilization caused by COVID-19<sup>17</sup>.

In the Greater Sacramento Area, the topline impacts have included cancelled or postponed events, reduced volunteers, and challenges completing deliverables due to physical distancing mandates, similar to national findings<sup>18</sup>. Fortunately, nonprofit organizations were included in the Coronavirus Aid, Relief, and Economic Security Act (CARES) and are eligible for federal disaster-relief funds such as the Paycheck Protection Program and Economic Injury Disaster Loans. Moreover, the Greater Sacramento Area region has responded with its own forms of disaster relief funding<sup>19</sup>. The interventions at various levels have provided much-needed lifelines, but they are not enough to meet the demand from all affected organizations<sup>20</sup>. As nonprofit advocates and coalitions of philanthropies have noted, additional measures to loosen

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<sup>15</sup> <https://www.sandiego.edu/news/soles/detail.php?focus=75906>

<sup>16</sup> <https://nff.org/covid-19-survey-results#Ahead>

<sup>17</sup> *ibid*

<sup>18</sup> *ibid*

<sup>19</sup> For example: <https://www.sacregcf.org/nonprofits/foundation-directed-grantmaking/grants-calendar-and-registry/sacramento-region-disaster-relief-fund/>

<sup>20</sup> <https://www.nytimes.com/article/ppp-paycheck-protection-program-small-business.html> and <https://www.sacbee.com/news/coronavirus/article241733671.html>

requirements from pre-COVID-19 expectations for contracts and grants would provide additional relief for nonprofits<sup>21</sup>.

Despite financial and operational challenges induced by the economic and health crises, local nonprofits have responded, out of necessity, by innovating and collaborating with government and fellow nonprofit organizations, in line with good governance recommendations<sup>22</sup>. Less frequently mentioned were collaborations with business (only 26.85%) – an opportunity that could address the current crisis but also foster a stronger society beyond COVID-19<sup>23</sup>. Examples of nonprofits innovating to adapt to physical distancing/stay-at-home mandates include: museums putting content online<sup>24</sup>, conferences/events becoming webinars, and mental health organizations offering tele-health services, for example<sup>25</sup>.

Most organizations are communicating with their stakeholders about COVID-19-related topics, particularly through technological channels. A significant challenge due to the present circumstances, expressed by more than one quarter of participants, is communicating with hard-to-reach and under-served populations about changes in operations. Although recent research has indicated more Americans are using technology, research has documented a “digital divide”<sup>26</sup>, or differential access to technology depending on factors such as race/ethnicity and geography (urban, rural). Ideally, nonprofit organizations know their clientele, including any barriers to communication they face that may be exacerbated in this current environment. Financial support should also go toward nonprofits efforts to communicate with hard to reach and underserved populations in ways appropriate for these audiences.

Beyond topics and methods of communication, there are two important pieces of advice for organizations regarding communicating in a crisis. First, one of the best predictors of weathering a crisis is having positive stakeholder relationships prior to it<sup>27</sup>. According to the California Association of Nonprofits, nonprofit organizations enjoy broad trust among Californians to act ethically, and are rated higher compared to government and business organizations when it comes to spending money wisely, operating efficiently, and acting on the public’s behalf<sup>28</sup>. In a recent national survey by the author, nonprofit organizations indicated they had “a reservoir of

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<sup>21</sup> <https://calnonprofits.org/publications/article-archive/690-california-s-nonprofits-step-up-during-crisis-but-irreparable-harm-to-sector-underway> and <https://www.cof.org/news/call-action-philanthropys-commitment-during-covid-19>

<sup>22</sup> Crutchfield, L. R., & Grant, H. M. (2012). *Forces for good: The six practices of high-impact nonprofits*. John Wiley & Sons.

<sup>23</sup> <https://knowledge.wharton.upenn.edu/article/confronting-covid-19-firms-need-tap-nonprofit-partnerships/>

<sup>24</sup> <https://www.sacbee.com/entertainment/arts-culture/article241845476.html>

<sup>25</sup> See for example: <http://www.yolocf.org/covid-19/>

<sup>26</sup> <https://www.pewresearch.org/fact-tank/2020/04/02/8-charts-on-internet-use-around-the-world-as-countries-grapple-with-covid-19/>

<sup>27</sup> Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2017). *Effective crisis communication: Moving from crisis to opportunity*. Sage Publications.

