

THE STATE OF THE SECTOR

2017

A BRIEF LOOK AT THE IMPORTANCE OF NONPROFITS IN WEST VIRGINIA



Welcome

Thank you for your interest in West Virginia nonprofits. We at the West Virginia Nonprofit Association (WVNPA) are excited to provide you with a comprehensive report on the current state of West Virginia's nonprofit sector. The WVNPA is proud to represent nonprofits in the Mountain State, and we hope this report will underscore the importance of cultivating and maintaining a vibrant nonprofit sector in West Virginia.

Our membership is made up of nearly 300 nonprofit organizations that serve citizens in all 55 counties. These organizations work toward missions in education, community and economic development, health and human services, workforce development, entrepreneurship, children and families, seniors, rural health, and much more. While the needs of our communities across the state vary and change over time, the important role of nonprofit organizations endures. Your interest in and support for our nonprofits makes all the difference.

The data reported and analyzed in this report was largely collected from the following sources and is the most current data available at the time of publication:

- Bureau of Labor Statistics
- Giving USA 2015
- Nonprofit HR 2015 Survey
- The Urban Institute: Nonprofit Sector in Brief 2015
- 2015-2016 NonProfit Salaries & Staffing Report
- The Urban Institute's National Center for Charitable Statistics
- Corporation for National and Community Service
- Johns Hopkins Nonprofit Works Database
- Concord Leadership Group



This report was made possible through a generous grant from the McDonough Foundation.

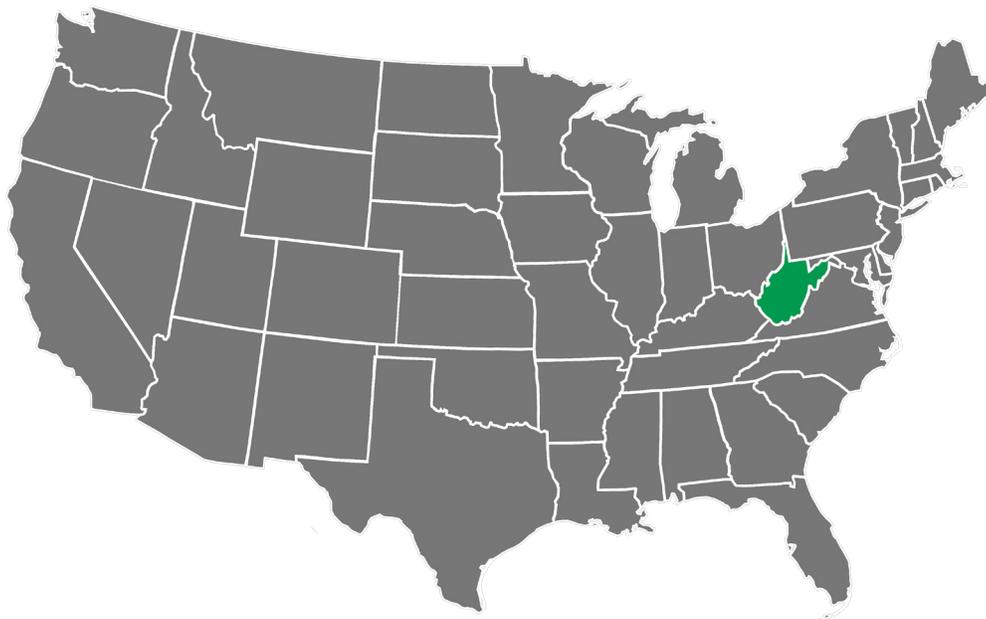
The research in this report was conducted and compiled in September 2017 by **Shriya Adhikary**, who also designed the final report. Born in Nepal and a current resident of Arlington, VA, Adhikary holds an undergraduate degree in Communications and International Studies from Wheeling Jesuit University and a Master of Business Administration from West Virginia Wesleyan College. She currently works at a tech-ed start-up in Washington, D.C. and hopes to continue working in the nonprofit sphere in the future.

