



**NONPROFITS & THE ECONOMY
RESEARCH PROJECT:
2017 SURVEY RESULTS**

WASHINGTON COUNTY, WI

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NONPROFIT COALITION PARTNERS

- Kristin Brandner- United Way of Washington County
- Sue Millin- Volunteer Center of Washington County
- Paul Roback- UW-Extension Washington County
- Holly Wehrhahn- UW-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.roback@ces.uwex.edu
Web site: <http://washington.uwex.edu>



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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 May 16, 2017 to 87 nonprofit organizations. The survey concluded on June 2, 2017 and received 31 responses for a response rate of 35.6%. Survey questions were based on similar surveys conducted by the Nonprofit Coalition in 2012 and 2015. For the 2017 survey, a few questions were edited for clarity or updated for relevancy. For comparison, the 2012 survey had a response rate of 30.8% and the 2015 survey had a response rate of 39.3%. For the 2015 and 2017 surveys, UW-Extension designed the survey instrument in Qualtrics survey software, implemented the survey, and compiled the survey results. The responses to the 2017 survey can 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 Investmentsⁱ, 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 a 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” in 2012.ⁱⁱ This trend is also observed in Washington County, which led to the implementation of the 2012 survey.

Table 1: Common Economic Indicators for Washington County, WI

Year	2009	2012	2015	2017
Unemployment Rate*	9.6%	6.7%	4.0%	3.0%
Median Household Income	\$64,694	\$66,485	\$69,237	NA
Poverty Rate	5.3%	5.4%	5.6%	NA

*Unemployment rate reported for the month of June

Table 1 provides an overview of three economic indicators used to measure the strength of the local economy. Unemployment rate is a common economic indicator that is frequently cited by news media and politicians. According to the BLS, the national unemployment rate peaked at 10.0% in October

2009. According to the Wisconsin Department of Workforce Development, the Washington County unemployment rate peaked at 9.8 percent in February 2010. Since this peak, the national and Washington County unemployment rates have trended downward. In June 2017, the national rate was 4.4 percent and the Washington County rate was 3.2 percent.ⁱⁱⁱ These are below 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.^{iv} In 2015, it increased to \$69,237.^v At first, this seems like positive economic news. However, when you adjust the 2009 median household income to 2015 dollars, the result is \$71,608.^{vi} The difference between the adjusted median household income for 2009 (\$71,608) and the median household income for 2015 is a decrease of \$2,371. This is a 3.4% decline in median household income in Washington County between 2009 and 2015. In 2009, the poverty rate for individuals was 5.3%.^{vii} This increased to 5.6% in 2015.^{viii} The decrease in median household income and increase in the poverty rate may impact funding for nonprofits and demand for nonprofit services.

NONPROFIT FISCAL HEALTH FINDINGS

A key finding from the 2015 survey report was that demand for services in the nonprofit sector continued to increase while nonprofit fiscal health had decreased from 2012. For 2017, demand for services is still increasing. However, there are indications that some aspects of nonprofit fiscal health are improving.

Overall, funding remains a primary concern for the nonprofit sector. Nearly three-quarters (74%) of respondents listed funding as one of the three most pressing issues facing the non-profit sector in Washington County. Additionally, 80% responded in 2017 that they have been financially healthy to date, but feel vulnerable in the future. This compares to 40% in 2012.

Despite funding being a primary concern, there are three indicators that provide evidence that the nonprofit fiscal health has improved since the previous survey. First, nonprofits reported that total revenue and revenue from donations continues to increase from previous years. Second, 62% reported that they have a greater than six months of operating expenses in cash reserves. This compares to 39% in the 2015 survey. Third, 36% reported that their total expenses did not exceed revenue for their organization over the past 12 months. This compares to 64% in 2012.

In 2017, 76% reported that demand for services had increased from the previous year. This is consistent with the 2015, when 77% responded that demand for services has increased from the previous year. There were slight improvements with a smaller percentage of nonprofits reporting that they have waiting lists for services and a greater percentage reporting that they were confident that they were going to meet their demand for services for the current year. Comparative tables for the three surveys (2012, 2015, and 2017) can be found in Appendix B.

A report by the Public Policy Forum also found improvement in the financial health of the nonprofit sector in Metro-Milwaukee, which includes Washington County.^{ix} The Public Policy Forum's report is a comparative analysis of the nonprofit sector based on surveys conducted in 2011 and 2016. Taken

together, the Forum’s report and the results of the 2017 Nonprofits & the Economy Survey provide evidence of improved fiscal health of Washington County nonprofits.