<sup>28</sup> <https://calnonprofits.org/publications/causes-count>

goodwill” with stakeholders to draw on in the event of a negative event<sup>29</sup>. Second, crises create a lot of noise; organizational values help to get through to the signal. When leaders communicate by relying on the organization’s well-established values they help stakeholders manage their uncertainty, strengthen relationships, and can create a platform for stakeholders to take mutual responsibility for managing crisis<sup>30</sup>. In research by the author, nonprofit leaders agreed that people generally live by the organization’s values and those values are clearly conveyed internally<sup>31</sup>. Together, evidence suggests that nonprofits have two important communication assets that can help them through the crisis.

Overall, the Greater Sacramento Area nonprofit sector is feeling the pressures of COVID-19. The nonprofit community is not simply waiting this out – they are adapting and innovating. However, the long-term effects of COVID-19 remain unknown, and the long-term financial stability of the sector is of concern. The health and future of the sector – and the people it serves – depend on short-term, urgent investments and ongoing support so that it not only emerges from the crisis, but also stronger than before. The following section presents recommendations and resources for individuals who want to help the sector and nonprofit organizations.

## **Recommendations and Resources**

### ***For individuals***

#### *Volunteer*

Disasters frequently create an urge to help, including self-deployment to disaster sites<sup>32</sup>. Individuals who want to volunteer should check with their target organization about volunteer opportunities, required training, and whether volunteering is occurring through face-to-face or virtual means.

HandsOn Sacramento ([www.handsonsacto.org](http://www.handsonsacto.org)) has a regularly updated list of COVID-19 related volunteer opportunities. Example opportunities include activities such as food distribution, sewing masks, and donating blood.

The state of California has a volunteer website as well (<https://californiavolunteers.ca.gov/get-involved/covid-19/>).

#### *Donate*

Individuals can also help through financial donations to public charities. The recent economic stabilization bill (CARES Act) allows taxpayers who take the standard deduction (non-itemized)

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<sup>29</sup> Fuller, R. (2020). Readiness for renewal of U.S. nonprofit organizations: A state of the art. Presented at the International Conference Crisis and Risk Communication. University of Central Florida. March 2020.

<sup>30</sup> Ulmer et al.

<sup>31</sup> Fuller.

<sup>32</sup> Orloff, L. (2011). *Managing spontaneous community volunteers in disasters: a field manual*. CRC Press.

to deduct up to \$300 for charitable giving in 2020<sup>33</sup>. Moreover, those who itemize their taxes can give up to 100% of their adjusted gross income, up from 60%.

In light of these tax changes, consider giving to a favorite nonprofit, a personally important cause, or health and safety net related (e.g., food banks, food pantries, housing) causes.

The Big Day of Giving ([www.bigdayofgiving.org](http://www.bigdayofgiving.org)) website has over 600 organizations in the region, reviewed by the Sacramento Region Community Foundation, and sorted by cause.

Charity Navigator ([www.charitynavigator.org](http://www.charitynavigator.org)) is another such website to review public charities, although it excludes organizations that have revenues under \$1M.

Alternatively, give to one of the regional COVID-19 disaster relief funds created to support local organizations, including nonprofits, such as:

- Donate4Sacramento – COVID-19 Regional Response Fund (<https://www.sierrahealth.org/donate4sacramento>)
- El Dorado Community Foundation (<https://eldoradocf.org/>)
- Placer Community Foundation (<https://placercf.org/covid-19-response-fund/>)
- Sacramento Community Region Foundation (<https://www.sacregcf.org/responding-to-covid-19/>)
- Tahoe Truckee Community Foundation (<https://www.ttcf.net/ways-to-give/urgent-funding-needs/>)

Although organizations have specific programmatic areas, consider giving an unrestricted gift to provide the organization with maximum flexibility.

### *Advocate*

The research here suggested that nonprofits are mobilizing their supporters. Another way to help is to write to government officials to support the sector.

- Find your local, state, and federal elected officials – USA.GOV (<https://www.usa.gov/elected-officials>)

### *For nonprofit organizations*

Nonprofit advocates have set up many different resources to make sense of the impacts of COVID-19. Several of these entities have multiple links, interpretations, webinars to help navigate COVID-19. This list is not intended to be exhaustive.

