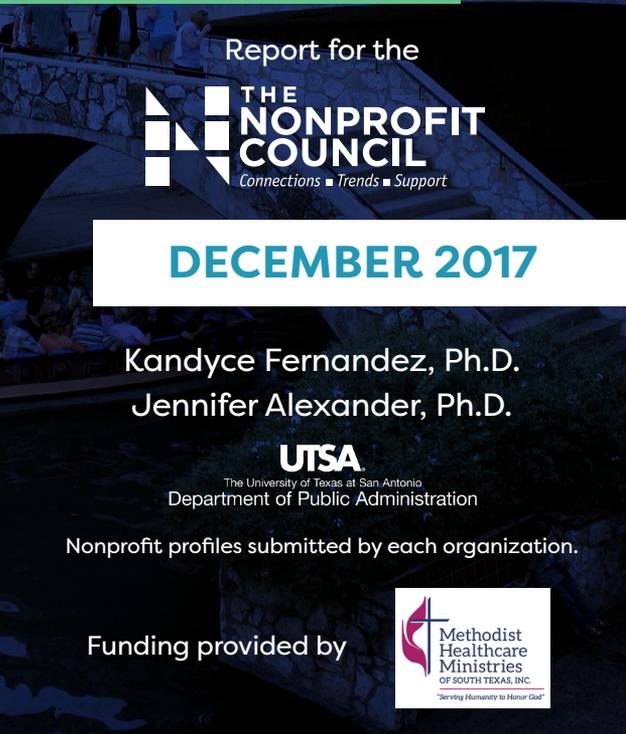




STATE OF THE NONPROFIT SECTOR SAN ANTONIO AND SURROUNDING COUNTIES



Report for the



**THE
NONPROFIT
COUNCIL**
Connections ■ Trends ■ Support

DECEMBER 2017

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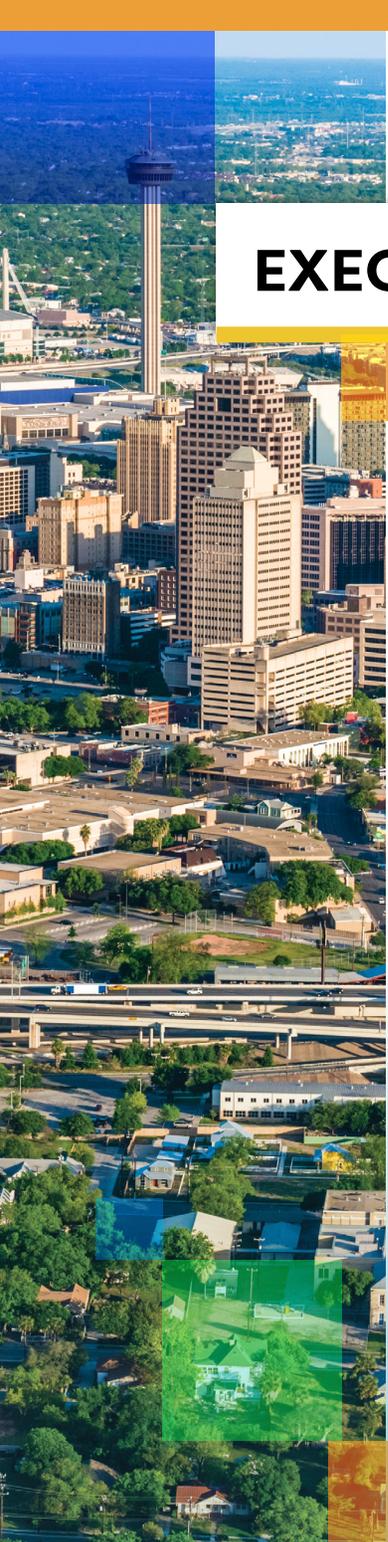
UTSA

The University of Texas at San Antonio
Department of Public Administration

Nonprofit profiles submitted by each organization.

Funding provided by





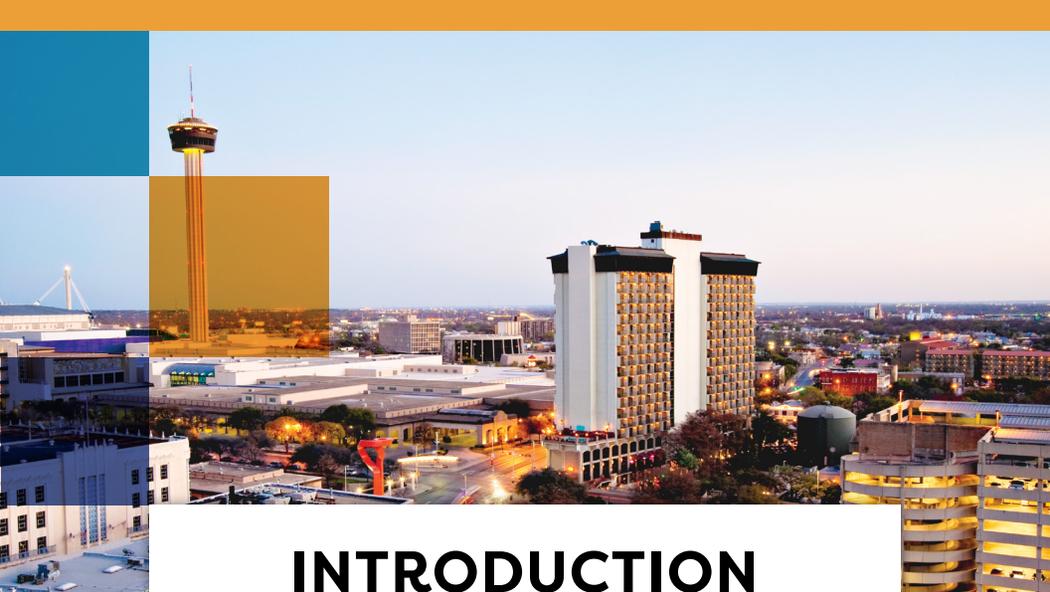
EXECUTIVE SUMMARY

A ‘state of the sector’ survey was administered to nonprofit organizations in Bexar, Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, Uvalde, and Wilson counties to generate a snapshot of organizational contributions, challenges, and unmet needs. This study marks the first targeted study of nonprofit organizations in this area.

- The survey was distributed via email to 1360 organizations in June of 2017;
- 421 organizations completed the majority of the survey,
- 244 respondents completed the survey in its entirety, including the financial component of the survey (18 percent response rate).
- More than 70 percent of survey respondents are located in Bexar County although services were offered throughout the region.
- Organizations extend programs or services across an average of three counties, and 12 percent of respondents are active in all thirteen counties.

KEY FINDINGS

- Nonprofit respondents provide services across a broad spectrum of areas; the largest were human services (22 percent); arts and culture (10 percent) and education (10 percent).
- Organizations reported relatively stable financial conditions over the past three years with moderate to significant increases in revenues and expenses. Human service organizations were the most financially stressed as they covered the gap between service costs and reimbursements.
- Thirty percent of all survey respondents reported fiscal stress in the past fiscal year. By category, 25 percent of smaller organizations, 40 percent of medium-sized organizations; 26 percent of large organizations and 33 percent of ‘extra large’ organizations indicated that expenses had exceeded revenues in the past fiscal year.
- Organizations consistently indicated that they were challenged to meet their needs for operational expenses, (e.g., staff development, technology and equipment, capital improvements, and costs related to organizational capacity). Smaller organizations expressed more frequently the need for facility and capital-related expenses.
- The most frequently expressed challenge outside of funding issues was the need to engage in community education and awareness. This responsibility is largely unfunded and yet central to mission success.



INTRODUCTION

The following study is the first comprehensive examination of the nonprofit sector in the greater San Antonio region. The purpose of the study is to present a composite snapshot of the sector, including an indication of organizations that are active, the populations they serve, challenges they confront and identifiable impacts on the region.

Nationwide, the nonprofit sector is recognized as a fundamental component of the economy and civic structure, yet there is little data available that provides an indication of their contribution. The nonprofit sector in Texas is among the smallest and the

least studied. In 2011, a statewide study of the sector was conducted by the Nonprofit Management Program within the Bush School at Texas A&M, but no focused examination of organizations located in this particular region of Texas has been conducted to date.

Given the intention of generating a better understanding of the impact of the nonprofit sector on the greater San Antonio region, the San Antonio Nonprofit Council reached out to College of Public Policy faculty members at UTSA, Drs. Kandyce Fernandez and Jennifer Alexander, to establish parameters for a possible study. Over the course of several months, the group developed a pilot survey. Representatives from the San Antonio Area Foundation (SAAF), SA2020, and the United Way of San Antonio provided input toward the end of the survey development phase. More than 1360 organizations were identified as survey candidates based on the

list of participants active in the SANC annual fundraiser (Big Give 2016), SAAF workshop participants, and nonprofit organizations identified by SA2020 and the United Way of San Antonio. All organizations selected for the study were located in Bexar County or one of the 12 surrounding counties of Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, Uvalde, or Wilson.