NONPROFIT EDUCATIONAL NEEDS

Survey respondents indicated that their area of greatest need is to increase their ability to fundraise. For the fundraising/donation category, 75% responded that recruiting new donors is a major need and 68% indicated a need to increase their organizations ability to diversify funding sources is a major need. Both of these topics were also identified as major need in the 2015 survey.

The next category that survey respondents indicated a need for increasing their ability is related to programs/services, which 71% of respondents identified that increasing their ability to attract new members as a major need and 61% identified meeting the needs/interests of current clients or members as a major need. In the 2015 survey, responses to both of these questions were lower. 68% identified attracting new members as a major need and 59% identified meeting the needs/interests of current clients or members as a major need.

The following chart ranks the responses for the highest needs identified in the 2017 survey.

To what extent do you have the need to increase your ability to:	Major Need
Recruit new donors	75%
Attract new members	71%
Diversify funding sources	68%
Recruit, retain and manage volunteers	68%
Retain current donors	64%
Enhance your visibility and reputation	64%
Communicate outcomes to donors	63%
Recruit and retain qualified staff	61%
Obtain foundation / grant funding	57%
Communicate with donors	56%
Evaluate outcomes or impacts of programs	54%

NONPROFIT COALITION WORKSHOP OUTCOME MEASUREMENT

Since the findings of the 2015 survey, the Nonprofit Coalition provided six workshops from 2015 to 2016. Content experts were contracted to deliver content-based training on logic models, techniques to effectively measure outcome results, outcome measurement, board building cycle, structuring a high performance board, and the board’s role in fundraising. A total of 65 individuals attend these workshops, an average of 10.8 people per workshop. At each session, a retrospective post-then-pre design evaluation was used to measure increased understanding of forum topics. The average increase in understanding of the topics taught for the six sessions went from a 3.1 pre-session to a 4.3 post-session (on a 5-point Likert Scale where 1 = no understanding and 5 = a very good understanding).

In the 2017 Nonprofit Fiscal Health Survey, 81% responded that they attended at least one of the six workshops. Of those that attended a workshop:

- 40% reported that their organization has applied knowledge gained from at least one of the workshops
- 28% reported that their organization has increased the number of tools they can use to strengthen their organization
- 32% reported that their organization had an increased capacity to address community issues and opportunities.

The intent of the Nonprofit Coalition workshops was to respond to the educational needs of the nonprofit community, not to directly influence nonprofit fiscal health. Although participants increased their understanding of workshop topics, only 40% applied the knowledge they gained. This data may suggest that attending one or more educational workshops may not be enough of an educational engagement to boost long-term organizational capacity.

FUTURE IMPLICATIONS

Nonprofits in Washington County continue to experience an increased demand for services. With this increase, nonprofits are also experiencing increased expenses. Despite this, there are indications that the nonprofit sector is experiencing improved fiscal health since the 2015 survey was conducted. Evidence of this includes an increase in total revenue from the previous year, larger cash reserves, and fewer nonprofits using cash reserves to balance their budgets.

County economic conditions may continue to contribute to nonprofit fiscal health. The increase in the county's poverty rate may result in a continued increase in demand for services. A decrease in median household income may impact people's ability to support nonprofits. Greater competition for funding may continue as public entities continue to fundraise and solicit donations for community projects. Lastly, donor fatigue may impact future nonprofit solicitations.

An indicator of continued fiscal pressure is that nearly three-quarters (74%) of respondents listed funding as one of the three most pressing issues facing the county's non-profit sector. Additionally, survey respondents indicated that their area of greatest need is to increase their ability to fundraise.

Volunteer recruitment and retention was identified as the second most pressing issue facing non-profits in Washington County and 68% of respondents indicated an increased need to recruit, retain, and manage volunteers. From 2015 to 2016, there was a 45% increase in volunteer hours and it is anticipated that there will be a 52% increase in 2017. As nonprofits continue to face increased fiscal pressures, they also continue to increase their reliance on volunteers. Therefore, it is important for nonprofits to increase their fiscal strength by seeking education and support for effective volunteer recruitment, retention, and management.

