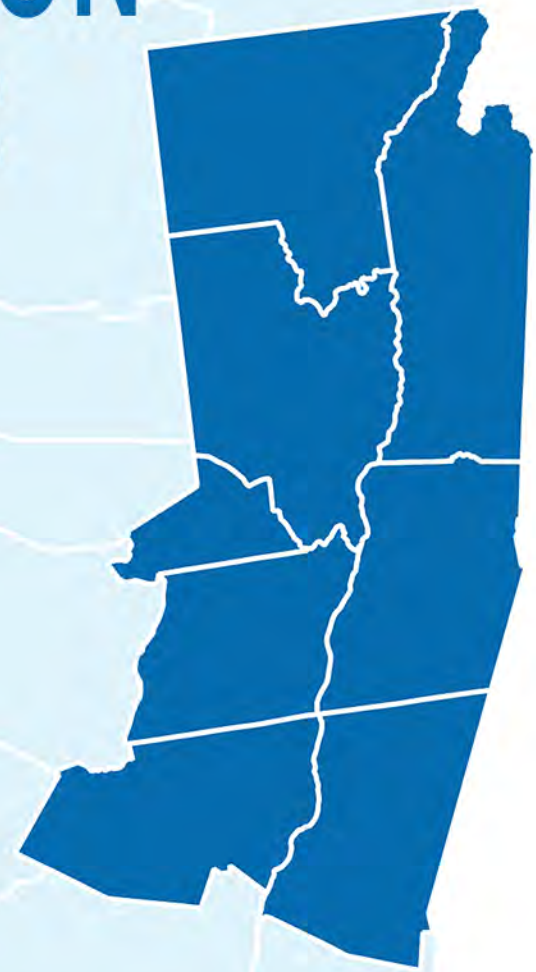
THE JOHNS HOPKINS NONPROFIT ECONOMIC DATA PROJECT

Nonprofit Employment Bulletin no. 44 | January 2017

NEW YORK CAPITAL REGION NONPROFITS:

A MAJOR ECONOMIC ENGINE



by
Lester M. Salamon *and*
Chelsea L. Newhouse

with the technical assistance of
S. Wojciech Sokolowski

JOHNS HOPKINS
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This report was made possible by:
- New York Council of Nonprofits, Inc. (NYCON)
- Capital Region Chamber
- The Community Foundation for the Greater Capital Region
- MVP Health Care
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A Message from the Sponsors

We're pleased to sponsor this study presenting one snapshot of IRS 501(c)(3)-type nonprofit economic data in the Capital Region. This report is meant to be utilized to encourage additional research and more dialogue about the role of nonprofits in the Region. It's critical that this dialogue brings together nonprofits, policymakers, and the business community on our long-term commitments to nonprofits and what is necessary to safeguard the many social and economic benefits nonprofits bring to the Region every day. The emerging reality is that the condition of the Region's economy is intertwined with the health of the nonprofit sector.

This report shows that over a tumultuous 10-year period (2003-2013) nonprofits accounted for more than 90% of total new job creation in the Capital Region. Not evident in the data used for this report is that this job growth, and the taxes paid on those wages to governments, contributed to the economic stability and wellbeing of the Region following the economic crisis of 2007 and 2008. However, the recession hurt both private foundation giving and charitable donations from the public, while at the same time that economic hardship increased demand on social services, leaving Capital Region nonprofits with an ongoing need to replenish their capacity to respond to future economic crises.

Figures 8 and 10 of this report show nonprofit average wages trailing behind every other sector, which has a serious impact on workforce retention. Despite most surveys finding worker satisfaction to be highest in the nonprofit sector, the skills/training required often exceed those required within for-profit sector industries offering comparable pay. This dynamic will likely continue to be a significant factor as nonprofits look to secure their long-term sustainability.

It's important to note that this report is focused on presenting nonprofit economic performance data, and doesn't address a variety of issues clarifying the economic context of these nonprofits. These issues haven't been included largely because of either the absence of systematized data collection or where underlying classifications prevent an even overlay with the data-bound categories in this report.