The survey instrument was comprised of five sections that addressed general organizational information, descriptive data regarding programs and services, financial information, organizational outcomes, and unmet needs (See Appendix A). The survey was distributed in June 2017 through Qualtrics, an online survey package. Each potential respondent received via email an introductory letter indicating the purpose of the survey, a survey link, and a list of information required to answer the questions. Respondents were offered technical assistance if they encountered difficulty with the survey through the Policy Studies Center at UTSA. The survey was sent to 1360 email addresses, nearly 50 emails were returned as inactive, and 552 were opened.

A variety of efforts were undertaken to foster participation. The SANC published notifications of the pending survey and its purpose the month prior to the survey distribution. Weekly

email reminders to complete the survey were sent out via email, and survey links were shared through social media (Facebook) by the SAAF and the Policy Studies Center at UTSA. Respondents were offered a variety of incentives for completion of the survey over the course of a four-week period including weekly prizes (\$200) and a grand prize (\$1,000). During the fourth week, organizations were informed that the survey completion time had been extended for two weeks in order to increase response rates. At the end of six weeks, 421 organizational representatives had partially completed the survey (30 percent response rate) and 244 organizations had completed the survey in its entirety (18 percent response rate). A challenge to generating a greater response rate was the lengthy amount of time required to complete the survey (more than 30 minutes).

Analysis of survey results was first conducted on the data available for all organizations represented in the survey without financial indicators (421 organizations), and a subsequent analysis was conducted on the smaller set of 244 organizations that completed all sections of the survey including financial data. Results are elaborated in the following sections. Additional comparative information drawn from national studies is included to provide context.

“Nationwide, the nonprofit sector is recognized as a fundamental component of the economy and civic structure, yet there is little data available that provides an indication of their contribution.”



TEXAS NONPROFIT SECTOR: HOW DO WE COMPARE?

The size of the nonprofit sector in Texas is among the smallest nationwide, ranking 46th out of 50 states based on the number of registered nonprofits. (Brown, Jo, Anderson, 2013). Texas nonprofits account for only 5 percent of total private sector employment in the state, though the number is substantially higher in urban areas where the organizations are more prevalent. The nonprofit employment rate of less than 6 percent statewide places Texas among the four states with the lowest nonprofit employment (other states are Alabama, Nevada, and South Carolina). Nationwide, the nonprofit sector is responsible for more than 10 percent of all private sector employment on average, and at least 5.4 percent of the gross domestic product (National Bureau of Labor Statistics, 2014).

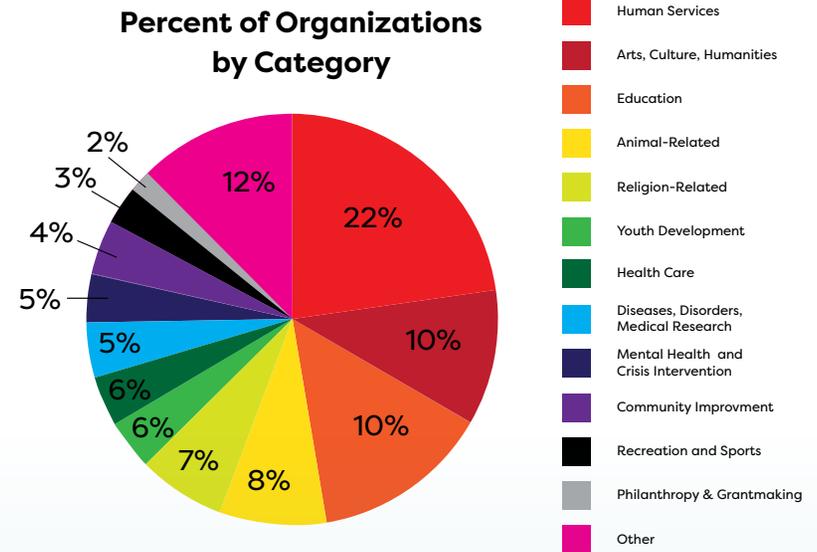
Most of the nonprofit organizations in Texas are located in urban areas and nearly half operate either in the Dallas/Fort Worth or Houston metropolitan regions. The San Antonio region has an average of 29 organizations per 10,000 people, compared with the Dallas Fort Worth “metroplex,” which has 32 organizations per 10,000 people, and Houston with the fewest number at 28 organizations per 10,000 people. Austin has the highest number of nonprofits per capita of any large city in the state (33 per 10,000), which relates to its designation as state capital (Brown et al., 2013).

Relative to other metropolitan areas of Texas, San Antonio has a slightly higher percentage of human service organizations and fewer educational and philanthropic organizations.

The Texas nonprofit sector has experienced steady growth over the past two decades though it appears to be growing at a slightly lower rate than the national trend. Urban Institute statistics indicate that nationally the number of nonprofits has grown by 50 percent since 2000. Comparable data available for Texas indicates that four out of every 10 nonprofits were established between 2000-2010 (Brown et al., 2013). The demographics of organizational age and size largely parallel national data (McKeever, 2015). Nearly 70 percent of nonprofits in Texas are designated 501(c)(3) organizations, a slightly larger percentage than national data wherein 66 percent of all nonprofits are designated 501(c)(3) organizations. Nearly three quarters, or 73 percent, of all charitable nonprofits in Texas are human service or religious organizations. Organizations that are 20 years old or more hold the majority of assets and generate nearly 60 percent of the revenue of nonprofits across the state, as would be expected (Brown, et al., 2013). Two-thirds of registered 501(c)(3) organizations in Texas can be classified as ‘small’ based on having annual budgets of less than \$500,000 (Brown, et. al. 2013).

PROFILE OF SURVEY RESPONDANTS

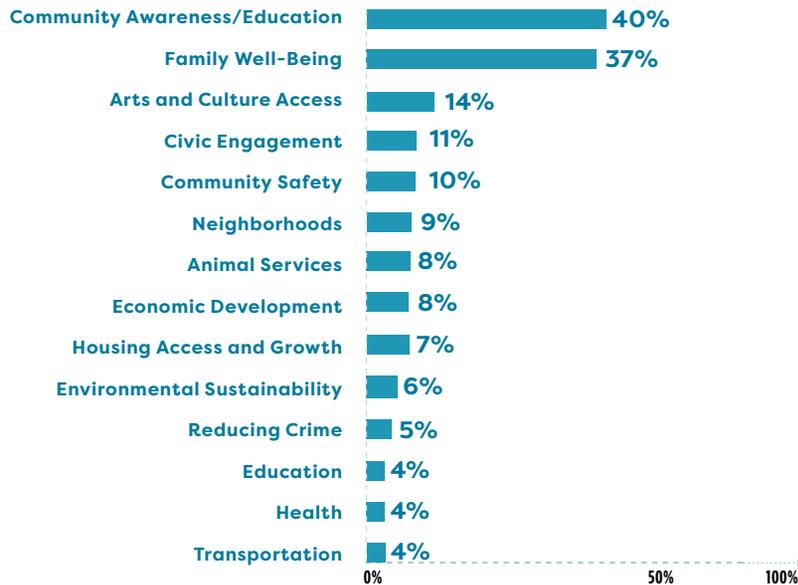
Survey respondents represent a wide spectrum of nonprofit types based on IRS codes (National Taxonomy of Exempt Entities). The highest percentage of respondents was in human services, followed by arts and culture and educational organizations. The percentages by classification are highly similar to national studies, which is relevant for purposes of comparison (Nonprofit Finance Fund, 2016).



Programs and Services

Survey respondents were asked to categorize their organizational purpose and given 13 possible choices, including “other”(see below). Respondents were free to choose all categories that pertained. Respondents selected an average of three categories per organization.

Organizational Purposes by Frequency Selected



The most frequently selected category of organizational purpose was community awareness and education. This selection reflects the distinctive ability of nonprofits to bring unaddressed public issues to public attention and give voice to issues of community concern. It is not necessarily a program area but a component of the organizational mission. Family well-being was the second most frequently selected choice. This category refers to the promotion and support of healthy family relationships and childhood development and includes programs and services that address any number of domestic challenges such as substance abuse, domestic violence, financial counseling, and mental health services.

The third most frequently selected category was “arts and culture access.” Respondents who selected this category to reference their organizational focus include museums, music programs (e.g. choirs, dancers, orchestras), and local theaters.