Although the Washington County nonprofit fiscal health is improving, it does not negate the fact that overall consensus of 80% of nonprofits feel that their future is vulnerable. With financial resources becoming more scarce and with the continued increase in the demand for services, it would make sense for nonprofits to invest in financial education for their organization. The educational workshops that have been provided by the Nonprofit Coalition have primarily involved educating nonprofit executive

directors and a few of their board members. With only 40% of participants actively applying the knowledge that they've gained, it might make sense to either add an additional follow-up session or to involve various levels of staff from nonprofit organizations in order to increase the funding resources that nonprofits seek.

APPENDIX A: 2017 SURVEY RESPONSES

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

	Second Issue	Third Issue
Funding	Duplication of services	Lack of skilled volunteers
Funding	Program Services	Marketing
Funding	Volunteers	Sustainability over long term
Too many non-profits	Too many events held by non-profits	
Nonprofits competing for similar pool of funds through foundations in the county.	Attracting long-term investors as opposed to occasional donors.	Effective volunteer recruitment and retention.
Funding to keep up with the County& Town requirements for conditional use permit!	Attracting enough quality volunteers.	Qualified staff to manage all the volunteers.
Lack of adequate funding overall by local governments, e.g. county parks	Nonprofits have had to pick up programming previously provided by city and county government.	Those nonprofits, all without overlapping missions, are competing for the same limited pool of dollars.
Funding	Finding new, quality staff	Severity of client issues and lack of other resources
Donations	Awareness of existence	Awareness of need
Increasing cutbacks in government support for social service organizations	lack of financial resources as needs increase and support decreases	Lack of trained nonprofit professionals
Fiscal Sustainability	Volunteer Capacity	Donor Fatigue
Finding money to achieve mission	Increased needs in our community - demand for services	Government shifting burdens to nonprofits
Awareness of the non-profit organizations	Community support	Financial/fundraising/attendance
Funding	Funding	Overlap of services
Executive Director Compensation	Board Development	Organizational Structure/Mergers
Consistent Funding	Lack of Staff	Keeping up on Technology
Not enough funds	Too many	

Competition for philanthropic dollars	Visibility & use of services by county residents	Funding staff time/operating expenses
Aging of volunteers	Need for active board members	Competition for dollars/support
Fund Development	Evaluating Emerging Needs	
Funding	Awareness	Effectiveness
Competing causes	Finding quality board members	Understanding nonprofit governance
Organizations are too small to get the resources needed	Public Support for human services organizations	Hiring / Retaining Qualified Talent
Competition among non-profits, donor dollars	Willingness to collaborate	
Attendance at events	Funding	Getting the word out about the event
Finding next generation leaders.	Workforce shortage.	Heroin/opioid addiction.
Funding	Board diversity (race)	Community awareness of services
Funding	Volunteers	Visitors to Facility
Finding volunteers	Finding volunteers	Finding volunteers
Funding	County Board's focus on priority based budgeting	
Senior Transportation	Senior Low Income	Low income and Disabled Transportation
Competition for donors and staff	Recruitment of staff	Lack of collaboration

Observed Themes:

- 1) Funding- mentioned 29 times by 23 people
 - Not enough, lack consistent funding, and competition for finding
- 2) Volunteers- mentioned 10 times by 8 people
 - Recruitment, retention, aging, and capacity
- 3) Duplication- mentioned 9 times by 7 people
 - Too many non-profits, duplication of services, lack of collaboration, and competition for funding
- 4) Awareness- mentioned 8 times by 7 people
 - Visibility, awareness of organization, and awareness of community needs
- 5) Staff- mentioned 6 times by 6 people
 - Recruitment, retention, compensation, and staffing shortage
- 6) Government Cuts- mentioned 4 times by 4 people
 - Government shifting burdens to nonprofits, county priority based budgeting, and increased cuts

Due to rounding, percentages may not equal 100% for questions 2-30.

2) During the calendar year 2016, how have the following changed or compared to calendar year 2015?