Nationwide

The nonprofit sector provides millions of people with crucial services, generates significant economic benefits nationwide, and is an integral part of American society. **The nonprofit sector in the United States employs 10.7 million people** and is the third largest sector by that measure, behind only retail and manufacturing. As of December 2016, there were 1,202,719 public charities and private foundations in the U.S. In 2014, revenues generated by the nonprofit sector totaled more than \$1.9 trillion. Nonprofits control more than \$3 trillion in assets and this figure continues to grow. While the for-profit sector experienced growth of only about 2 to 3 percent in the last decade, **the nonprofit sector has grown by 20 percent over the last 10 years.**

Charitable giving and volunteering is also on the rise. **The percentage of U.S. adults who volunteered with a nonprofit organization grew to 25.3 percent** in 2014, contributing an estimated 8.7 billion hours valued at approximately \$179.2 billion. The majority of contributions to nonprofit organizations come through individual donations. Individual giving grew by 7.1 percent (\$258.51 billion) in 2014 in current dollars compared to the past year. Individual giving accounted for 72 percent of all contributions received in 2014. In 2016, overall charitable giving in the U.S. increased by one percent on a year-over-year basis.

The impact of these statistics is further supported by qualitative data from clients, volunteers, and employees highlighting the growth and importance of nonprofit organizations. While the nonprofit sector does face unique challenges, some of the positive trends observed nationwide include: expanding and planning for future growth over the next decade, an increase in employees transitioning from the for-profit sector, all-time high financial and public support for nonprofits, and more investment in innovative programs.



What Does This Mean for WV?

The nonprofit sector in West Virginia has also been experiencing robust growth in recent years. The sector is geographically diverse, with organizations in all 55 counties, and diverse in organizational aims, covering all areas of the service economy, including healthcare, education, environment, the arts, etc. Nonprofit organizations play an important role in West Virginia's communities by providing indispensable services, employing local residents, and improving the quality of life for all residents.



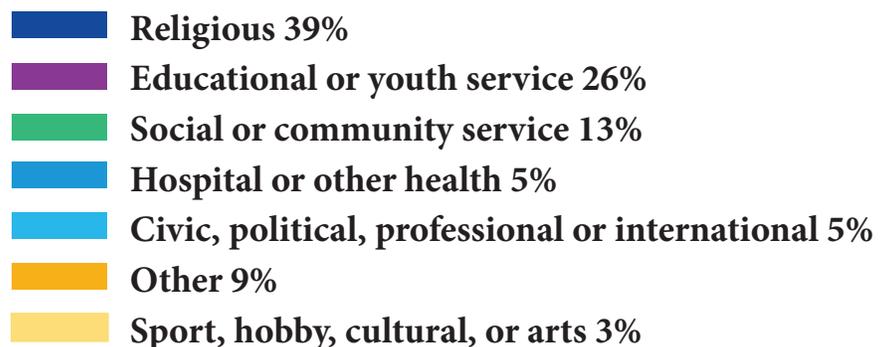
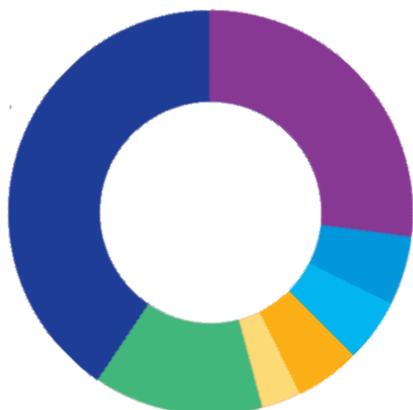
In comparison to the rest of the US, the nonprofit sector [in West Virginia] mirrors the general economy of the area. I see Habitat affiliates in other states generally have more opportunities than the ones in West Virginia. However, it is important for us in West Virginia to be creative in how we can sustain our efforts over the long term.

— Alvin Phillips, Executive Director of Habitat for Humanity of the Mid-Ohio Valley

Ashley Kilmer, Executive Director of Junior Mentoring Programs in Martinsburg, believes the nonprofit sector is important for WV because it is an economically and geographically challenging state to live in. “It’s tough in that the resources can be few and far between simply because of the mountainous areas of the state, which can create lower populations in certain areas, thus less resources. It’s important for nonprofits to be able to go into areas and help the people who live there as much as possible.”