National studies conducted by the Nonprofit Finance Fund over the past six years have consistently indicated that nonprofits in the area of human services have been unable to meet demand and the percentage of organizations unable to meet community need has continued to climb from 47 percent in 2009 to 54 percent in 2016 (Nonprofit Finance Fund, 2016). This data has been taken as an indication that the social safety net is “frayed” and that nonprofits are

under-resourced to meet the level of need nationwide.

In an effort to discern the overall health of the social safety net in the greater San Antonio region, the survey asked respondents to indicate whether their services and programs constituted safety-net, prevention, intervention, community education/advocacy, or another type of program.

Examples of social safety net programs include emergency medical services that are need based, food banks, homeless shelters, transitional housing, mental health crisis services, and food delivery for elderly or individuals who are shut in. Examples of prevention programs include sexual health and education, summer camps for troubled youth, and spay-neuter services for animals. Intervention programs

provide non-emergency health care services to individuals and families in need, placement of homeless pets, and efforts to address mental health issues through counseling and support services. Community education and advocacy-related programs include mentoring youth, reading programs for early readers, educating communities about particular diseases (e.g. diabetes, Parkinson’s, AIDS), or other community-related issues.

Organizations in the study that provide safety net services and programs did not indicate more financial stress than organizations categorized as prevention, intervention or community education/advocacy. This may be because there was not a statistically significant number of safety net organizations or because their funding sources are relatively stable.

Top Program Types by Percentage

	Primary Program	Second Program	Third Program
Safety-net	12%	12%	12%
Prevention	19%	10%	11%
Intervention	22%	24%	13%
Community Education/Advocacy	38%	54%	47%
Other	19%	0%	17%

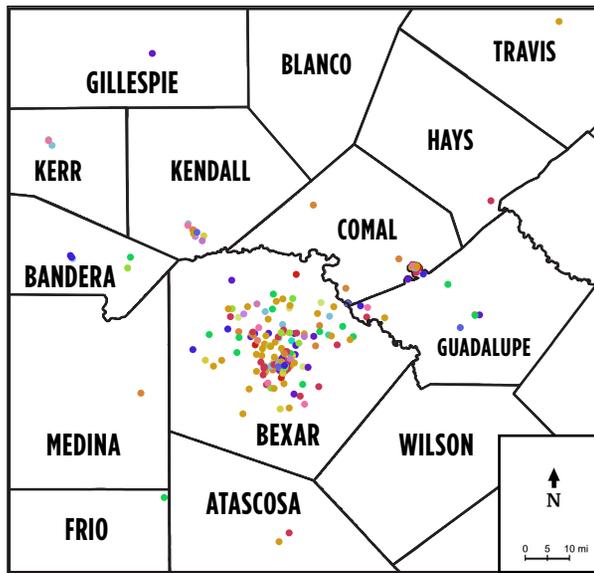
Location and Service Area

Nearly 70 percent of all survey responses identified an organizational address in Bexar County. Comal County was the second most frequently identified county with 7 percent of all respondents. Although the majority of organizations are located in Bexar County, their service areas frequently extend into nearby counties. Forty-three percent of respondents indicated

that they serve two or more counties, and 12 percent of the organizations provide services in all 13 counties included in the study. Most frequently selected counties where services are delivered are Bexar, Comal, Guadalupe, and Kendall Counties. Uvalde, Karnes, and Gillespie had the fewest nonprofits providing services.

¹ Based on address information collected from Guidestar (guidestar.org) or organizational websites.

² 14 percent of organizations did not have an identified physical address but rather PO boxes or on-line “presence.”



The map to the left shows the physical locations of the nonprofit organizations that completed the survey. Organizations are also color-coded by their NTEE code, or their IRS designated service type.

- Arts, culture, humanities
- Education
- Environment
- Animal-related
- Healthcare
- Mental health & crisis intervention
- Diseases, disorders, medical disciplines
- Medical research
- Crime & legal-related
- Employment
- Food, agriculture, nutrition
- Housing & shelter
- Recreation & sports
- Youth development
- Human services
- International, foreign affairs, security
- Civil rights, social action, advocacy
- Community improvement & capacity building
- Philanthropy, voluntarism, grantmaking foundations
- Science & technology
- Social science
- Public & societal benefits
- Religion-related
- Mutual & membership benefit
- Other

The map below indicates the number of organizations in the survey that provide services or programs in the following counties. Organizational classifications that most frequently extend services beyond their particular county are in human services, arts and culture, and education.

Number of Nonprofits Providing Services



Organizational Age

The average age of nonprofits in Texas is almost 25 years according to the Texas A&M study (Brown et al., 2013). In the current study, the average age of organizations was 31 years, and half of the organizations included in the survey are 20 years old or more, which may indicate a more established sector in this region. The category

of older organizations exhibited the greatest variety of program areas and organizational focus in the study. Human service organizations were consistently well represented across all age categories, but among older organizations, arts and culture, education, and religious organizations were also well represented.

Organizational Age of Survey Respondents

Organizational Age	Percentage of Organizations
20 or more years old	50%
10-20 years old	18%
5-10 years old	14%
5 years or younger	19%

A disproportionate number of animal-related organizations, including rescue programs, animal shelters, and rehabilitation programs were founded five or fewer years ago. This may reflect growing public awareness and a need for these services, which developed in the recent past.

Organizational Staffing and Volunteers

The organizations within the study indicated a total number of 6,670 full-time and 3,224 part-time employees working in their organizations. The average number of employees was 28 full-time and 14 part-time, but these figures are skewed due to organizational outliers. A more representative indication of the organizational norm is the median of three full-time employees and two part-time employees. Organizations that typically exceeded the average number of full-time employees were in

the category of human services with an average of 68 full-time employees. Healthcare organizations had an average of 30 full-time employees, and educational organizations averaged 32 full-time employees. Religious organizations averaged 60 full-time employees, making them some of the larger staffed organizations in the study. Organizational respondents indicated total volunteer participation in excess of 91,600 volunteers. The median number of volunteers per organization was 70.

ORGANIZATIONAL SIZE AND CHARACTERISTICS

An organization's stage in its life cycle can be a key indicator of challenges and opportunities. Accordingly, organizations were categorized as to where they were in their life cycle based on the size of their annual budgets and organizational age. Categories were then analyzed to discern whether

organizations indicated similar financial challenges or unmet needs in their survey responses.

In the following section, we describe the characteristics of organizations according to each of the four categories of organizational size indicated in the table below.

Organizational Size by Total Revenue
Extra Large (Total Revenue > \$7M)
Large (Total Revenue between \$1M-\$7M)
Medium (Total Revenue between \$300,000-\$1M)
Small (Total Revenue < \$300,000)

The table below provides a summary of organizational characteristics by organizational size.

Organizational Size	Percent of Total Orgs	Average Orgs Age	Average Number of FT/PT Employees	Average Revenue	Average % budget from government	Median Number of people Served (unduplicated)
Extra Large	9%	74 yrs	216/90	\$20M	47.6%	4,762
Large	26%	42 yrs	40/22	\$3.05M	44.5%	4,950
Medium	24%	26 yrs	4.5/5	\$541,100	19%	1,150
Small	41%	11 yrs	>1/2	\$87,360	5.6%	300

Small Organizations

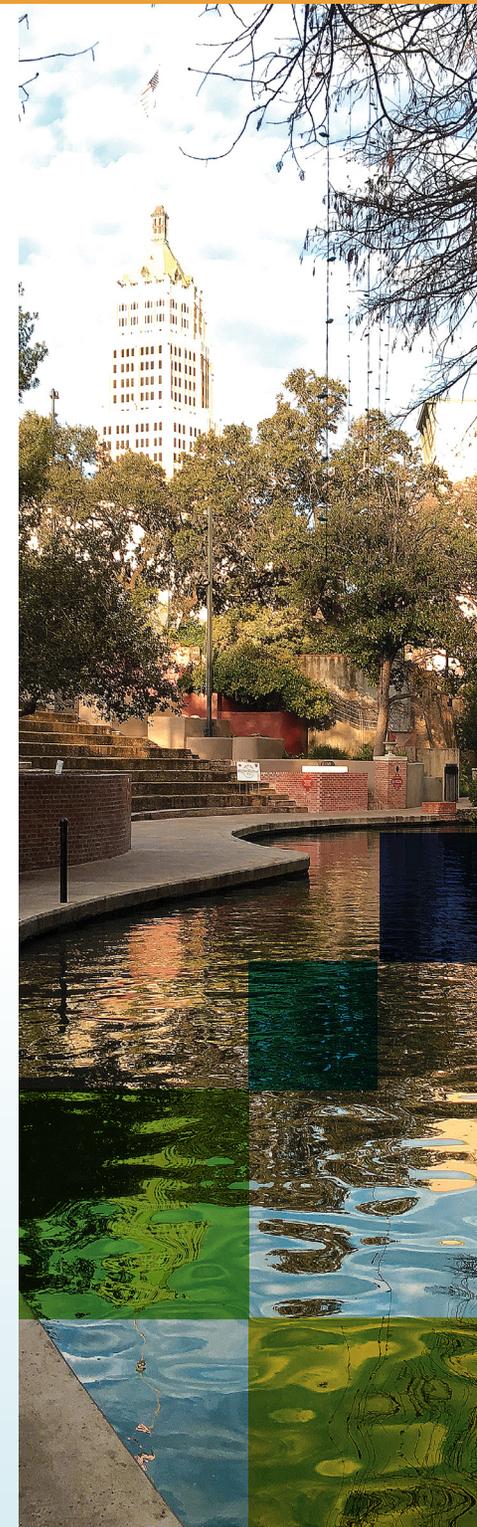
Forty-one percent of survey respondents fell into the category of smaller nonprofits. Their average age was slightly over 11 years, their annual budgets fell below \$300,000, and average budget size was \$87,360.