### *Financial Support*

- California Infrastructure and Economic Development Bank (<https://www.ibank.ca.gov/>)
- Nonprofit Finance Fund (<https://nff.org/covid-19-tools-and-resources-nonprofits>)

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<sup>33</sup> <https://www.councilofnonprofits.org/sites/default/files/documents/cares-act-analysis.pdf>



- Sacramento Community Region Foundation (<https://www.sacregcf.org/responding-to-covid-19/>)
- Small Business Administration – Paycheck Protection Program (<https://www.sba.gov/funding-programs/loans/coronavirus-relief-options/paycheck-protection-program-ppp>)

*Technical Support*

- California Association of Nonprofits (<https://calnonprofits.org/publications/article-archive/683-a-few-resources-for-nonprofits>)
- Independent Sector (<https://independentsector.org/resource/caresact/>)
- Impact Foundry (<https://impactfoundry.org/>)
- Yolo County Nonprofit Leaders Alliance (<https://yolononprofits.org/>)
- Techsoup (<https://page.techsoup.org/covid-19-resources>)



**Q1 - Many nonprofit organizations have experienced disruptions to their operations due to the COVID-19 pandemic. Has your organization stopped operations at all during the pandemic?**

	Answer	%	Count
	Yes - all operations	19.27%	21
	Yes - some operations	67.89%	74
	No - all operations have continued as normal	12.84%	14
	Total	100%	109

**Q2 - Because of stay at home orders, many organizations have shifted to virtual operations. Do your employees or volunteers have the ability to telecommute?**

	Answer	%	Count
	Yes	78.90%	86
	No	21.10%	23
	Total	100%	109

**Q3 - Many nonprofit organizations are feeling the financial impacts from COVID-19 pandemic. How long would your organization be able to continue to operate if it did not have any incoming revenue?**

	Answer	%	Count
	Less than 1 month	3.70%	4
	1 month to less than 3 months	25.93%	28
	3 months to less than 6 months	33.33%	36
	6 months to less than 12 months	26.85%	29
	12 months or longer	10.19%	11
	Total	100%	108

**Q4 - The consequences to nonprofit organizations from COVID-19 have been diverse and multifaceted. What have been the impacts to your organization? Check any that apply.**

	Answer	%	Count
	Loss of revenue due to events (fundraisers) canceled or postponed	74.31%	81
	Suspension of fee-for-service programs due to prioritization of essential services	35.78%	39
	Technology issues such as a lack of supply of computers, virtual meeting technology, or cybersecurity concerns	33.03%	36
	Increase in demand for services deemed essential	32.11%	35
	Other	26.61%	29
	Decline in endowment funds due to financial market volatility	19.27%	21
	Decrease in number of volunteers	52.29%	57
	Difficulty fulfilling deliverables for contracts or grants for services due to physical distancing mandates	46.79%	51
	Need to modify budgets on existing contracts to include costs of disinfecting facilities	22.02%	24
	Difficulty getting essential supplies	33.94%	37
	Difficulty getting personal protective equipment (PPE), e.g., masks, gowns, gloves	24.77%	27
	Difficulty communicating about operational changes with hard-to-reach or under-served populations	26.61%	29
	Total	100%	109

**Q5 - Nonprofit organizations have responded in manifold ways to the COVID-19 pandemic. What has your organization done to ensure survival and/or maintain capacity? Check any that apply.**

	Answer	%	Count
	Working with government at any level (local, state, federal) on solutions (e.g., disaster relief aid) or service delivery	47.22%	51
	Requesting funders to change their reporting requirements, deadlines and expectations and redirect funds to cover emergent needs	31.48%	34
	Other	5.56%	6
	Mobilizing supporters to advocate for the organization and cause	27.78%	30
	Laying off staff	14.81%	16
	Innovating new ways to deliver on the organization's mission	71.30%	77
	Increasing fundraising appeals to individual donors	33.33%	36
	Furloughing (unpaid time off) staff	25.00%	27
	Freezing hiring of unfilled staff positions	34.26%	37
	Cooperating with other nonprofit organizations on solutions or service delivery	49.07%	53
	Collaborating with partners in for-profit sector on solutions or service delivery	26.85%	29
	Changing operating hours	32.41%	35
	Applying for low-interest loans (e.g., SBA Disaster Loans)	45.37%	49
	Appealing to funders for flexible, unrestricted funds	38.89%	42
	Total	100%	108

**Q6 - During crises such as the current COVID-19 pandemic, organizations need to communicate with their internal and external stakeholders about a variety of topics. Has your organization communicated with stakeholders about COVID-19?**

	Answer	%	Count
	Yes	95.37%	103
	No	4.63%	5
	Total	100%	108

**Q7 - What technologically mediated channels has your nonprofit used to communicate with employees and/or volunteers about COVID-19? (Check all that apply.)**

	Answer	%	Count
	Emails	95.15%	98
	Video conferencing platforms (e.g., Zoom, GoToMeeting, Skype)	72.82%	75
	Web page/section with FAQs about COVID-19	54.37%	56
	Teleconferencing	51.46%	53
	Enterprise social media - e.g., Slack, Microsoft Yammer	22.33%	23
	Other	11.65%	12
	Total	100%	103



