

2015

# Nonprofits & the Economy: Survey Results

Washington County, WI

Updated 12/09/15

## CONTENTS

---

Nonprofit Coalition Partners .....	2
Document Prepared By .....	2
Survey Overview.....	3
Summary Findings .....	4
Future Implications .....	4
Appendix A: 2015 Survey Responses.....	5
Appendix B: 2012 to 2015 Comparison .....	12

## NONPROFIT COALITION PARTNERS

---

- Kristin Brandner- United Way of Washington County
- Mary Kurer- UW-Washington County
- Paul Roback- UW-Extension Washington County
- Sue Millin- Volunteer Center of Washington County

## DOCUMENT PREPARED BY

---

Paul Roback  
Associate Professor, Community Development Educator

UW-Extension, Washington County  
333 E. Washington St., Suite 1200  
PO Box 2003  
West Bend, WI 53095  
Phone: (262) 335-4480  
Fax: (262) 335-4863  
paul.robback@ces.uwex.edu  
Web site: <http://washington.uwex.edu>



An AA/EEO employer, UW-Extension provides equal opportunities in employment and programming, including Title IX and ADA requirements.

## SURVEY OVERVIEW

---

A Nonprofit Coalition of the United Way, UW-Extension, UW-Washington County and the Volunteer Center conducted a survey of the Washington County nonprofit community to:

- Measure the fiscal health of the nonprofit community
- Identify nonprofit needs for future Nonprofit Toolbox workshops
- Measure longer-term outcomes of the Nonprofit Toolbox series

The electronic survey was e-mailed on March 4, 2015 to 75 nonprofit organizations. The survey concluded on March 31, 2015 and received 35 responses for a response rate of 44.9%. Survey questions were based on a similar survey conducted by the Nonprofit Toolbox Coalition in 2012. That survey received a response rate of 30.8%. The responses to the 2015 survey can be found in Appendix A.

Participation in the survey was voluntary and responses were kept confidential to the extent allowed by law. Participants could opt out of the survey at any time. Responses were combined with the responses of all other participants. Comments and aggregate results were compiled and will be shared with the nonprofit community, funders and the public. Survey completion implied consent to participate.

According to a report commissioned by the Wisconsin Nonprofits Association and Forward Community Investments<sup>i</sup>, there are 147 nonprofits (public charities) located in Washington County. The nonprofits included in the Nonprofit Coalition Survey were a convenience sample of nonprofit organizations that are on the contact list used by Nonprofit Coalition to promote their educational workshops. Nonprofits included on this list provide services within Washington County, WI.

## ECONOMIC CONDITIONS

---

According to the U.S. Bureau of Labor Statistics (BLS), the most recent U.S. recession, commonly referred to as the Great Recession, began in December 2007 and ended in June 2009. Although the recession ended in June 2009, “many of the statistics that describe the U.S. economy have yet to return to their pre-recession values.”<sup>ii</sup> This trend is also observed in Washington County.

One common indicator of a recession is higher unemployment rates. According to the BLS, the national unemployment rate was 5.0 percent in December 2007 and peaked at 10.0 percent in October 2009. In Washington County, the unemployment rate was 3.6 percent in October 2007 and peaked at 10.1 percent in June 2009. It peaked again at 10.1 percent in February and March 2010. Since these peaks, the national and Washington County unemployment rates have trended downward. In July 2015, the national rate was 5.3 percent and the Washington County rate was 3.8 percent. These are near pre-recession levels. However, unemployment is only one indicator. Two additional indicators, median household income and poverty, may also provide insight on the economic condition of Washington County nonprofits.

According to the U.S. Census American Community Survey, the median household income in Washington County in 2009 was \$64,694.<sup>iii</sup> In 2014, it increased to \$67,650.<sup>iv</sup> Although this seems like positive news, when you adjust the 2009 median household income to 2014 dollars, the result is \$71,384.<sup>v</sup> When compared to the 2014 estimate of \$67,650, there has been about a 5.2% decline in income in Washington County. In 2009, the poverty rate for individuals was 5.3%.<sup>vi</sup> This increased to 6.2% in 2014.<sup>vii</sup> Each of these economic conditions may impact funding for nonprofits and demand for nonprofit services.