Smaller nonprofits in the study averaged fewer than one full-time employee and nearly two part-time employees. In the most recent fiscal year, smaller organizations most often had 25 volunteers. This category of

organizational size exhibited the lowest percentage of total funding from the government, with an average of 5.6 percent of total annual budget drawn from either state, local or federal funding.

Organizations early in their life cycles typically lack established relationships with funders that generate financial stability or the sophisticated operating systems that enable an organization to manage the accountability demands of government funding. Hence, the low level of government funding as a percentage of total budgets among organizations in this category is expected. Government funding requires a more sophisticated infrastructure capable of tracking performance measures and accounting data, which these organizations have yet to establish.

The majority of small organizations reported moderate increases in revenues and expenses over the past three years, while assets and liabilities stayed the same. Fully 30 percent of them indicated that expenses exceeded revenues in the past fiscal year, a possible indication of fiscal instability. Sixty-two percent reported a moderate to significant increase in both revenue and expenses over the past three years, suggesting that they are surviving financially. Programs and services were delivered across three counties on average. The classifications of organizational services were the most diverse among smaller organizations. Program areas included arts and cultural organizations (15 percent), animal-related services (14 percent), human services (11 percent) and youth development (10 percent).





Medium Organizations

Nearly a quarter of the organizational respondents came from organizations described as medium in size. Revenues ranged between \$300,000 to \$1 million. The average age of medium-sized organizations was nearly 27 years, placing them in the mature range of the life cycle where core programs and funding streams are established. Medium-sized organizations receive nearly 20 percent of their budgets on average from government sources, and they averaged four full-time employees, five part-time employees and 150 volunteers.

As with the category of small organizations, they provide services to an average of three counties, but they were active primarily in Bexar and Comal Counties. Organizational services were in human services, arts and culture, education, and diseases or medical disorders. The majority (73 percent) reported moderate increases in expenses; 68 percent reported increases in revenues and stable to moderate increases in assets and liabilities. Close to 40 percent of organizations reported that expenses exceeded revenues in the past fiscal year.

Large Organizations

Large nonprofits represent 26 percent of the organizations in this study. Their average budgets were over \$3 million, though annual revenue ranged from \$1-7 million. These organizations are mature and established with an average age of 42 years. Their average number

of employees is 40 full-time, 22 part-time and 572 volunteers per year. These organizations provide services in an average of four counties, though over half of them provide services in only one, and 66 percent serve three or fewer counties. Large organizations

were most frequently in human services, arts and culture, education, and healthcare. Sixty-five percent reported moderate to significant increases in revenues and expenses, and more than

a quarter, or 26 percent, reported that expenses had exceeded revenues in the past fiscal year.

Extra Large Organizations

Organizations in the category of 'extra large' included those with annual revenues in excess of \$7 million. These organizations represent 9 percent of the survey respondents. The annual budget of organizations in this category averaged \$20 million, organizational age was 74 years, and the average number of full-time employees was 216, with 90 part-time employees and over 1600 volunteers. As with all other organizational categories, extra large organizations serve an average of three counties. Sixty-six percent of the extra large organizations are in human services and the remainder is evenly distributed among the categories of religion related, housing and shelter,

and education. Organizations at this stage of their life cycle are categorized as mature and sustainable in that programs, funding and operations are established although they may exhibit signs of stagnation and renewal. This organizational category received the largest amount of government funding, with an average of 48 percent of their annual budgets drawn from some level of government; this was not substantially different than larger organizations that reported 44 percent of annual revenue from government sources. 33 percent of extra large organizations reported expenses in excess of revenues over the past year.



FINANCIAL DATA AND TRENDS

Organizational respondents were asked to report expenses and sources of revenue over the past year (categories included: government, individual donors, corporate contributions, foundations, special events, dues and membership fees, and private sale of goods or services). In addition, respondents were asked to describe financial trends over the past three years and whether their organization had experienced moderate to significant increases or decreases in revenues, expenses, assets or liabilities. Respondents also indicated whether revenue sources had changed significantly over the past three years.

On the surface, results indicate a relatively stable financial picture across all organizational categories. The majority of organizations of all sizes reported stable to moderate increases in revenue over the past three years (see table below for percentage of organizations that reported three-year shifts in revenues,

expenses, assets, and liabilities). Only 4 percent of respondents reported expenses had increased moderately to significantly in the past three years, while also reporting that revenues had moderately to significantly decreased. However, this broadly drawn data does not provide a clear indication of whether organizations are able to meet community need or whether they are able to develop the operating system and staff commensurate with the services they are seeking to deliver. Their responses to unmet needs suggest otherwise (see next section).

In total, 30 percent of the survey respondents indicated that expenses exceeded revenues over the past year. One would anticipate that organizations earlier in their life cycle would be the most fiscally unstable and most likely to fail. Fully 25 percent of small organizations in the study reported that expenses exceeded revenues in the past fiscal year. Surprisingly, among medium-sized

organizations, the appearance of fiscal stress was greater. Close to 40 percent of medium-sized nonprofits reported expenses that exceed revenue during their most recent fiscal year. In the final two categories of organizational size, 65 percent of large and 63 percent of extra large organizations reported moderate to significant increases in revenue and expenses. Twenty-six percent of large and 33 percent of extra large organizations reported expenses in excess of revenue in the past year.

In short, organizations that experienced some financial distress over the past year were distributed across all sizes and stages in their life cycle. The larger organizations have a higher percentage of human service organizations and these organizations indicated that some of their fiscal stress was attributable to a gap between service costs and reimbursement.

The table below indicates the percentage of organizations that report increases or decreases in their revenue and expenses over the past three years. The majority of organizations report moderate to significant increases in revenue and expenses.

**Three Year Financial Trends:
Percent of Organizations by Size**

	Total Revenue				Total Expenses			
	S	M	L	XL	S	M	L	XL
Decreased Significantly	6.5	3.4	0	0	2.2	5.1	1.7	0
Decreased Moderately	14.1	15.3	20	15.8	12	15.3	13.3	15.8
Stayed the Same	17.4	13.6	15	21.1	23.9	6.8	6.8	21.1
Increased Moderately	41.3	52.2	40	47.4	43.5	52.2	52.2	47.4
Increased Significantly	20.7	15.3	25	15.8	18.5	20.5	20.3	15.8
Not applicable	0	0	0	0	0	0	0	0

ORGANIZATIONAL CHALLENGES AND UNMET NEEDS

The final portion of the survey queried respondents about unmet needs facing nonprofit organizations. Organizations indicated that their greatest needs continued to be funding and resources, but across all classifications and sizes, respondents raised the challenge of meeting the core element of their mission of building community awareness or community education. Language frequently referenced business terms such as marketing, branding, or communications, which is generally understood to be advocacy in the form of community education. For example, organizations mentioned the need to educate the public about the complexity of issues such as substance abuse, foster care, homelessness, and the need for community engagement as a part of fulfilling the organizational mission.

Some community education pertained to organizational needs for greater visibility, community awareness regarding the types of services

they provide, or even community participation. One nonprofit commented, “the need is simple: we need more people who are willing to open their hearts and homes to foster care.” Or, “We need to shine a brighter light on the issues of child abuse in the community.” Another organization working on homelessness brought up a similar point, “one thing that the organization needs is better awareness in the community about the complicated issues that contribute to homelessness and that stand in the way of families overcoming their situation and achieving true independence.” Consistently mentioned was the difficulty of pursuing marketing or community education, which are central to organizational success but remain largely unfunded.

A number of unmet needs that pertain to operational expenses were emphasized across all organizational sizes: funding for staff training, professional development, technology support, health insurance and benefits for employees, and more competitive salaries. Smaller organizations expressed more frequently the need for capital improvements, equipment, and larger facilities. Middle to extra-large organizations consistently emphasized the need for unrestricted funds, for funding to bridge the gap between government funding and total service costs, and in some cases, the challenge of need exceeding capacity to provide services.