Out of West Virginia's 55 counties, Kanawha County, the largest county by population, also has the highest number of IRS registered organizations with 1,349 registered nonprofits as of August 2016. Calhoun County, one of the smallest counties by both area and population, has the least, with 30 registered nonprofit organizations. The top five counties with the highest total revenue and assets are as follows: Kanawha, Monongalia, Cabell, Ohio, and Harrison. Please refer to the appendix for a complete list of counties and associated data.

Types of Nonprofit Organizations in WV



Source: Corporation for National & Community Service



Economic Impact

There were **10,492 tax exempt organizations in West Virginia** listed with the IRS as of February 2017. Of those, 7,391 were classified under Internal Revenue Code section 501(c)(3) - the most common category for nonprofits, which includes charitable, religious, educational, scientific, and literary organizations.

Tax exempt organizations in West Virginia reported a total revenue of \$9,332,122,015 and total assets of \$15,552,830,582 on Form 990. The nonprofit sector accounted for roughly 12.5 percent of the total GDP of \$74.3 billion in current dollars in 2015.

In 2012, **71,895 people were employed by nonprofit organizations in the state of West Virginia**, with employees earning an average of \$39,058 annually. Nonprofit employees made up 12.7 percent of total private employment, up from 11.5 percent in 2007.

The positive growth statistics in employment showcase the need for nonprofit services in the state. However, average West Virginia nonprofit salaries are significantly lower than the national average of \$43,178. Lisa Maxey, Executive Director of In Touch & Concerned, Inc. in Morgantown says, "I think statistically that more women are employed by nonprofits which is part of the increase in employment because a second job is needed. If the jobs paid better, more men would be working in the nonprofit sector." Women make up 75 percent of the nonprofit workforce, yet constitute only 21 percent of leadership roles.

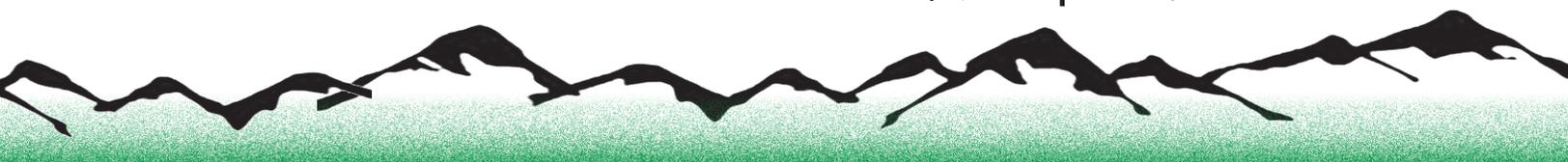


I do think nonprofit salaries prohibit people from accepting jobs in this sector. Most people coming into the nonprofit sector have student loans to pay off from college and a nonprofit salary would make that extremely difficult, if not, impossible. People can't believe I work for a nonprofit. I don't make much...but I love my job, I love helping children. When a child comes to me and says, "Thank you for my mentor. I love them!" that makes it all worthwhile.

— Ashley Kilmer, Executive Director of Junior Mentoring Programs in Martinsburg

"The nonprofit sector is critical," says Phillips. "How does one measure the impact of nonprofits in WV? We have built 100 homes in our two-county service area, 80 of which are in West Virginia. That means that about 300 people have a decent place to call home. That number may seem small—but think about the depth of that impact. That's 365 days a year—for the rest of their lives—they are waking up with fewer worries about the place they call home."

WV Highlights



Spirit of Giving in WV

By the Numbers



11th most generous state



#1 state: food collection



#1 state: informal volunteering



+ 360,600 total volunteers



42.4 million hours of service



+ \$999 million dollars in service



24.3% formal volunteer rate

The latest World Giving Index report ranks the U.S. second out of 140 countries as the most generous. In 2015, U.S. donors donated more than \$373 billion to charity, a 4.1 percent increase from 2014, with individual contributions accounting for 71 percent of the total. **In 2016, giving hit an all-time high of over \$390 billion**, with individual giving again being the single largest contributor to growth.