## SUMMARY FINDINGS

---

A comparative analysis between the 2012 and 2015 surveys was conducted in order to determine if any changes or trends could be observed. This analysis can be found in Appendix B. A key finding from this analysis is that demand for services from the nonprofit community continues to increase while their fiscal health has decreased. Key observations observed from the 2012 and 2015 surveys that support this statement include:

- Demand for services has increased- 77% experienced an increase in demand from the previous year in 2015, compared to 68% in 2012
- Waiting lists for services have increased- 32% had waiting lists in 2015, compared to 11% in 2012
- Confidence in meeting demand for services has decreased- 84% are somewhat to very confident in 2015, compared to 95% in 2012
- Financial health has decreased- 66% have been financially healthy to date, but feel vulnerable in the future, compared to 40% in 2012
- Cash reserves for operating expenses have decreased- 39% had a greater than six month cash reserve for operating expenses in 2015, compared to 56% in 2012
- Funding increases from individual donors remained unchanged- 40% had an increase in individual donations from the previous year in both 2012 and 2015
- Funding increases from business donations, the United Way, fees for services and special events/fundraisers occurred- each category increased 18-26% from 2012-2015

## FUTURE IMPLICATIONS

---

Increased demand for services while financial strength is weakening is an unsustainable model for nonprofits. In order to survive, nonprofits may need to increase revenues or reduce services. Increasing revenues may be challenging in a community that has recently had a number of capital campaigns that total over \$20 million. Donor fatigue may impact future nonprofit solicitations. Reducing services may be challenging due to continued increases in community need (decrease in median household income and increasing poverty) and a desire for a high quality of life (community and cultural amenities).

***How will nonprofits, donors and the business community respond to this challenge?***

## APPENDIX A: 2015 SURVEY RESPONSES

1) During the calendar year 2014, how have the following changed or compared to calendar year 2013?

#	Question	Increased	Unchanged	Decreased	Unsure	Total Responses
1	Demand for services	26 (76.5%)	4 (11.8%)	1 (2.9%)	3 (8.8%)	34
2	Total revenue	15 (42.9%)	8 (22.9%)	9 (25.7%)	3 (8.5%)	35
3	Total expenses	22 (62.9%)	10 (28.6%)	1 (2.9%)	2 (5.6%)	35
4	Total revenue from donations (not grants)	11 (32.3%)	12 (35.3%)	9 (26.5%)	2 (5.9%)	34
5	Number of staff	7 (20.0%)	23 (65.7%)	5 (14.3%)	0 (0.0%)	35

2) Which statement best describes your organization's outlook for the next three years?

#	Answer	Response	%
1	We will expand services	23	66%
2	Our services will remain unchanged	6	17%
3	We will reduce key programs and services	2	6%
4	We will examine our programs and become a different or merged organization	4	11%
	Total	35	100%

3) Which statement best describes your organization's current financial health?

#	Answer	Response	%
1	We are currently financially healthy and are not concerned about the future	8	23%
2	We have been financially healthy to date, but feel vulnerable in the future	23	66%
3	We are experiencing chronic financial problems, but expect to survive	4	11%
4	We don't know how we will survive through 2015	0	0%
	Total	35	100%

4) What is your organization's annual fund development goal for your current fiscal year? (Exclude funding from program fees, United Way and government grants)

Text Response		
\$1.3m	\$30,000	\$190,000
\$112,000	\$60,000 to \$70,000	\$1.5 million
\$65,000	N/A	\$134,460
\$210,000	\$40,000	\$120,000
\$250,000	\$350,000	\$300,000.00
\$400,000	\$25,000	\$50,000
\$10,000	\$50,000	\$75,000
\$10,000	Do not fund raise	unknown
250,000 annual, 800 capital	\$150,000	\$100,000
\$75,000	\$35,000,000	\$25,000

5) How does this fundraising goal compare to your most recently completed fiscal year?