#	Question	Increased	Unchanged	Decreased	Unsure	Total
1	Demand for services	22 (76%)	6 (21%)	0 (0%)	1 (3%)	29
2	Total revenue	17 (57%)	9 (30%)	4 (13%)	0 (0%)	30
3	Total expenses	26 (87%)	3 (10%)	1 (3%)	0 (0%)	30
4	Total revenue from donations (not grants)	15 (48%)	10 (32%)	5 (16%)	1 (3%)	31
5	Number of staff	13 (43%)	11 (37%)	6 (20%)	0 (0%)	30

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

#	Answer	Count
1	We will expand services	19 (63%)
2	Our services will remain unchanged	9 (30%)
3	We will reduce key programs and services	1 (3%)
4	We will examine our programs and become a different or merged organization	1 (3%)
	Total	30

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

#	Answer	Count
1	We are currently financially healthy and are not concerned about the future	4 (13%)
2	We have been financially healthy to date, but feel vulnerable in the future	24 (80%)
3	We are experiencing chronic financial problems, but expect to survive	2 (7%)
4	We don't know how we will survive through 2017	0 (0%)
	Total	30

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

\$200,000.00	\$200,000	Generate revenue via partnerships
\$100,000	\$162,000	\$850,000
\$37,950.00	\$30,0000	\$350,000
\$40,000	\$100,000	flexible
\$22,000	One million	\$1.5 million
\$83,500	\$375,000	\$150,000'ish
\$150,000	\$15,000	\$5,000
\$300,000.00	50,000	\$50,000
\$1,000	\$1.5M	\$350,000

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

#	Answer	Count
1	Increase	20 (69%)
2	Decrease	2 (7%)
3	No substantial change	7 (24%)
	Total	29

7) 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	Count
1	Yes	8 (27%)
2	No	22 (73%)
	Total	30

Capital Campaign Goal
\$23,000
\$150,000
1.5
\$40,000
Two million
\$5 million
\$350,000-500,000

8) Does your organization currently have an endowment?

#	Answer	Count
1	Yes	14 (47%)
2	No	16 (53%)
	Total	30

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

#	Answer	Count
1	Yes	0 (0%)
2	No	29 (100%)
3	Endowment Campaign Goal	0 (0%)
	Total	29

10) How did your organization's funding from each of the following sources change in 2016 compared to 2015?

#	Question	Increased	Unchanged	Decreased	Don't Know	Total
1	Individual donations (excluding bequests)	17 (61%)	7 (25%)	4 (14%)	0 (0%)	28
2	Donations from businesses	15 (56%)	10 (37%)	2 (7%)	0 (0%)	27
3	Bequests / planned gifts	4 (21%)	10 (53%)	2 (11%)	3 (16%)	19
4	Government grants / contracts	5 (33%)	3 (20%)	7 (47%)	0 (0%)	15
5	Foundation grants	7 (30%)	13 (57%)	3 (13%)	0 (0%)	23
6	United Way	6 (50%)	3 (25%)	3 (25%)	0 (0%)	12
7	Fees for services and other earned income	10 (50%)	8 (40%)	2 (10%)	0 (0%)	20
8	Membership dues	2 (13%)	12 (80%)	1 (7%)	0 (0%)	15
9	Special events / fundraisers	16 (62%)	9 (35%)	1 (4%)	0 (0%)	26

10	Income from investments / endowments	6 (38%)	6 (38%)	4 (25%)	0 (0%)	16
11	Volunteer hours	13 (45%)	11 (38%)	5 (17%)	0 (0%)	29
12	In-kind donations	12 (46%)	12 (46%)	2 (8%)	0 (0%)	26

11) How do you anticipate that the support your organization receives from each of the following will change for 2017 as compared to 2016?

#	Question	Increase	Unchanged	Decrease	Does Not Apply	Total
1	Individual donations (excluding bequests)	19 (63%)	8 (27%)	1 (3%)	2 (7%)	30
2	Donations from businesses	17 (59%)	8 (28%)	2 (7%)	2 (7%)	29
3	Bequests / planned gifts	3 (11%)	12 (44%)	1 (4%)	11 (41%)	27
4	Government grants / contracts	2 (7%)	9 (31%)	4 (14%)	14 (48%)	29
5	Foundation grants	12 (43%)	10 (36%)	0 (0%)	6 (21%)	28
6	United Way	3 (11%)	7 (25%)	1 (4%)	17 (61%)	28
7	Fees for services and other earned income	10 (34%)	8 (28%)	3 (10%)	8 (28%)	29
8	Membership dues	2 (7%)	12 (43%)	0 (0%)	14 (50%)	28
12	Special events / fundraisers	13 (46%)	12 (43%)	0 (0%)	3 (11%)	28
9	Income from investments / endowments	4 (14%)	10 (34%)	3 (10%)	12 (41%)	29
10	Volunteer hours	14 (52%)	8 (30%)	4 (15%)	1 (4%)	27
11	In-kind donations	7 (27%)	15 (58%)	1 (4%)	3 (12%)	26