A number of unmet needs were emphasized across all organizational sizes: funding for staff training, professional development, technology support, health insurance and benefits for employees, and more competitive salaries.

WHAT DO WE NEED?

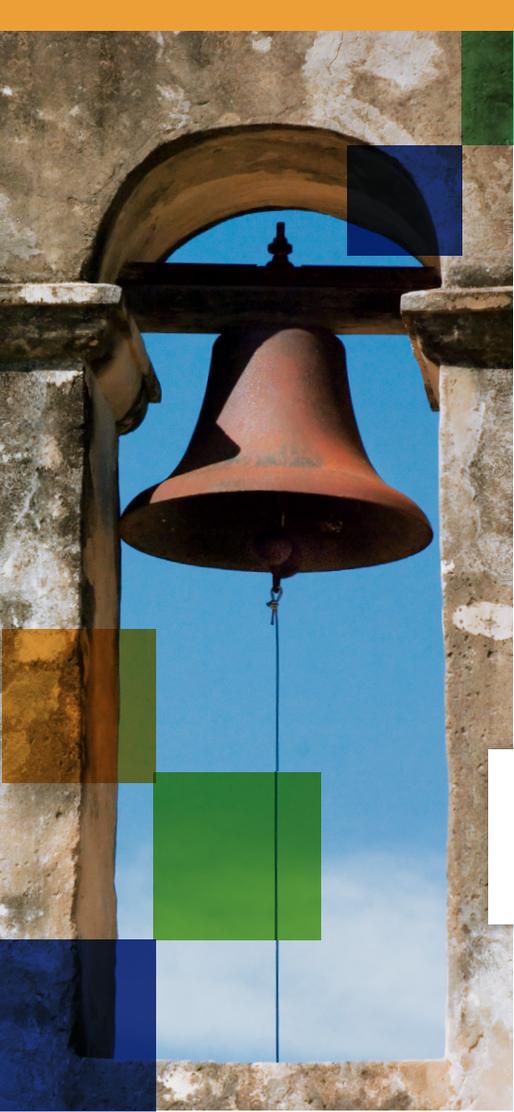
“A sustainable funding source to support our new teacher professional development, as well as a full-time teacher trainer. Funding for technology support.”

WHAT DO WE NEED?

“We have several calls a day from people who cannot afford even our minimum payment for counseling services. We are also in need of a new location because we have outgrown our current facility and the rent is increasing every year.”

WHAT DO WE NEED?

“We need a paradigm shift in how communities view nonprofits as a whole in regard to its employees’ salaries and letting that (influence) how the community gives.”



technologies have high fixed costs. They are also resource intensive, and nonprofits have lacked access to the assets available to private sector organizations that enable them to purchase this equipment.

This data reflects a prevalent national trend referenced as “the starvation cycle,” or the phenomenon of unrealistic expectations of overhead costs which then hinder operational capacity and stability. A rule of thumb for government and foundations has been 15 percent overhead or indirect costs. In fact, funders often regard a reduction in the cost of overhead as a positive step. In reality, unduly low overhead or reductions can jeopardize an organization’s capacity to track outcomes, to train staff, or to compete with the private sector which has more ready access to investment for equipment and overhead.

COMMUNITY IMPACT

Organizations were asked to rank the effectiveness of their programs over the past year and to provide examples of measurable outcomes. Overall, 81 percent of all respondents indicated that their primary program was highly effective; 22 percent indicated that their primary program was somewhat effective. Secondary and tertiary programs were ranked lower by respondents; 69 percent and 68 percent of respondents ranked their programs as highly effective, and 29 percent and 26 percent indicated that they were somewhat effective. No respondents indicated that any program was ineffective, and a negligible number indicated that a program was somewhat ineffective.

Organizations of all sizes emphasized the need for infrastructure and information technology, in particular. This data mirrors a national trend. As the nonprofit sector has professionalized and been required to demonstrate performance measures and accountability to funders, there has been a need to purchase and maintain information technologies necessary for tracking outcomes. Information

Outcome measures included the provision of particular services, such as dental care, housing, testing of a health need, helping high-risk youth complete education, creating a registry of families struggling with a mental health disorder, fostering legislative change, increasing the number of service providers, finding a life-saving option for nearly 7,000 animals per year that would be euthanized, and a camp that services children with moderate to severe special needs.

Admittedly, some highly valuable organizational services would be

difficult to generate performance measures around. For example, the success of programs designed to educate and prevent suicide among teens or to reduce teen pregnancy in Bexar County are challenging to assess. Other programs generate outcomes that are expensive to track, will require years to generate, and may be difficult to discern. For example, a program providing arts education may contribute to long-term success in schools by boosting academic achievement and encouraging critical thinking, but it may be challenging to isolate program impact as an outcome.

MOVING THE NEEDLE AGENCY SPOTLIGHT: HEALTHY FUTURES

BAE-B-SAFE (“Before Anyone Else” Be Safe)

The purpose of the BAE-B-SAFE program is to support educational success and increase graduation rates among community college students by reducing unplanned pregnancies and providing young people with life skills to protect their futures. BAE-B-SAFE provides evidence-based sexual and reproductive health education programs to 18-19 year olds, and 20 year olds who are currently pregnant or parenting.

Metrics:

Our annual goal is to provide evidence-based programs to 900 18-19 year olds and 20 year olds who are currently pregnant or parenting on three Alamo community college campuses and their surrounding communities. Participants complete surveys immediately upon entry and exit of the educational program. They also complete follow up surveys. In addition, our goal is to



connect these youth to healthcare services by partnering with community clinics that provide an adolescent-friendly clinical experience at a low-cost.

Success – Colleges: Healthy Futures entered into partnerships with community colleges which were selected based on demographic data that identified zip codes in San Antonio with the highest rates of teen pregnancy. The BAE-B-SAFE program is delivered to students in three Alamo Community Colleges, including San Antonio College, St. Philip’s College, and Palo Alto College.

BAE-B-SAFE has successfully been adopted into the course syllabus of 30+ Student Development and Educational

Success courses on all three campuses. The goal is to expand to all first-year courses to provide the same educational experience for all first-year students.

Success – Faculty & Staff: To build a supportive cadre of faculty and staff that can serve as a resource to students, Healthy Futures provided training to 27 faculty. Selected faculty instruct courses to college students through first year courses and supplemental learning opportunities. Training increased faculty knowledge levels in sexual and reproductive health and their ability to comfortably discuss this topic with students. Training topics included: Sex Ed 101, Trauma Informed Approaches, Gender and Sexual Diversity, and Cultural Proficiency.

Success – Students: While the first year of the program focused on developing relationships with colleges and faculty, by the second year, the program directed its focus on students. A total of 631 participants (456 females and 175 males) received evidence based program courses. In addition 356 students completed online lessons developed by The National Campaign to Prevent Teen and Unplanned Pregnancy. Participants learned about HIV and STD prevention, healthy and unhealthy relationships, anatomy, and contraception. They completed critical goal setting and future orientation activities in an age appropriate, safe and comfortable setting.

Success – Healthcare Referrals: Healthy Futures implemented a community clinic referral system with CentroMed clinics to link students to low-cost family planning and primary care services. Through this partnership, BAE-B-SAFE staff receive training on patient eligibility, clinic intake processes, and patient scheduling

practices. This staff training helps staff address barriers that students say they encounter related to medical cost, fear and anxiety, and lack of insurance that keeps them from accessing care.

Impact:

From 2010 to 2014 San Antonio experienced a 26 percent decrease in the teen birth rate for females ages 15 to 19, exceeding the SA2020 goal of reducing the teen birth rate by 25 percent by the year 2020. However, while the teen birth rate in San Antonio declined 46 percent since 2000, it remained 55 percent higher than the U.S. rate. In 2014 in San Antonio, there were 2,441 births to females ages 10 to 19. The highest percent (69 percent) of teen births (1,688) occurs in the 18 -19 age group. Clearly, there is still much work to be done.

Per The National Campaign to Prevent Teen and Unplanned Pregnancy, at present, fully half of all pregnancies are described by women themselves as unplanned. Among unmarried women in their twenties, seven in 10 pregnancies are unplanned. As is true for teen pregnancy, unplanned pregnancy—especially among single young adults—carries with it a broad array of socio-economic and health risks to women and men, to children, and to the larger community.

The BAE-B-SAFE program delivered to a young reproductive age group on community college campuses supports Centers for Disease Control and Prevention (CDC) findings that highlight the link between health-related behaviors and educational outcomes, suggesting that education and public health professionals can find their respective education and health improvement goals to be mutually beneficial.