In 2016, nearly 63 million Americans volunteered a total of **eight billion hours of their time to community service**. This amounts to approximately \$193 billion contributed to the nation's economy from a little over a quarter of its residents. The percentage of people who engage in "informal volunteering," such as doing favors for neighbors and other civic-minded activities independent of an already established organization, is at 62.5 percent, with 36.3 percent of people participating in groups or organizations with a volunteer focus.

For a state that has consistently remained on the list of the 10 poorest states in the country, West Virginians are generous in donating their hard-earned money. Even though unemployment and poverty rates were high, **in 2013, West Virginians contributed 1.3 percent of their income to charities, which amounted to a total of over \$470 million dollars**. The average charitable deduction per return was \$605. This is a decline of \$10.4 million from the previous year, following an overall downturn in itemized charitable giving since its peak in 2009 and the slow recovery from the Great Recession. However, West Virginians sign up for both military and national service more than the national average.

On a state rating scale based on 13 measures of generosity, West Virginia ranks 11th, grouped among the poorest but most philanthropic states. 42 percent of residents donated \$25 or more to charity. West Virginians also collected and distributed food at a higher rate compared to other states. One in seven people in WV struggles with hunger, and the 133 organizations whose missions are categorized under "food, agriculture, and nutrition" with the IRS aim to alleviate some of that suffering.

Volunteers provide tremendous social and economic value for the state of West Virginia, with a volunteer rate of 24.3 percent in 2015, on par with the national rate. There were over 360,600 volunteers in West Virginia in 2015. **This past year, West Virginia ranked third in the nation for enrolling AmeriCorps members**. Together, volunteers

contributed 28.5 volunteer hours per capita, amounting to 42.4 million hours of service, with over \$999 million dollars of service enriching the economy. West Virginia volunteers used 28.7 percent of their time to raise funds from friends, neighbors, and relatives. Volunteers spent another 26 percent of their time collecting and distributing food, and 5.6 percent of volunteers reported doing a favor for a neighbor daily, the second highest percentage among states. The value of volunteer time went up to \$20.98 per hour in West Virginia in 2016, a 2.5 percent increase from 2015.

While West Virginia ranks 44th among the 50 states and the District of Columbia in formal volunteering, it is the number one state for informal volunteering. Statewide, **74.4 percent of residents engage in informal volunteering, which is much higher than the national average.** It is this spirit of informal giving that truly sets West Virginia apart from other states. Even though there are limited opportunities in rural parts of West Virginia to formally volunteer and transportation is not easily accessible for many, there are countless examples of West Virginians using their time and efforts to help others.

Formal volunteer rates show a promising upward trend in the years to come. West Virginia was one of only two states with the lowest volunteer rates to experience a year-on-year increase in volunteering from 2012 to 2013. The total number of people who volunteered also increased from 2014 to 2015 by over 52,000.

One point of concern is that West Virginia is second to last in volunteer retention. Heather Foster, Executive Director of Volunteer West Virginia, the state's Commission for National and Community Service, believes that one of the problems is the nonprofit sector's inability to change volunteer processes for retention. According to her, many nonprofits have not been fully successful in a comprehensive understanding of what current volunteers want, what motivates them, and the ways in which they want to serve.



The biggest challenge seems to be recruiting mentors to help our at-risk youth. While we're holding steady with the number we have, we're struggling to increase the number, thus decreasing our waiting list of children.

— Ashley Kilmer, Executive Director of Junior Mentoring Programs in Martinsburg

Exploring these key questions and new trends in volunteerism may be the way to continue to increase volunteer rates in West Virginia.



Challenges for the Nonprofit Sector

76% OF NONPROFITS REPORTED AN INCREASE IN DEMAND FOR SERVICES, YET...

52% OF NONPROFITS REPORTED THAT THEY COULDN'T MEET THE INCREASED DEMAND

32% OF NONPROFITS REPORTED A DECREASE IN GOVERNMENT FUNDING OVER THE PAST THREE YEARS

77% OF NONPROFITS DON'T HAVE ANY FORMAL SUCCESSION PLAN OR LEADERSHIP-TRAINING PROGRAM

70% OF NONPROFITS SAY THAT GOVERNMENT FUNDS NEVER OR RARELY COVER THE FULL COSTS OF THE PROGRAMS THEY ARE INTENDED TO SUPPORT