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

#	Answer	Count
1	Our total expenses did not exceed revenue	16 (36%)
2	Used prior year cash reserves	8 (18%)
3	Accessed a loan or a line of credit	0 (0%)
4	Cut non-essential expenses	2 (4%)
5	Delayed payment of bills	1 (2%)
6	Eliminated programs	1 (2%)
7	Increased fundraising activities	5 (11%)
8	Turned away clients	0 (0%)
9	Laid off staff	1 (2%)
10	Collaborated with other non-profits	3 (7%)
11	Operated in a deficit	1 (2%)
12	Applied for public grants and private foundations	4 (9%)
13	Greater reliance on volunteers	3 (7%)
	Total	45

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

#	Answer	Count
1	Less than 1 month	1 (3%)
2	1-3 months	3 (10%)
3	4-6 months	4 (14%)
4	Greater than 6 months	18 (62%)
5	Unsure	3 (10%)
	Total	29

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

#	Answer	Count
1	Increased revenue	5 (26%)
2	Decreased revenue	2 (11%)
3	Increased demand for services	10 (53%)
4	Decreased demand for services	1 (5%)
5	Unsure	1 (5%)
	Total	19

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

#	Answer	Count
1	Yes	8 (29%)
2	No	9 (32%)
3	Not sure	1 (4%)
4	Does not apply	10 (36%)
	Total	28

16) How confident are you that you can meet your demand for services in 2017?

#	Answer	Count
1	Very confident	12 (43%)
2	Somewhat confident	15 (54%)
3	Somewhat unconfident	1 (4%)
4	Unconfident	0 (0%)
5	Not sure	0 (0%)
	Total	28

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

#	Question	Not a need	Minor need	Major need	Total
1	Attract new members	2 (8%)	5 (21%)	17 (71%)	24
2	Meet needs / interests of current clients or members	3 (11%)	8 (29%)	17 (61%)	28
3	Collaborate with other nonprofits to maximize impact	3 (11%)	14 (50%)	11 (39%)	28
4	Assess community need / demand for services	4 (16%)	11 (44%)	10 (40%)	25
5	Evaluate outcomes or impacts of programs	2 (8%)	10 (38%)	14 (54%)	26

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

#	Question	Not a need	Minor need	Major need	Total
1	Enhance your visibility and reputation	0 (0%)	10 (36%)	18 (64%)	28
2	Communicate with clients or members	2 (7%)	13 (48%)	12 (44%)	27
3	Communicate with donors	1 (4%)	11 (41%)	15 (56%)	27
4	Communicate with other nonprofits / partner organizations	1 (4%)	16 (57%)	11 (39%)	28
5	Communicate between board and staff	3 (12%)	13 (50%)	10 (38%)	26
6	Increase electronic and social media communication	3 (11%)	12 (43%)	13 (46%)	28

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

#	Question	Not a need	Minor need	Major need	Total
1	Recruit, retain and manage volunteers	3 (11%)	6 (21%)	19 (68%)	28
2	Recruit and retain qualified staff	3 (13%)	6 (26%)	14 (61%)	23
3	Offer employees benefits / insurance costs	5 (31%)	4 (25%)	7 (44%)	16
4	Provide training / professional development opportunities	2 (9%)	13 (57%)	8 (35%)	23
5	Manage workload	0 (0%)	12 (48%)	13 (52%)	25

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

#	Question	Not a need	Minor need	Major need	Total
1	Obtain foundation / grant funding	1 (4%)	11 (39%)	16 (57%)	28
2	Recruit new donors	0 (0%)	7 (25%)	21 (75%)	28
3	Retain current donors	1 (4%)	9 (32%)	18 (64%)	28
4	Communicate outcomes to donors	1 (4%)	9 (33%)	17 (63%)	27
5	Diversify funding sources	1 (4%)	7 (28%)	17 (68%)	25

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

#	Question	Not a need	Minor need	Major need	Total
1	Manage finances and accounting	8 (29%)	14 (50%)	6 (21%)	28
2	Manage facilities	7 (27%)	16 (62%)	3 (12%)	26

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

#	Question	Not a need	Minor need	Major need	Total
1	Recruit board members	5 (19%)	11 (41%)	11 (41%)	27
2	Create or update a strategic plan	5 (19%)	10 (37%)	12 (44%)	27
3	Provide board training	1 (4%)	17 (63%)	9 (33%)	27
4	Retain board members	12 (44%)	12 (44%)	3 (11%)	27
5	Engage board in fundraising	1 (4%)	13 (50%)	12 (46%)	26