#	Answer		Response	%
1	Increase		22	65%
2	Decrease		1	3%
3	No substantial change		11	32%
	Total		34	100%

6) Is your organization conducting a capital campaign in the next 9 months? If yes please indicate the goal in the "Capital Campaign Goal" box.

#	Answer		Response	%
1	Yes		0	0%
2	No		30	86%
3	Capital Campaign Goal		5	14%
	Total		35	100%

Capital Campaign Goal
\$800,000
Not determined yet
\$100,000
Currently under discussion
\$25,000

7) Does your organization currently have an endowment?

#	Answer		Response	%
1	Yes		10	29%
2	No		24	71%
	Total		34	100%

8) Is your organization currently undertaking an endowment campaign? If yes please indicate the goal in the "Endowment Campaign Goal" box.

#	Answer		Response	%
1	Yes		0	0%
2	No		33	97%
3	Endowment Campaign Goal		1	3%
	Total		34	100%

Endowment Campaign Goal
\$50 000

9) How did your organization's funding from each of the following sources change in 2014 compared to 2013?

#	Question	Increased	Unchanged	Decreased	Don't Know	Total Responses
1	Individual donations (excluding bequests)	11(37.9%)	10 (34.4%)	7 (24.1%)	1 (3.4%)	29
2	Donations from businesses	16 (55.2%)	6 (20.7%)	6 (20.7%)	1 (3.4%)	29
3	Bequests / planned gifts	1 (5.6%)	15 (83.2%)	1 (5.6%)	1 (5.6%)	18
4	Government grants / contracts	4 (21.1%)	9 (47.3%)	6 (31.6%)	0 (0%)	19
5	Foundation grants	6 (26.1%)	9 (39.1%)	8 (34.8%)	0 (0%)	23
6	United Way	3 (30.0%)	2 (20.0%)	5 (50.0%)	0 (0%)	10
7	Fees for services and other earned income	9 (45.0%)	7 (35.0%)	4 (20.0%)	0 (0%)	20
8	Membership dues	4 (28.6%)	6 (42.8%)	4 (28.6%)	0 (0%)	14
9	Special events / fundraisers	18 (64.3%)	6 (21.4%)	3 (10.7%)	1 (3.6%)	28
10	Income from investments / endowments	7 (43.8%)	6 (37.5%)	2 (12.5%)	1 (6.2%)	16
11	Volunteer hours	16 (53.3%)	11 (36.7%)	3 (10%)	0 (0%)	30
12	In-kind donations	13 (46.4%)	14 (50.0%)	0 (0%)	1 (3.6%)	28

10) How do you anticipate that the support your organization receives from each of the following will change for 2015 as compared to 2014?

#	Question	Increase	Unchanged	Decrease	Does Not Apply	Total Responses
1	Individual donations (excluding bequests)	14 (51.9%)	7 (25.9%)	3 (11.1%)	3 (11.1%)	27
2	Donations from businesses	16 (57.1%)	8 (28.6%)	3 (10.7%)	1 (3.6%)	28
3	Bequests / planned gifts	2 (8.3%)	13 (54.2%)	0 (0%)	9 (37.5%)	24
4	Government grants / contracts	5 (18.5%)	8 (29.6%)	2 (7.4%)	12 (44.5%)	27
5	Foundation grants	10 (45.5%)	6 (27.3%)	1 (4.5%)	5 (22.7%)	22
6	United Way	5 (17.2%)	2 (6.9%)	4 (13.8%)	18 (62.1%)	29
7	Fees for services and other earned income	14 (46.7%)	5 (16.7%)	0 (0%)	11 (36.7%)	30
8	Membership dues	6 (20.7%)	6 (20.7%)	0 (0%)	17 (58.6%)	29
9	Income from investments / endowments	5 (17.2%)	9 (31.0%)	0 (0%)	15 (51.8%)	29
10	Volunteer hours	18 (60.0%)	9 (30.0%)	0 (0%)	3 (10.0%)	30
11	In-kind donations	13 (48.1%)	10 (37.0%)	0 (0%)	4 (14.9%)	27

11) If total expenses exceeded total revenue for your organization in the past 12 months, how have you responded (please check all that apply)?