36% OF NONPROFIT LEADERS REPORTED THEIR STAFF TURNOVER AS HIGH AND MANY REPORT DIFFICULTIES IN RECRUITING NEW TALENT

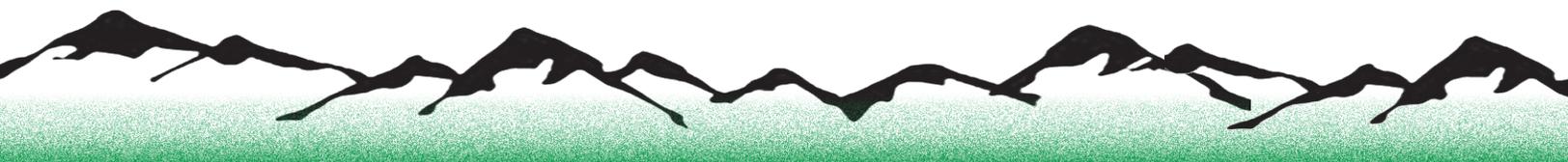
1/4 NONPROFITS SAY THEY DON'T HAVE A VISION COMPELLING ENOUGH TO UNIFY THE BOARD, STAFF, AND DONORS AND FACILITATE DECISION-MAKING

Source: Concord Leadership Group's 2016 Nonprofit Sector Leadership Report

As illustrated in this report and supported by accounts from state residents and organizations, the nonprofit sector is a vital part of the fabric of West Virginia, as well as the U.S. Nationwide, 76 percent of nonprofits reported an increase in demand for services in 2014, an upward trend that has continued for the better part of a decade.

While the importance of nonprofits is not in question, there are many unanswered questions about how to address the challenges that these organizations face. In the U.S., out of 52 percent of nonprofits who reported that they couldn't meet demand, 71 percent also reported that their clients suffer when they are unable to provide services, and that they would not be able to catch up in 2015. This is the third year in a row that a majority of nonprofits have been unable to fully serve their communities.

Some of the challenges facing nonprofits are systemic and experienced nationwide, as outlined in the Concord Leadership Group's 2016 Nonprofit Sector Leadership Report. These categories reflect findings from the report:



Insufficient Funding: Sixty-two percent of nonprofits said their strategic plans didn't have a sustainable fundraising plan. While nonprofits could collaborate with other organizations or businesses to achieve their goals, 70 percent of nonprofits reported no collusion with any other nonprofits in creating a strategic plan and only 38 percent said they collaborate with businesses on anything beyond sponsorships or volunteer days.

Seventy-seven percent of nonprofits do not have more than six months cash on hand in reserve. Government funding covers less than 10 percent of the average indirect cost rate for more than half of nonprofits. Around 70 percent of nonprofits say that government funds never or rarely cover the full costs of the programs they are intended to support. Furthermore, 32 percent of nonprofits reported a decrease in government funding over the past three years.

Staffing Issues: Funding issues have affected the nonprofit sector's ability to retain staff. In 2014, 12 percent of nonprofits were forced to lay off employees, eight percent froze or reduced salaries, and five percent reduced benefits. Thirty-six percent of nonprofit leaders reported their staff turnover as "high", and many report difficulties in recruiting new talent. Some nonprofits are attempting to compete with for-profits on a restricted budget by offering some form of performance-based compensation, partial or total education reimbursement, club membership or some other membership in addition to salary, or discretionary sums of money for staff to use as they please. However, 32 percent reported not actively doing anything to compete for new talent, a trend that is increasingly true in smaller nonprofits.

Issues with Leadership and Board: Ninety-five percent of survey respondents were confident in their personal leadership abilities, and 91 percent were confident in their ability to help the nonprofit accomplish its goals. However, 78 percent of leaders said leadership has become more difficult in the past two years, and 77 percent of nonprofits don't have any formal succession plan or a leadership-training program. Board roles are also sometimes not clear, and nonprofit leaders may have trouble communicating effectively with their board members.

Lack of Vision and Plan: One in four nonprofits say they don't have a vision compelling enough to unify the board, staff, and donors and facilitate decision-making. Almost half of nonprofits are operating without any knowledge of or access to a strategic plan. Nonprofits with a written strategic plan were more likely to: collaborate with other nonprofits, encourage boards to take calculated risks, have their CEOs face an annual performance review, and establish a formal process for measuring leadership effectiveness. If implemented correctly, having a strategic plan in place can lead to a more focused and effective organization.