**Q8 - For messages for internal stakeholders, what topics has your organization focused on? Check all that apply.**

	Answer	%	Count
	Actions to protect vulnerable populations at risk of severe illness from COVID-19	44.66%	46
	Defining essential and non-essential operations	57.28%	59
	Effects on the organization's clients due to COVID-19	66.02%	68
	Impacts on the organization's financial well-being due to COVID-19	66.99%	69
	Coping with the psychological toll of the crisis	49.51%	51
	The organization's long-term recovery from COVID-19	37.86%	39
	Other information	7.77%	8
	Dispelling rumors, false or misleading information	33.01%	34
	Steps the organization is taking to reduce the spread of COVID19 (e.g., physical distancing, handwashing, cleaning/disinfecting worksite, encouraging sick workers/volunteers to stay home)	74.76%	77
	Paid time off or sick leave	41.75%	43
	Applying for unemployment insurance	29.13%	30
	Total	100%	103

**Q9 - What technologically mediated channels has your nonprofit used to communicate with external stakeholders about COVID19? (Check all that apply.)**

	Answer	%	Count
	Articles submitted to local or state publications	18.63%	19
	Web page/section with FAQs about COVID-19	53.92%	55
	Public service announcements (broadcast via television or radio)	10.78%	11
	Social media (Facebook, Twitter)	86.27%	88
	Other	7.84%	8
	Mass emails	81.37%	83
	Video conferencing platforms (e.g., Zoom, GoToMeeting, Skype)	37.25%	38
	Teleconferencing	22.55%	23
	Total	100%	102

**Q10 - For messages geared toward external stakeholders, what topics has your organization focused on? Check all that apply.**

	Answer	%	Count
	Actions to protect vulnerable populations at risk of severe illness from COVID-19	47.06%	48
	Defining essential and non-essential operations	45.10%	46
	Effects on the organization's clients due to COVID-19	61.76%	63
	Impacts on the organization's financial well-being due to COVID-19	40.20%	41
	Coping with the psychological toll of the crisis	28.43%	29
	The organization's long-term recovery from COVID-19	21.57%	22
	Other information	8.82%	9
	Dispelling rumors, false or misleading information	21.57%	22
	Steps the organization is taking to reduce the spread of COVID19 (e.g., physical distancing, handwashing, cleaning/disinfecting worksite, encouraging sick workers/volunteers to stay home)	62.75%	64
	Total	100%	102

**Q12 - Which National Taxonomy of Exempt Entities (NTEE) category best characterizes your nonprofit?**

	Answer	%	Count
	A. Arts, Culture & Humanities	12.15%	13
	B. Education	8.41%	9
	C. Environment	5.61%	6
	D. Animal-Related	3.74%	4
	E. Health Care	5.61%	6
	F. Mental Health & Crisis Intervention	9.35%	10
	G. Voluntary Health Associations & Medical Disciplines	0.00%	0
	H. Medical Research	0.00%	0
	I. Crime & Legal-Related	0.93%	1
	J. Employment	1.87%	2
	K. Food, Agriculture & Nutrition	1.87%	2
	L. Housing & Shelter	6.54%	7
	M. Public Safety, Disaster Preparedness & Relief	0.00%	0
	N. Recreation & Sports	2.80%	3
	O. Youth Development	11.21%	12
	P. Human Services	16.82%	18
	Q. International, Foreign Affairs & National Security	0.00%	0
	R. Civil Rights, Social Action & Advocacy	3.74%	4
	S. Community Improvement & Capacity Building	2.80%	3
	T. Alliances & Advocacy	0.00%	0
	U. Science & Technology	0.00%	0
	V. Social Science	0.00%	0
	W. Public & Societal Benefit	0.93%	1
	X. Religion-Related	2.80%	3

	Y. Mutual & Membership Benefit	1.87%	2
	Z. Unknown	0.93%	1
	Total	100%	107

**Q13 - Which of the following best characterizes your nonprofit's affiliation to others?**

	Answer	%	Count
	Parent - a larger nonprofit organization with regional offices/chapters	4.67%	5
	Subsidiary - local organization connected to a larger (regional, national, international) organization	14.95%	16
	Independent - no parent or subsidiary relation to other organizations	80.37%	86
	Total	100%	107

**Q14 - Approximately how many full-time equivalent employees are part of your nonprofit?**

	Answer	%	Count
	2-9	41.12%	44
	10-24	16.82%	18
	25-99	14.95%	16
	100-499	8.41%	9
	500-999	1.87%	2
	1,000-4,999	0.00%	0
	5,000+	0.00%	0
	1	7.48%	8
	0	9.35%	10
	Total	100%	107