#	Answer	Response	%
1	Out total expenses did not exceed revenue	19	68%
2	Used prior year cash reserves	5	18%
3	Accessed a loan or a line of credit	2	7%
4	Cut non-essential expenses	3	11%
5	Delayed payment of bills	1	4%
6	Eliminated programs	1	4%
7	Increased fundraising activities	5	18%
8	Turned away clients	1	4%
9	Laid off staff	1	4%
10	Collaborated with other non-profits	3	11%
11	Operated in a deficit	3	11%
12	Allied for public grants and private foundations	1	4%
13	Greater reliance on volunteers	1	4%

12) How many months of operating expenses does your organization have available in cash reserves?

#	Answer	Response	%
1	Less than 1 month	2	6%
2	1-3 months	7	23%
3	4-6 months	10	32%
4	Greater than 6 months	12	39%
5	Unsure	0	0%
	Total	31	100%

13) If staffing levels have changed in the past year, has the change been due to:

#	Answer	Response	%
1	Increased revenue	2	17%
2	Decreased revenue	1	8%
3	Increased demand for services	4	33%
4	Decreased demand for services	2	17%
5	Unsure	3	25%
	Total	12	100%

14) Does your organization currently have a waiting list for your services?

#	Answer	Response	%
1	Yes	10	32%
2	No	11	35%
3	Not sure	1	3%
4	Does not apply	9	29%
	Total	31	100%

15) How confident are you that you can meet your demand for services in 2015?

#	Answer	Response	%
1	Very confident	14	45%
2	Somewhat confident	12	39%
3	Somewhat unconfident	1	3%
4	Unconfident	1	3%
5	Not sure	3	10%
	Total	31	100%

16) Program/Services: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Attract new members	2 (9.1%)	5 (22.7%)	15 (38.2%)	22
2	Meet needs / interests of current clients or members	3 (11.1%)	8 (29.6%)	16 (59.3%)	27
3	Collaborate with other nonprofits to maximize impact	3 (10.0%)	17 (56.7%)	10 (33.3%)	30
4	Assess community need / demand for services	8 (27.6%)	11 (37.9%)	10 (34.5%)	29
5	Evaluate outcomes or impacts of programs	5 (16.7%)	13 (43.3%)	12 (40.0%)	30

17) Communications: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Enhance your visibility and reputation	0 (0%)	9 (29.0%)	22 (71.0%)	31
2	Communicate with clients or members	4 (14.3%)	9 (32.1%)	15 (53.6%)	28
3	Communicate with donors	0 (0%)	6 (20.0%)	24 (80.0%)	30
4	Communicate with other nonprofits / partner organizations	3 (9.7%)	20 (64.5%)	8 (25.8%)	31
5	Communicate between board and staff	11 (37.9%)	14 (48.3%)	4 (13.8%)	29
6	Increase electronic and social media communication	4 (12.9%)	10 (32.3%)	17 (54.8%)	31



18) Human Resources: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Recruit, retain and manage volunteers	4 (13.8%)	16 (55.2%)	9 (31.0%)	29
2	Recruit and retain qualified staff	6 (23.1%)	12 (46.2%)	8 (30.8%)	26
3	Offer employees benefits / insurance costs	5 (22.7%)	8 (36.4%)	9 (41.0%)	22
4	Provide training / professional development opportunities	4 (14.3%)	18 (64.3%)	6 (21.4%)	28
5	Manage workload	3 (10.7%)	15 (53.6%)	10 (35.7%)	28