Engaging and Retaining Donors: Some nonprofits are also finding it difficult to engage new donors and retain existing ones. Nonprofit leaders could do more to share the impact of their organizations with donors and the broader community, which could foster more transparency about day-to-day operations and increase understanding the importance of nonprofits. Doing so might not only highlight the significant contributions of nonprofits but also demonstrate the need of engaged, long-term donors.



Challenges in West Virginia

Other challenges, specific to West Virginia, have a greater impact on the state:

Lack of Training: A 2014 feasibility study was conducted for the WVNPA by the EdVenture Group to assess the need of training in the nonprofit sector in West Virginia. The study emphasized the importance of a robust training and coaching association centered on specific needs that directly impact nonprofit organizations' success and functionality. Sixty-three percent of respondents indicated that their organization had taken part in trainings, which demonstrated that nonprofit training is a necessary activity for the health and stability of the nonprofit sector in West Virginia. However, 73 percent also indicated that they had unmet training needs within their organization due to limited or non-existent budgets available for training.



73% OF NONPROFITS REPORT THAT THEY HAVE UNMET TRAINING NEEDS WITHIN THEIR ORGANIZATION DUE TO LIMITED OR NON-EXISTENT BUDGETS AVAILABLE FOR TRAINING.

Government Contracts and Grants: In 2012, there were 375 nonprofits in West Virginia with government contracts and grants amounting to around \$464 million dollars. Similar to the national statistics, West Virginia nonprofits reported dissatisfaction with their government experience. Eleven percent of nonprofits reported that their experience was worse than the previous year, while 89 percent reported it was the same, and not a single nonprofit had a better experience compared to the previous year.



NOT A SINGLE NONPROFIT HAD A BETTER GOVERNMENT EXPERIENCE COMPARED TO THE PREVIOUS YEAR.

Application and reporting processes are complex and time-consuming for nonprofit employees who are already overworked and underpaid. Furthermore, 42 percent of nonprofits report that these grants and contracts did not cover the full cost of contracted services, and 31 percent received the funding later than outlined.

Decline in Government Funding: West Virginia nonprofits experienced declines in revenue from local government agencies by 23 percent, from state government agencies by 28 percent, and from federal government agencies by 31 percent. Assistance from governments seems to be at further jeopardy as both the federal and state government struggle to pass budgets and carve out funding for the nonprofit industry.





NONPROFITS EXPERIENCED DECLINES IN REVENUE FROM LOCAL GOVERNMENT AGENCIES BY 23%, STATE GOVERNMENT AGENCIES BY 28%, AND FEDERAL GOVERNMENT AGENCIES BY 31%.

While the Trump Administration's proposed budget for fiscal year 2018 has not been approved, the plan outlines broad provisions that would undercut or fully eliminate nonprofit services and funding for both nonprofit organizations and government sector services. For example, the proposed plan would cut \$193 billion over the next decade (\$4.6 billion in FY 2018) from the Supplemental Nutrition Assistance Program (formerly known as the Food Stamp Program) as well as cut \$21 billion over the next decade (\$1.7 billion in FY 2018) through changes to Temporary Assistance for Needy Families. Additionally, under the Trump Administration's proposed budget, the Appalachian Regional Commission would lose all funding.



THE NEW ADMINISTRATION'S BUDGET COULD ELIMINATE OR REDUCE FUNDING TO MANY NONPROFIT SERVICES.

Of course, the state's ongoing budget crises are still a looming threat to the financial stability of nonprofits in West Virginia as well.

Advocacy Issues

Nonprofit Nonpartisanship: There are current proposals in Congress that would repeal or significantly weaken the final clause of Section 501(c)(3) (known as the Johnson Amendment), which disallows nonprofit participation in "any political campaign on behalf of (or in opposition to) any candidate for public office." Most in the field believe that 501(c)(3) organizations should stay out of politics. Nearly three-fourths of American voters (72 percent) want to maintain current rules protecting 501(c)(3) organizations from political activity.