MOVING THE NEEDLE

AGENCY SPOTLIGHT: READYKIDSA COALITION

ReadyKidSA was created because research shows that early investments in children’s early childhood development not only benefit them now, but into the future as they transition into becoming healthy, thriving and contributing adults to the local workforce and to their community. It aims to create a comprehensive early childhood system that promotes the social, emotional, physical and cognitive development of children 0-8 and to provide parents and caregivers with the tools and resources to better support their families.

ReadyKidsSA is a coalition of organizations across Bexar County. Of those organizations, the following are also members of The Nonprofit Council:

- Any Baby Can
- Children’s Shelter
- Clarity Child Guidance Center
- Communities in Schools
- Family Service Association of San Antonio, Inc.
- Martinez Street Women’s Center
- YMCA of Greater San Antonio

Metrics:

The ReadyKidSA Coalition Scorecard represents the work in progress of the ReadyKidSA coalition in applying Results-Based Accountability for whole populations and client populations. Because it is a work in progress, the language, strategic thinking and progress relative to



data collection and presentation are dynamic and subject to change. The information on this Scorecard should therefore be viewed in the spirit of a community striving together towards continuous improvement on behalf of children and families.

The ReadyKidsSA Coalition set three (3) goals, which each have a desired result with 3 measurable indicators:

The measured data includes percent change, current trend and time measured. Each section features graphs plotting the change over a period of years, heat maps where showing geographic distribution by county (where appropriate), lists of factors affecting the data, practices with a proven positive affect, practices that show promise, low cost solutions, and recommendations for policy changes, systems changes, direct service, and family practices.

Happy Children

Result 1. All children grow up in safe, stable, and nurturing environments	Time Period	Actual Value	Current Trend	Baseline % Change
Indicator 1.1. # of confirmed victims of child abuse or neglect per 1,000 children	2015	9.9	↓5	-27%↓
Indicator 1.2. % of children 0 to 17 experiencing food insecurity	2014	23.4%	↓3	-13%↓
Indicator 1.2. % of families with children 0 to 17 experiencing employment instability	2015	11.4	↓3	-17%↓

Healthy Children

Result 2. All children are healthy in mind, body, and spirit	Time Period	Actual Value	Current Trend	Baseline % Change
Indicator 2.1. % of children 0 to 17 without health insurance coverage	2015	6.6%	↓2	-38%↓
Indicator 2.2. % of pregnancies receiving late or no prenatal care	2014	36.6	↓1	59%↑
Indicator 2.2. % of Kindergarteners assessed as “Vulnerable” in the emotional maturity EDI domain	2016	8.4%	↑1	4%↑

Ready Children

Result 3. All children are curious learners progressing towards their full potential	Time Period	Actual Value	Current Trend	Baseline % Change
Indicator 3.1. # of Kindergarteners Assessed as “Very Ready” in Four or More EDI domains	2016	24.3%	↑3	8%↑
Indicator 3.2. % of licensed child care capacity with an accreditation	Q4 2016	29.5%	↑2	3%↑
Indicator 3.2. % of 3 and 4 year olds enrolled in school	2015	45.4%	↑1	-3%↓

Impact:

The ReadyKidsSACoalition has built on successful child and family programs in San Antonio to help children in the San Antonio communities receive the tools they need to develop and succeed throughout their lives.

Specifically, it has helped to:

- Decrease confirmed victims of child abuse or neglect by 27 percent
- Decrease percent of children experiencing food insecurity by 13 percent

- Decrease percent of families with children experiencing employment instability by 17 percent
- Decrease percent of children without health insurance coverage by 38 percent
- Increased percent of kindergarteners assessed as “Very Ready” in four or more Early Development Instrument domains by 8 percent
- Increased percent of licensed child care capacity with an accreditation by 3 percent

MOVING THE NEEDLE

AGENCY SPOTLIGHT: SAN ANTONIO PETS ALIVE

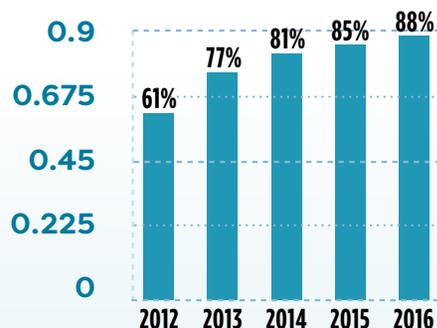
SAPA! was founded in 2011 as a commitment to help the city of San Antonio address a devastating reality of thousands of dogs and cats (19,453 in 2011) being euthanized annually at the city shelter. In 2011 the live release rate (the number of dogs and cats who left the shelter alive) was thirty-two percent. This means that seventy eight percent of the dogs and cats entering the city shelter were euthanized. The national standard for being considered a No Kill community is a live release of ninety percent or better.

San Antonio Pets Alive! was founded on the tenet that killing is not a solution to address pet overpopulation, and as a community, we are responsible for finding life-saving solutions. Since inception, SAPA! has saved the lives of 37,500 dogs and cats pulled directly from the city shelter. These efforts have rapidly propelled the city to consistently realize a save-rate in the high eightieth percentile, with several months achieving a save/live release rate of ninety percent or better.

SAPA! pulls the most vulnerable dogs, cats, puppies and kitties already slated for euthanasia. We are their last chance for life. 2012, 2013, 2014, 2015, and 2016 Over eighty percent of the animals saved from the euthanasia kennels have treatable medical conditions. To this end San Antonio Pets Alive! staffs a clinic that houses an intensive care unit for puppies with parvo, wards to treat ringworm, heartworm and various other medical conditions. We have a robust foster team of over fourteen

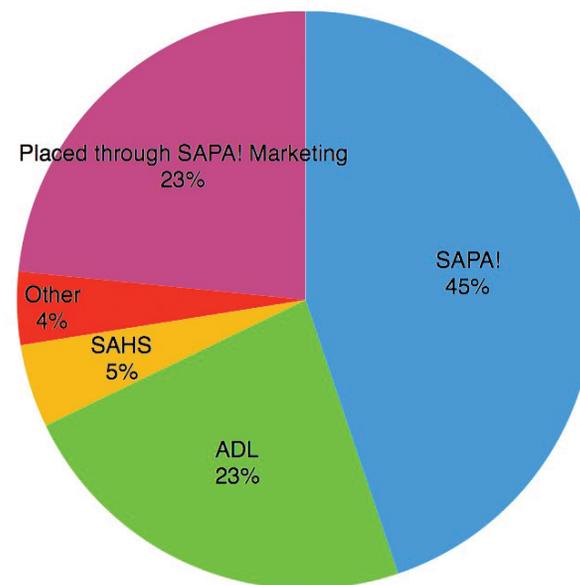
hundred families engaged in temporary care. We have launched a transportation program with partner rescues in cities who do not face the pet overpopulation that is so prevalent in many Texas cities, with a goal to send over fourteen hundred dogs annually to adopters in these northern communities. Our placement team works every day of the week on social media and email to highlight at risk dogs (at risk means the dog has already been identified as having a deadline to be euthanized) and work with partner rescues to place these animals in safe environments.

City of San Antonio Live Release Rate



It is estimated that an additional near three thousand dogs are rescued annually via this San Antonio Pets Alive! marketing process. This additional three thousand animals saved through marketing contributes greatly to the ultimate live release number.

Projected Year End Saves Through Animal Care Services (city shelter) Partner Rescue Groups Total: ~12,803



Total: 12,803

SAPA - San Antonio Pets Alive: 5,736

ADL - Animal Defense League: 2,949

SAHS - San Antonio Humane Society: 596

All Other: 522

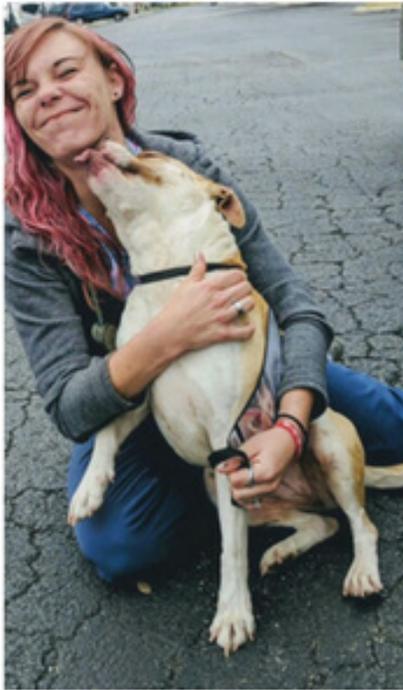
Rescued by "Other" thru SAPA!: 3,000

SAPA! employs a team of staff to help the city market animals at risk of euthanasia. These marketing efforts reach a local and national audience resulting in the placement of around 3,000 dogs each year.