19) Fundraising/Donations: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Obtain foundation / grant funding	0 (0%)	7 (25.0%)	21 (75.0%)	28
2	Recruit new donors	0 (0%)	4 (13.8%)	25 (86.2%)	29
3	Retain current donors	1 (3.6%)	9 (32.1%)	18 (64.3%)	28
4	Communicate outcomes to donors	1 (3.6%)	5 (17.9%)	22 (78.6%)	28
5	Diversify funding sources	3 (10.7%)	7 (25.0%)	18 (64.3%)	28

20) Operations Management: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Manage finances and accounting	10 (35.7%)	13 (46.4%)	5 (17.9%)	28
2	Manage facilities	13 (48.1%)	9 (33.3%)	5 (18.5%)	27

21) Board Management: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Recruit board members	3 (10.7%)	12 (42.9%)	13 (46.4%)	28
2	Create or update a strategic plan	7 (23.3%)	11 (36.7%)	12 (40.0%)	30
3	Provide board training	5 (17.2%)	17 (58.6%)	7 (24.1%)	29
4	Retain board members	13 (44.8%)	13 (44.8%)	3 (10.3%)	29
5	Engage board in fundraising	0 (0%)	8 (28.6%)	20 (71.4%)	28





22) Technology: To what extent do you have a need to increase your ability to:

#	Question	Not a need	Minor need	Major need	Total Responses
1	Upgrade current software	8 (29.6%)	14 (51.9%)	5 (18.5%)	27
2	Use social media	4 (13.8%)	8 (27.6%)	17 (58.6%)	29
3	Update website	8 (26.7%)	10 (33.3%)	12 (40.0%)	30
4	Support IT systems	5 (17.2%)	17 (58.6%)	7 (24.1%)	29
5	Upgrade current hardware	5 (17.2%)	14 (48.3%)	10 (34.5%)	29
6	Improve data backup systems	8 (27.6%)	15 (51.7%)	6 (20.7%)	29
7	Improve system security	9 (32.1%)	15 (53.6%)	4 (14.3%)	28

23) Which Nonprofit Toolbox Sessions have you attended: (check all that apply)

#	Answer	Response	%
1	Power of Collaboration: Coming Together for Greater Impact- January 22, 2013	12	40%
2	Planned Giving- September 17, 2013	6	20%
3	Financial training for Board Members- February 11, 2014	5	17%
4	Building a Board Fundraising Culture- March 11, 2014	7	23%
5	Outcome Basics- November 18, 2014	11	37%
6	Indicators and Measuring Outcomes- December 4, 2014	6	20%
7	I did not attend a toolbox session	9	30%

24) As a result of attending one or more Toolbox Sessions: (check all that apply)

#	Answer		Response	%
1	Our organization has applied knowledge gained from at least one of the sessions.		14	54%
2	Our organization has increased the number of tools we can use to strengthen our organization.		8	31%
3	Our organization has an increased capacity to address community issues and opportunities.		5	19%
4	I did not attend a Toolbox Session.		8	31%

25) What do you think are the 3 most pressing issues facing the non-profit sector in Washington County?