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

#	Question	Not a need	Minor need	Major need	Total
1	Upgrade current software	8 (31%)	12 (46%)	6 (23%)	26
2	Use social media	3 (11%)	13 (48%)	11 (41%)	27
3	Update website	8 (29%)	12 (43%)	8 (29%)	28
4	Support IT systems	5 (22%)	10 (43%)	8 (35%)	23
5	Upgrade current hardware	7 (28%)	10 (40%)	8 (32%)	25
6	Improve data backup systems	7 (29%)	10 (42%)	7 (29%)	24
7	Improve system security	8 (33%)	11 (46%)	5 (21%)	24

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

#	Answer	Count
1	Logic Models- March 19, 2015	9 (15%)
2	Techniques to Effectively Measure Outcome Results- May 13, 2015	9 (15%)
3	Outcome Measurement- June 10, 2015	9 (15%)
4	Board Building Cycle- October 19, 2016	7 (12%)
5	Structuring a High Performance Board- November 2, 2016	6 (10%)
6	Board's Role in Fundraising- November 16, 2016	4 (7%)
7	I did not attend a toolbox session	15 (25%)
	Total	59

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

#	Answer	Count
1	Our organization has applied knowledge gained from at least one of the sessions.	10 (40%)*
2	Our organization has increased the number of tools we can use to strengthen our organization.	7 (28%)*
3	Our organization has an increased capacity to address community issues and opportunities.	8 (32%)*
4	I did not attend a Toolbox Session.	13 (34%)
	Total	38

*percentage based on the number of responses that indicated they attended a Toolbox Session (N=25)

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

#	Answer	Count
1	Arts & Culture	4 (14%)
2	Health Care	1 (4%)
3	Environment	2 (7%)
4	Human Services	14 (50%)
5	Community Development	2 (7%)
6	Other (please specify)	5 (18%)
	Total	28

Other (please specify)
Literacy/Education
Education
Economic Development
Beautification

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

#	Answer	Count
1	Less than \$100,000	9 (32%)
2	\$100,000 - \$250,000	6 (21%)
3	\$250,000 - \$500,000	6 (21%)
4	\$500,000 - \$1 million	0 (0%)
5	More than \$1 million	7 (25%)
	Total	28

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

#	Answer	Count
1	The municipality in which we are based	4 (14%)
2	County-wide	15 (54%)
3	Regional	8 (29%)
4	National	0 (0%)
5	International	1 (4%)
	Total	28

29) Is your organization based in Washington County?

#	Answer	Count
1	Yes	25 (89%)
2	No	3 (11%)
	Total	28

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

#	Answer	Count
1	Executive Director	20 (71%)
2	Board President	4 (14%)
3	Program Staff	0 (0%)
4	Other (please specify)	4 (14%)
	Total	28

Other (please specify)
CEO/Founder
Volunteer key staff member
CFO
Treasurer

APPENDIX B: 2012 TO 2017 COMPARISON

1) During the calendar year 2016, how have the following changed or compared to calendar year 2015?

Increased

#	Question	2012	2015	2017
1	Demand for services	68%	77%	76%
2	Total revenue	40%	43%	57%
3	Total expenses	52%	63%	87%
4	Total revenue from donations (not grants)	32%	32%	48%
5	Number of staff	25%	20%	43%

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

#	Answer	2012	2015	2017
1	We will expand services	64%	66%	63%
2	Our services will remain unchanged	32%	17%	30%
3	We will reduce key programs and services	0%	6%	3%
4	We will examine our programs and become a different or merged organization	NA	11%	3%

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

#	Answer	2012	2015	2017
1	We are currently financially healthy and are not concerned about the future	48%	23%	13%
2	We have been financially healthy to date, but feel vulnerable in the future	40%	66%	80%
3	We are experiencing chronic financial problems, but expect to survive	8%	11%	7%
4	We don't know how we will survive through 2015	4%	0%	0%

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

#	Answer	2012	2015	2017
1	Increase	44%	65%	69%
2	Decrease	8%	3%	7%
3	No substantial change	48%	32%	24%

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

#	Answer	2012	2015	2017
1	Yes	24%	14%	27%
2	No	76%	86%	73%

8) Is your organization currently undertaking an endowment campaign?