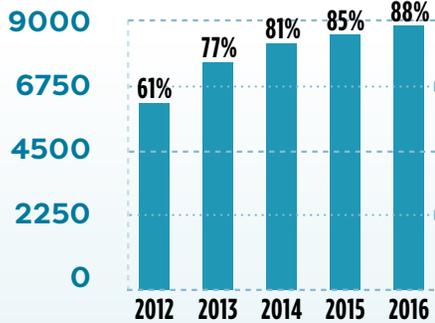
*Data Source: 3rd party open-records review, October 2016-July 2017
Totals based on 5/6 data are projected

Metrics:

San Antonio Pets Alive! cannot control the live release number for the city. What we can do, is perform as the largest pet partner for the city, and continue to provide marketing for the dogs who are at risk for euthanasia. Our role and efforts have resulted in 37,500 lives saved in five years. The 37,500 save number is strictly the number pulled through the contract with the city. If the additional three thousand animals who find placement through the SAPA! marketing efforts annually were added, the impact number grows to 54,000 lives saved through San Antonio Pets Alive! efforts. As the largest partner to the city, we are responsible for the rescue of forty-five percent of all rescue organizations combined.



**Number of Animals Saved by SAPA!
Per Calendar Year**



Impact:

San Antonio can meet the national standard of ninety percent live release: No Kill Community. With San Antonio Pets Alive! fully functioning at our capacity, we are the linchpin of the city meeting this goal.



CONCLUSION

This initial study of the state of the sector of nonprofit organizations in Bexar and surrounding counties indicates a sector that is slightly smaller than the national and state average and it may be slightly older and more established than the state norm. Respondents were spread across a broad spectrum of service areas and the demographics of organizational classification, size and age were sufficiently similar to national data to warrant comparisons.

Organizations indicate relatively stable financial conditions over the past three years with moderate to significant increases in revenues and expenses across all organizational sizes, although human service organizations consistently indicated financial stress as reimbursements fall below service costs. While safety net organizations did not indicate more financial stress than other categories it is clear from

open-ended questions that a number of human service organizations are unable to meet need. It would be valuable to generate a clearer picture in a future study of the service areas in which community needs are unmet and where clients turn when organizations are unable to respond.

National data indicate that there has been a steady pattern of reduced funding and philanthropy has been unable to fill the gaps (Nonprofit Finance Fund, 2016). Financial data in this study is generalized and does not allow a direct comparison. However, thirty percent of all survey respondents reported fiscal stress in the past fiscal year across all organizational sizes. While it would be expected among smaller organizations, as they are less fiscally stable, the fiscal stress was identified across all organizational sizes and continued through mature and established organizations.

Organizations consistently articulated that they are under resourced with regard to operational expenses. Unmet needs included staff development, salaries, technology and equipment, capital improvements, and other costs related to overhead. Smaller organizations expressed more frequently the need for facility and capital related expenses. The phenomenon of the 'starvation cycle' appears to be in play in that nonprofits with unrealistically low operational costs may appear to be fiscally sound but are unable to build capacity. Finally, organizations across the spectrum indicated that they lack the funding to engage in building community awareness, to 'tell their story' in a manner necessary for community engagement and organizational success.

The nonprofit sector in the greater San Antonio region echoes a few national trends. Nonprofits continue

to be caught in a number of double binds, between adopting financial strategies directed to individually funded and measurable services and the expectation that the sector be charitable, that nonprofits respond to unmet and sometimes unfunded needs. Nonprofits are struggling with the conflicting expectation that they provide professionalized services and also maintain low operational costs. A thriving nonprofit sector will require that key stakeholders such as government and philanthropy work with nonprofit leadership to find the means to respond creatively to the challenges ahead.

Participating Organizations

A World for Children
 Abode Contemplative Care for the Dying
 Acacia Medical Mission
 Acts of Hope Center
 ADULT & TEEN CHALLENGE OF TEXAS
 Alamo Area Resource Center
 Alamo Breast Cancer Foundation
 Alamo chapter Us TOO prostate cancer support group
 ALAMO CITY OPERA
 Alamo City Pit Bull Rescue and Rehabilitation
 Alamo Metro Chorus
 Alamo Public Telecommunications Council dba KLRN
 Alpha Home
 Alpha Home
 ALS Association of Texas
 Alzheimer's Association
 AMCB Foundation
 American Indians in Texas Spanish Colonial Missions
 American Red Cross
 Animal Defense League of Texas
 Any Baby Can
 Any Woman Can
 Arthur Nagel Community Clinic
 ARTS San Antonio
 Assistance League of San Antonio
 Association for the Advancement of Mexican Americans
 Assumption Semia
 Atascosa Family Crisis Center
 Autism Lifeline Links
 Autism Treatment Center
 AVANCE-San Antonio, Inc.
 Avenida Guadalupe Association
 Baller Camps
 Barshop Jewish Community Center of San Antonio
 Bethel Community Development Corporation, Inc.
 Bexar County Community Health Collaborative
 Bexar County Family Justice Center Foundation
 Big Brothers Big Sisters of South Texas
 Big Brothers Big Sisters of the Texas Hill Country
 Bihl Haus Arts
 Blessed Ground, Inc.
 Blessed Sacrament Academy
 Blue Star Families
 Blueprint Ministries
 Boerne Community Theatre
 Boy With a Ball San Antonio
 Boys & Girls Clubs of Bandera County
 Boys & Girls Clubs of San Antonio
 Bright Star Ministries and Outreach, Inc
 Brighton Center
 Camp to Success
 CANINE CLASSMATES
 Canyon Lake Animal Shelter Society
 CASA of South Texas
 Celebration Circle of San Antonio
 Center for New Communities
 CentroMed
 CFAR-the Center for Formative Action and Reflection
 Child Advocates San Antonio
 Children's Association for Maximum Potential (CAMP)
 Children's Chorus of San Antonio
 Chosen Care
 Christian Assistance Ministry or CAM
 Christian Cupboard Inc.
 Christian Job Corps of Kendall County
 Christian Senior Services - Meals on Wheels San Antonio
 Chrysalis Ministries
 City Education Partners
 Clarity Child Guidance Center
 Colonial Hills United Methodist School
 Comal County Senior Citizens Foundation
 Communities In Schools of San Antonio
 Communities In Schools of South Central Texas
 Community Council of South Central Texas, Inc.
 Congregation of Divine Providence
 Congregation of Sisters of Charity of the Incarnate Word
 Connections Individual and Family Services, Inc
 Contemporary Art for San Antonio dba Blue Star Contemporary
 Converse Animal Shelter, Inc.
 Corazon Ministries, Inc.
 Court Appointed Special Advocates (CASA) of Central Texas, Inc.
 Cressie Animal Refuge and Enrichment (CARE)
 CRRC of Canyon Lake, Inc.
 Crystal Sea Drama Company
 Daedalian Foundation
 DaisyCares



Daughters of Charity Services of San Antonio
 De Novo Foundation
 Diamond Dachshund Rescue of Texas
 disABILITYsa
 Divine Redeemer Presbyterian ChurchDoor of
 Hope Counseling Center
 Dress for Success San Antonio
 Dynamic Schools Research Institute
 Eagles Flight Advocacy and Outreach
 East Central School Foundation
 Eden Animal Sanctuary
 El Bari Community Health Center
 Elite Counseling Inc.
 Ella Austin Community Center
 Esperanza Peace and Justice Center
 Families Empowered
 Family Life Center
 Family Promise of Greater New Braunfels
 Family Service Association
 Family Violence Prevention Services, Inc./The
 Battered Women and Children's Shelter
 Fiesta San Antonio Commission
 First3Years
 Friends of Cibolo Wilderness DBA Cibolo Nature
 Center & Farm
 Friends of Paws in Prison, Inc.
 Friends of The Tye Preston Memorial Library
 Frontier Times Museum
 Get Up Community Center, Inc.
 Girls Inc. of San Antonio
 Girls on the Run of Bexar County
 Gizmo's Gift
 God's Dogs Rescue
 Good Samaritan Community Services
 Gorge Preservation Society, Inc.
 Grace House, Inc.
 Great Hearts Texas
 Greater Randolph Area Services Program Inc
 Green Spaces Alliance of South Texas
 Growing Empowered Together
 Guadalupe Valley Family Violence Shelter, Inc.
 Guardian House
 Guide Dogs of Texas
 Habitat for Humanity of San Antonio
 half Helen Foundation
 Hallmark University, Inc.
 HANK, Inc
 Happened by Chance Horses Inc
 Haven for Hope
 HCA de SA
 Headwaters at Incarnate Word
 Healthy Futures of Texas
 Healy-Murphy Center, Inc.
 Heart of Texas Concert Band
 HELOTES HUMANE SOCIETY