First Issue	Second Issue	Third Issue
Funding - fundraising	Awareness of need	Staff capacity
Mental Health Treatment	Drug and Alcohol Abuse Treatment	Affordable Housing
Funding	Collaboration	Volunteers
Competition for donor support	Not enough income to cover expenses	Financial reserves
Donor retention	Educating the public	Collaboration with others
Availability of philanthropic dollars	Duplication of services	Visibility of nonprofit work & outcomes
PBB	Staff - hiring and retention	Location to service dementia care
Increasing capacity	Collaboration on back office	Raising awareness
Competition for financial support	Effective communication	Prioritizing service needs
Fundraising	Communications	Technology
Complete lack of social responsibility on part of elected officials!	See first issue	See the first two issues.
Fundraising--getting individuals to understand the importance of giving	Training board	Board fundraising
Cash donations/public support	Public awareness about what all of the non profits have to offer	
Funding	Younger Membership	Communication
Serving heroin and opiate addicts	Affordable housing for very low income households	Serving at risk youth
Transportation for persons with mobility issues	Employment of persons with disabilities	Addiction
Corporate funding/sponsorships shrinking	Invested and engaged Boards	New and possibly overlapping services
The community is not aware of the distinction between earned and contributed income at the various non-profits. Some non-profits fundraise in order to maintain their non-profit status while some organizations fundraise because they could not keep their doors open otherwise.	WC is not a friendly place for arts and cultural activities	Same
Constrained private sector resources (money, people, time)	WIFM (What's in it for me?) mentality	Decreasing number of locally owned companies
Sustainable Funding	Collaboration	
Donations	Volunteers	
Sustainability	Donor relations	Staffing
Grants	Collaboration	Visibility
Funding	Volunteers	Audiences

26) Which sector best describes the work your organization does (please select one)?

#	Answer		Response	%
1	Arts & Culture		5	17%
2	Health Care		3	10%
3	Environment		2	7%
4	Human Services		14	47%
5	Community Development		1	3%
6	Other (please specify)		5	17%
	Total		30	100%

Other (please specify)	
Chamber of Commerce	
health & wellness	
Economic Development	
Animal Welfare	

27) What was your organization's operating budget in its most recently completed fiscal year?

#	Answer		Response	%
1	Less than \$100,000		10	33%
2	\$100,000 - \$250,000		7	23%
3	\$250,000 - \$500,000		4	13%
4	\$500,000 - \$1 million		2	7%
5	More than \$1 million		7	23%
	Total		30	100%

28) What is the geographical range of your organization's services?

#	Answer		Response	%
1	The municipality in which we are based		1	3%
2	County-wide		20	67%
3	Regional		7	23%
4	National		1	3%
5	International		1	3%
	Total		30	100%

29) Is your organization based in Washington County?

#	Answer		Response	%
1	Yes		27	90%
2	No		3	10%
	Total		30	100%

30) What is your primary responsibility within your organization? (please select one)

#	Answer		Response	%
1	Executive Director		24	80%
2	Board President		1	3%
3	Program Staff		0	0%
4	Other (please specify)		5	17%
	Total		30	100%

## APPENDIX B: 2012 TO 2015 COMPARISON

---

1) During the calendar year 2014, how have the following changed or compared to calendar year 2013?

#	Question	Increased	
		2015	2012
1	Demand for services	77%	68%
2	Total revenue	43%	40%
3	Total expenses	63%	52%
4	Total revenue from donations (not grants)	32%	32%
5	Number of staff	20%	25%

2) Which statement best describes your organization's outlook for the next three years?

#	Answer	2015	2012
1	We will expand services	66%	64%
2	Our services will remain unchanged	17%	32%
3	We will reduce key programs and services	6%	0%
4	We will examine our programs and become a different or merged organization	11%	NA

3) Which statement best describes your organization's current financial health?

#	Answer	2015	2012
1	We are currently financially healthy and are not concerned about the future	23%	48%
2	We have been financially healthy to date, but feel vulnerable in the future	66%	40%
3	We are experiencing chronic financial problems, but expect to survive	11%	8%
4	We don't know how we will survive through 2015	0%	4%

5) How does this fundraising goal compare to your most recently completed fiscal year?

#	Answer	2015	2012
1	Increase	65%	44%
2	Decrease	3%	8%
3	No substantial change	32%	48%

6) Is your organization conducting a capital campaign in the next 9 months?

#	Answer	2015	2012
1	Yes	14%	24%
2	No	86%	76%

8) Is your organization currently undertaking an endowment campaign?

#	Answer	2015	2012
1	Yes	3%	16%
2	No	97%	84%

9) How did your organization's funding from each of the following sources change in 2014 compared to 2013?