#	Answer	2012	2015	2017
1	Yes	16%	3%	0%
2	No	84%	97%	100%

9) How did your organization's funding from each of the following sources change in 2016 compared to 2015?

Increased

#	Question	2012	2015	2017
1	Individual donations (excluding bequests)	40%	40%	61%
2	Donations from businesses	29%	55%	56%
3	Bequests / planned gifts	13%	6%	21%
4	Government grants / contracts	13%	21%	33%
5	Foundation grants	20%	26%	30%
6	United Way	12%	30%	50%
7	Fees for services and other earned income	24%	45%	50%
8	Membership dues	16%	29%	13%
9	Special events / fundraisers	40%	64%	62%
10	Income from investments / endowments	16%	44%	38%
11	Volunteer hours	NA	53%	45%
12	In-kind donations	NA	46%	46%

10) How do you anticipate that the support your organization receives from each of the following will change for 2017?

Increased

#	Question	2012	2015	2017
1	Individual donations (excluding bequests)	40%	52%	63%
2	Donations from businesses	28%	57%	59%
3	Bequests / planned gifts	16%	8%	11%
4	Government grants / contracts	24%	19%	7%
5	Foundation grants	28%	46%	43%
6	United Way	12%	17%	11%
7	Fees for services and other earned income	32%	47%	34%
8	Membership dues	17%	21%	7%
9	Special events / fundraisers	44%	NA	46%
10	Income from investments / endowments	8%	17%	14%
11	Volunteer hours	NA	60%	52%
12	In-kind donations	NA	48%	27%

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

#	Answer	2012	2015	2017
1	Out total expenses did not exceed revenue	64%	68%	36%
2	Used prior year cash reserves	28%	18%	18%
3	Accessed a loan or a line of credit	4%	7%	0%
4	Cut non-essential expenses	12%	11%	4%
5	Delayed payment of bills	8%	4%	2%
6	Eliminated programs	8%	4%	2%
7	Increased fundraising activities	20%	18%	11%
8	Turned away clients	4%	4%	0%
9	Laid off staff	4%	4%	2%
10	Collaborated with other non-profits	8%	11%	7%
11	Operated in a deficit	4%	11%	2%
12	Applied for public grants and private foundations	12%	4%	9%
13	Greater reliance on volunteers	28%	4%	7%

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

#	Answer	2012	2015	2017
1	Less than 1 month	NA	6%	3%
2	1-3 months	28%	23%	10%
3	4-6 months	16%	32%	14%
4	Greater than 6 months*	56%	39%	62%
5	Unsure	NA	NA	10%

*The only consist category with the 2012 survey.

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

#	Answer	2012	2015	2017
1	Increased revenue	0%	17%	26%
2	Decreased revenue	7%	8%	11%
3	Increased demand for services	20%	33%	53%
4	Decreased demand for services	0%	17%	5%
5	Unsure	0%	25%	5%

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

#	Answer	2012	2015	2017
1	Yes	11%	32%	29%
2	No	90%	35%	32%
3	Not sure	0%	3%	4%
4	Does not apply	NA	29%	36%

15) How confident are you that you can meet your demand for services in 2017?

#	Answer	2012	2015	2017
1	Very confident	42%	45%	43%
2	Somewhat confident	53%	39%	54%
3	Somewhat unconfident	0%	3%	4%
4	Unconfident	5%	3%	0%
5	Not sure	0%	10%	0%

2012 = 95% are somewhat to very confident

2015 = 84% are somewhat to very confident

2017 = 97% are somewhat to very confident

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

ⁱⁱ BLS Spotlight on Statistics: [The Recession of 2007–2009](#), February 2012

ⁱⁱⁱ Bureau of Labor Statistics: [Labor Force Statistics from the Current Population Survey](#) and Wisconsin Department of Workforce Development Office of Economic Advisors: [Wisconsin Worknet](#)

^{iv} Income in the Past 12 Months (In 2009 Inflation-Adjusted Dollars, 2005-2009 American Community Survey 5-Year Estimates

^v Income in the Past 12 Months (in 2013 inflation-adjusted dollars), 2009-2013 American Community Survey 5-Year Estimates

^{vi} 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.

^{vii} Poverty Status in the Past 12 Months, 2005-2009 American Community Survey 5-Year Estimates

^{viii} Poverty Status in the Past 12 Months, 2009-2013 American Community Survey 5-Year Estimate

^{ix} [Back on Track: The state of the nonprofit sector in Metro Milwaukee](#), 2016, Public Policy Forum