Hemisfair Conservancy
 Heritage Society of New Braunfels
 Hill Country CASA
 Hill Country Community Needs Council
 Hill Country Crisis Council
 Hill Country Family Services
 Hill Country Pregnancy Care Center
 Hill Country SPCA
 Historical Society of Helotes
 Hope Hospice
 House of Neighborly Service
 HUG ME Ink
 Humane Society of the New Braunfels Area
 Inman Christian Center
 Inspire Community Fine Art Center
 Inspire community fine art center
 International Joseph Project DBA STEPS For Life
 Izabella's Canine Rescue and Rehabilitation
 Jefferson Outreach for Older People
 Jireh House Community Development and
 Resource Center
 Junior Achievement of South Texas
 K'STAR, Inc.
 Katie's Roadside Rescue
 Kendall County Women's Shelter
 Kendall County Youth Agriculture and Equestrian
 Center
 Kinetic Kids
 Kirby Senior Center
 Las Casas Foundation
 Leon Valley Historical Society
 Let's Go to the Show!
 Life Choices Medical Clinic
 Life Skills for Living
 Lifetime Recovery
 Lions Sight & Tissue Foundation, Inc. dba Lions
 Sight Research Foundation, Inc.
 Literacy San Antonio dba SAReads
 Lone Star Parkinson Society
 Low Vision Resource Center
 LULAC National Educational Service Centers, Inc.
 Luminaria
 Lupus Foundation of America, Lone Star Chapter
 Lutheran Social Services of the South, dba
 Upbring
 Lytle Animal Allies
 Madonna Center, Inc.
 Magdalena House
 Martinez St. Women's Center
 Martinez Street Women's Center
 Masters Leadership Program of Greater San
 Antonio
 Mavagi Enterprises
 McNay Art Museum
 Methodist Children's Home

Mind Science Foundation
 Mission Possible 360, Inc.
 Mission Road Ministries
 Mitchell Lake Audubon Center
 MMK9
 Molino de Suenos
 Moonlight Fund, Inc.
 Morningside Ministries
 Multi-level Educational Youth Outreach
 Musical Bridges Around the World, Inc.
 Mystery Dog Rescue
 NALCAB
 National Hispanic Institute at San Antonio
 National Ovarian Cancer Coalition
 National Western Art Foundation dba Briscoe
 Western Art Musuem
 Natural Womanhood
 New Braunfels Community Cat Coalition
 North East Educational Foundation
 NOWCastSA
 NuSMASH Project
 Ohr Lanu Foundation
 Old Spanish Missions, Inc.
 OLLU's Community Counseling Service
 Open Table
 OPERA San Antonio
 Operation Military Embrace, Inc.
 Our Lady of Grace Catholic School-Pleasanton
 P16Plus Council of Greater Bexar County
 Parent/Child Incorporated of San Antonio &
 Bexar County
 Pay It Forward - Clean & Sober Living
 peaceCENTER
 Pi Theta Lambda Educational Foundation
 Planned Parenthood South Texas
 Presa Community Center
 Presbyterian Children's Homes and Services
 Project Angel Fares
 Project MEND
 Project SMASH
 Project Transformation Rio Texas
 Providence Place
 Rainbow Senior Center at Kronkosky Place
 RCBC Helping Hands Food Pantry
 Reaching Maximum Independence
 Reckless Rangers Veterans Equitherapy
 RecoveryWerks!
 Respite Care of San Antonio
 Restore Education
 Returning Heroes Home Inc.
 Revolution Thrift
 Rise Recovery
 River City Advocacy, Inc.
 River City Christian School
 Ronald McDonald House Charities of San

Antonio, Texas, Inc.
 Roy Maas Youth Alternatives
 S.L.E.W., Inc aka SLEW Cancer Wellness Center
 SA Christian Hope Resource Center
 SA Youth
 SA2020
 SAISD Foundation
 SAMSAT (San Antonio Museum of Science &
 Technology)
 San Antonio A&M Club Foundation
 San Antonio AIDS Foundation
 San Antonio Amputee Foundation
 San Antonio Bar Foundation
 San Antonio Bike Share
 San Antonio Botanical Garden
 San Antonio Cares Circle of the National Cares
 Mentoring Movement
 San Antonio Chamber of Commerce
 San Antonio Christian Dental Clinic
 San Antonio Council on Alcohol and Drug Abuse
 San Antonio CPA Society/CE Foundation
 San Antonio Dance Theatre dba San Antonio
 Metropolitan Ballet
 San Antonio Education Partnership
 San Antonio Guardian Angels
 San Antonio Humane Society
 San Antonio Lifetime Recovery
 San Antonio Lighthouse For The Blind
 San Antonio Marriage Initiative
 San Antonio Metropolitan Ministry, Inc. (dba
 SAMMinistries)
 San Antonio Pets Alive
 San Antonio Pets Alive!
 San Antonio Public Library Foundation
 San Antonio R.O.C.K.S.
 San Antonio River Foundation
 San Antonio Sports
 San Antonio Threads
 San Antonio Youth Literacy
 San Antonio Zoological Society
 SASTEMIC
 SATX Social Ride
 SAY SI
 School of Science and Technology (501c3 under
 Riverwalk Education Foundation)
 SCUC ISD Education Foundation
 Seton Home
 Sight Savers America
 Silver & Black Give Back
 Single Seed Enrichment School, Inc.
 SJRC Texas
 Snack Pak 4 Kids San Antonio (wholly owned
 subsidiary of The Lord's Way, Inc.)
 So Live, Inc.
 Society of St Vincent de Paul San Antonio

Soldiers' Angels
 Somerset ISD Education Foundation
 South Alamo Regional Alliance for the Homeless
 South San Antonio Chamber of Commerce
 Foundation
 Spay-Neuter Assistance Program(SNAP)
 SRG Force Sports
 SS American Memorial Foundation
 St. 74Ranch for Children Texas Region Inc. dba
 SJRC Texas
 St. Louis Catholic School
 St. Mary Magdalen School
 St. Paul United Methodist Church
 St. Paul's Episcopal Montessori School
 St. Peter - St. Joseph Children's Home
 Summer of Service (SOS)
 Sunshine Cottage School for Deaf Children
 Susan G. Komen San Antonio
 SWOOP - Southwest Outreach for Older People
 TADSAW INC
 Teach For America
 Team Diego
 TEAMability, Inc.
 Texas Agricultural Land Trust
 Texas Burn Survivor Society
 Texas Diaper Bank
 Texas Foundation of Hope
 Texas International Folk Dancers
 Texas Kidney Foundation
 Texas Public Radio
 TEXPOSITION
 The Arc of San Antonio
 The Arc of the Hill Country
 The Arts Fund SA
 The Atonement Academy (Our Lady of the
 Atonement Catholic Church's parish school)
 The Brighter Days Horse Refuge, Inc.
 The Bulverde Food Pantry, dba Provisions: A
 25:35 Outreach
 The Children's Shelter
 The Chromosome 18 Registry & Research Society
 The DoSeum
 The Ecumenical Center
 The Greater San Antonio Chamber of Commerce
 The Healing Place
 The Leapfrog Foundation
 The Nonprofit Council
 The Overtime Theater
 The Pink Berets
 The Playhouse San Antonio
 The Prosthetic Foundation
 The Saddle Light Center
 The Salvation Army of Comal County
 The Ultimate Gift of Life
 Theatre For Change

Thrive Youth Center
 ThriveWell Cancer Foundation
 THRU Project
 THRU Project
 Transplants for Children
 Tri city animal sanctuary
 Triple H Equitherapy Center
 TruLight127 Ministries, Inc
 Tuskegee Airmen, Inc.; San Antonio Chapter
 United Way of San Antonio & Bexar County
 University of the Incarnate Word
 University Presbyterian Children's Center
 Upbring
 URBAN-15 GROUP
 Vet TRIIP, Inc.
 VisionWorks, Inc.
 Visitation House Ministries
 Voices for Children of San Antonio
 Wayland Baptist University
 Wayward Whiskers Cat Rescue
 WellMed Charitable Foundation
 Women Involved in Nurturing Giving Sharing
 Women's Global Connection
 Work Out Help Out
 World Affairs Council of San Antonio
 YMCA of Greater San Antonio
 Yoga Seva Institute
 YOSA (Youth Orchestras of San Antonio)
 Young Women's Christian Association (YWCA)
 Youth Code Jam

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The authors would like to thank the following individuals for their support and work on the survey tool and data collection:

Serge Atherwood, a doctoral student in the Applied Demography Ph.D. Program at UTSA for generating the map of organizational respondents' physical locations.

Roger Enriquez, J.D., the Director of the Policy Studies Center and Survey Research Center at UTSA for managing the survey distribution and providing technical assistance to respondents.

Gisel Prado, a graduate student in the Masters of Public Administration Program at UTSA who constructed the survey in Qualtrics, provided survey clean up, and data verification assistance.