Tax Reform: Another current political issue is tax reform. Currently, 30 percent of Americans itemize their tax deductions, but tax reform plans call for reducing tax rates and significantly increasing the standard deduction. Studies estimate that only about five percent of taxpayers would itemize their deductions if these two laws were passed and 95 percent of Americans would have no tax incentive to make charitable contributions. Projections for the decrease in charitable contributions range from \$13.1 billion per year (Indiana University) to \$26.1 billion per year (Tax Policy Center).

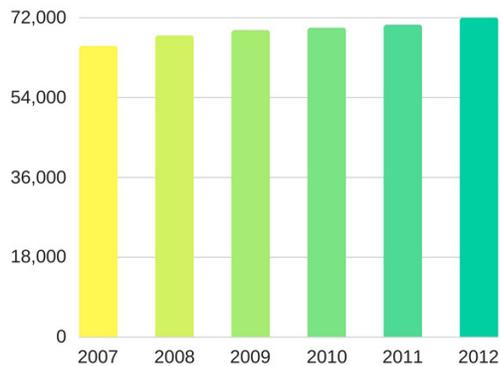
Working through these issues is paramount to the health and growth of the nonprofit sector in the state and the way to ensure that this essential sector thrives.



Conclusion

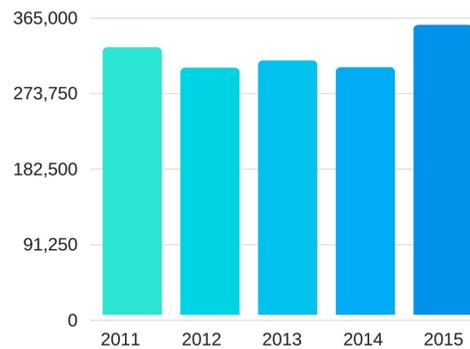
While the challenges nonprofit organizations face are sobering, it is important to keep in mind the significant positive strides we have made in the nonprofit sector in West Virginia. The two charts below depict the gains made in nonprofit employment and increases in volunteers for nonprofits. Without these two groups of dedicated West Virginians, the important work of West Virginia nonprofits would not exist and West Virginians would be worse off as a result.

Number of Nonprofit Employees



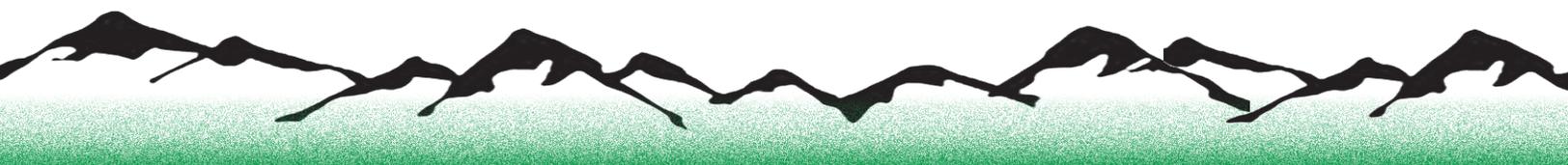
Source: Johns Hopkins Nonprofit Economic Data Project

Number of Nonprofit Volunteers



Source: Corporation for National & Community Service

The charts and the findings laid out in this report provide vital insights into the importance of the nonprofit sector in West Virginia. Supporting the ability of these organizations to pursue their missions is more important than ever. As our society, our nation, and our state face both new and longstanding challenges, investments in and advocacy for nonprofits and strong partnerships within the nonprofit sector will be essential. The West Virginia Nonprofit Association will continue to share the latest information about these challenges and how we can face them together. The WVNPA will also continue to celebrate the great and important work that nonprofits are doing every day in our state. Thank you for reading this report, and don't forget to support your local nonprofit organizations.