<b>Increased</b>			
#	Question	2015	2012
1	Individual donations (excluding bequests)	40%	40%
2	Donations from businesses	55%	29%
3	Bequests / planned gifts	6%	13%
4	Government grants / contracts	21%	13%
5	Foundation grants	26%	20%
6	United Way	30%	12%
7	Fees for services and other earned income	45%	24%
8	Membership dues	29%	16%
9	Special events / fundraisers	64%	40%
10	Income from investments / endowments	44%	16%
11	Volunteer hours	53%	NA
12	In-kind donations	46%	NA

10) How do you anticipate that the support your organization receives from each of the following will change for 2015?

<b>Increase</b>			
#	Question	2015	2012
1	Individual donations (excluding bequests)	52%	40%
2	Donations from businesses	57%	28%
3	Bequests / planned gifts	8%	16%
4	Government grants / contracts	19%	24%
5	Foundation grants	46%	28%
6	United Way	17%	12%
7	Fees for services and other earned income	47%	32%
8	Membership dues	21%	17%
9	Special events / fundraisers	NA	44%
10	Income from investments / endowments	17%	8%
11	Volunteer hours	60%	NA
12	In-kind donations	48%	NA

11) If total expenses exceeded total revenue for your organization in the past 12 months, how have you responded?

#	Answer	2015	2012
1	Our total expenses did not exceed revenue	68%	64%
2	Used prior year cash reserves	18%	28%
3	Accessed a loan or a line of credit	7%	4%
4	Cut non-essential expenses	11%	12%
5	Delayed payment of bills	4%	8%
6	Eliminated programs	4%	8%
7	Increased fundraising activities	18%	20%
8	Turned away clients	4%	4%
9	Laid off staff	4%	4%
10	Collaborated with other non-profits	11%	8%
11	Operated in a deficit	11%	4%
12	Applied for public grants and private foundations	4%	12%
13	Greater reliance on volunteers	4%	28%

12) How many months of operating expenses does your organization have available in cash reserves?

#	Answer	2015	2012
1	Less than 1 month	6%	NA
2	1-3 months	23%	28%
3	4-6 months	32%	16%
4	Greater than 6 months*	39%	56%

\*The only consist category with the 2012 survey.

13) Does your organization currently have a waiting list for your services?

#	Answer	2015	2012
1	Yes	32%	11%
2	No	35%	90%
3	Not sure	3%	0%
4	Does not apply	29%	NA

14) How confident are you that you can meet your demand for services in 2015?

#	Answer	2015	2012
1	Very confident	45%	42%
2	Somewhat confident	39%	53%
3	Somewhat unconfident	3%	0%
4	Unconfident	3%	5%
5	Not sure	10%	0%

2015 = 84% are somewhat to very confident

2012 = 95% are somewhat to very confident

<sup>i</sup> Nonprofit Wisconsin in Brief: Size and Scope, Prepared by Fredrik O. Andersson, Grace L. Chikoto, Shelly M. Schnupp, Commissioned by the Wisconsin Nonprofits Association and Forward Community Investments with generous support from Spectrum Nonprofit Services

<sup>ii</sup> BLS Spotlight on Statistics: The Recession of 2007–2009, February 2012

<sup>iii</sup> Income in the Past 12 Months (In 2009 Inflation-Adjusted Dollars, 2005-2009 American Community Survey 5-Year Estimates

<sup>iv</sup> Income in the Past 12 Months (in 2013 inflation-adjusted dollars), 2009-2013 American Community Survey 5-Year Estimates

<sup>v</sup> The Consumer Price Index inflation (CPI-U-RS) factor to adjust 2009 into 2014 dollars is 1.10340543. When you multiply the 2009 estimate of \$64,964 by that factor, the result is \$71,384.

<sup>vi</sup> Poverty Status in the Past 12 Months, 2005-2009 American Community Survey 5-Year Estimates

<sup>vii</sup> Poverty Status in the Past 12 Months, 2009-2013 American Community Survey 5-Year Estimate