Appendix: Registered Nonprofit Organizations by County (08/2016)

County	Number of Registered Organizations	Total Number of Organizations Filing Form 990 or 990-N ***	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *
Unspecified	3	1	0	0
Barbour County	99	73	66,992,423	95,509,322
Berkeley County	408	319	297,214,703	279,273,241
Boone County	74	51	36,364,560	38,100,100
Braxton County	77	62	34,823,490	21,930,788
Brooke County	99	81	40,699,429	102,020,440
Cabell County	569	444	1,471,895,225	1,880,855,189
Calhoun County	30	23	22,654,067	8,598,866
Clay County	36	25	2,122,736	1,456,103
Doddridge County	62	47	4,003,035	10,411,022
Fayette County	203	134	61,009,136	52,069,621
Gilmer County	42	36	12,652,954	58,855,121
Grant County	79	63	47,138,774	35,685,073
Greenbrier County	274	211	78,077,687	128,320,967
Hampshire County	146	117	17,321,700	38,279,912
Hancock County	178	143	196,125,258	186,103,699
Hardy County	121	99	20,389,230	25,210,001
Harrison County	427	338	381,821,591	787,612,325
Jackson County	147	120	39,214,682	19,096,030
Jefferson County	336	270	109,319,431	204,950,749
Kanawha County	1,349	1,050	2,078,062,334	3,693,963,739
Lewis County	113	97	55,780,148	88,618,802
Lincoln County	43	33	29,764,841	34,629,729
Logan County	90	64	19,309,422	43,127,625
McDowell County	133	69	13,290,777	38,234,605
Marion County	335	248	110,752,552	327,520,102
Marshall County	181	146	43,956,523	51,264,143
Mason County	153	115	76,144,383	52,191,277

County	Number of Registered Organizations	Total Number of Organizations Filing Form 990 or 990-N ***	Total Revenue Reported on Form 990 *	Assets Reported on Form 990 *
Mercer County	316	236	88,130,633	236,854,062
Mineral County	150	108	42,799,510	76,360,756
Mingo County	108	74	13,200,494	15,402,899
Monongalia County	566	448	1,698,660,631	3,548,335,195
Monroe County	119	99	3,911,182	4,945,316
Morgan County	107	81	7,156,104	16,313,711
Nicholas County	123	92	77,193,165	45,410,533
Ohio County	480	410	702,321,670	1,257,125,826
Pendleton County	75	61	28,844,487	53,556,423
Pleasants County	58	43	1,961,818	5,393,066
Pocahontas County	79	67	5,557,569	10,811,277
Preston County	205	166	64,459,908	98,443,289
Putnam County	208	132	37,725,908	34,565,048
Raleigh County	283	196	93,744,736	140,654,796
Randolph County	211	177	170,455,065	208,769,909
Ritchie County	73	55	6,589,610	7,914,157
Roane County	74	58	36,776,784	25,765,159
Summers County	54	43	4,371,671	9,478,413
Taylor County	83	64	28,214,994	17,847,932
Tucker County	81	61	21,238,364	63,905,322
Tyler County	48	41	3,445,754	6,049,678
Upshur County	183	130	159,172,175	168,975,483
Wayne County	151	108	23,458,778	34,897,677
Webster County	53	42	26,253,849	24,172,458
Wetzel County	98	66	3,150,666	6,453,091
Wirt County	38	27	10,221,513	12,811,169
Wood County	497	373	375,878,900	723,904,124
Wyoming County	72	53	19,706,489	12,179,349
Total	10,400	7,990	\$9,121,503,518	\$15,171,184,709

Resources

The resources below are listed in order of reference in the report:

Nonprofits Project Growth in 2015 That Could Outpace the Corporate Sector, Nonprofit HR

2016 Nonprofit Sector Leadership Report, Concord Leadership Group

2015 Nonprofit Sector in Brief, Urban Institute

The Annual Report on Philanthropy for the Year 2016, Giving USA

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Current State of Women in Leadership, University of Denver

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How America Gives, The Chronicle of Philanthropy

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2015 State of the Nonprofit Sector, Nonprofit Finance Fund

National Study of Nonprofit-Government Contracts and Grants 2013: State Profiles, Urban Institute

Preventing Budget-Spending Gimmicks, National Council of Nonprofits

How Will Trump's Budget Blueprint Impact You?, The Goldenburg Group

Protecting Nonprofit Nonpartisanship, National Council of Nonprofits

Promoting Charitable Giving in Tax Reform, National Council of Nonprofits

Nonprofit Economic Data Project, Johns Hopkins