These are some of the challenges facing Capital Region nonprofits:

- → ***Nonprofits can only "do more (and do better), with less" for so long***. State and local contracting with NY nonprofits has seen a decline over the past decade, while both funder reporting requirements and public demand for services continually increase. Nonprofits don't necessarily share the ability of for-profit and public sector entities to cover necessitated expenses by either passing costs onto the customer, or by raising taxes or re-allocating discretionary spending. The fact that many of these funding streams are structured as reimbursements, and are not always provided as scheduled, add considerably to the monthly cash flow burdens of nonprofits.
- → ***The need to make room for institutional investment***. Many nonprofits contracted by public sector entities have experienced a lengthy period of deterioration to operationally-critical administrative staff, physical and technological infrastructure, and emergency reserves, because these contracts historically haven't covered the nonprofits' actual costs surrounding program implementation. State and city officials are commendably assessing the degree to which these operational "indirect costs" can be addressed in future contracts, but it's clear these nonprofits will still be struggling as past shortfalls continue to ripple forward.

Recently, the "Overhead Myth" has been addressed by the BBB, Guidestar, and Charity Navigator as an inaccurate and counterproductive method by which private and public funding sources continually attempt to peg administrative and fundraising costs as the gauge to a charity's integrity and performance. Despite such findings, nonprofits will still feel the squeeze between internal investment needs and the outside perception that program implementation is the only valid expense.

→ ***Labor realities***. Nonprofits providing critical social services have staff vacancies that are nearing crises levels. A continuing factor of which, as this report shows, is that average nonprofit sector wages in the Capital Region lag behind for-profit and government workers.

The significant increase to the minimum wage in NY was met with mixed feelings by much of the sector, because while they obviously stand for the rights of workers to earn a wage that meets their basic needs, many nonprofits are being forced to be brutally honest about their financial inability to provide these increased wages without serious service cuts.

Adding to this daunting labor picture is the increasing federal and state overtime-exempt salary levels that will impact many nonprofits, and continual health care cost increases, making labor costs for nonprofits an ever-larger chunk of operating budgets.

→ ***Compliance costs***. Whether it's the numerous controls and reporting that comes with significant federal, state, or city funding, or the universal applicability of pending building/efficiency standards to nonprofits and for-profits alike, the sector sees no end in sight for mounting compliance costs.

Further reading on these dynamics can be found in these reports:

- Urban Institute. (2015, October). *Nonprofit-Government Contracts and Grants: The State Agency Perspective*. Fyffe, Saunji D.
- Urban Institute. (2013, December). *Nonprofit-Government Contracts and Grants: Findings from the 2013 National Survey.* Pettijohn, S.L., Boris, E.T., De Vita, C.J., & Fyffe, S.D.

Besides the illuminating figures in this report, the key implications are:

→ Nonprofits are a vital part of our economy and are critical to our shared quality of life.

→ Diminished support for nonprofits, and changes in funding structures and accountabilities, will have an impact on their capacity to provide these essential societal attributes and services.

FILLING OUT THE PICTURE

As you'll see, there are some aspects of the 501(c)(3) community that were outside of the data sets available for this report, including :

→ Employment data from some nonprofits that have 3 or fewer employees (although the effect of this exclusion on the aggregate employment data used in this report is minimal);

→ Foundations and religious organizations that are exempted from regular IRS reporting.

So to help fill out the basic picture on 501(c)(3)s in the Capital Region, we've pulled some figures from the IRS Exempt Organizations Business Master File Extract (EO BMF).

Several things to keep in mind when viewing the below table:

1. ***Scope and Timeliness***. This data is pretty basic, and includes only the most recent data the IRS has for each entity they are aware of. While most entries are for 2016 or 2015, some date back further; as a result, this data may include entities that have ceased operations (especially churches), despite IRS efforts to purge such entities from their records. Also, fixation on the number of organizations isn't *per se* illustrative, as one organization can be 'larger' than 100 small organizations.
2. ***Religious Organizations ['Churches']***. Less than half of all religious organizations reporting in the Capital Region have either asset or revenue values associated with them. Further, there are no associated economic values for the 160 total religious organizations listed in Saratoga, Washington, and Warren counties. Thus, while the exact number of currently-operating religious organizations is uncertain, their associated economic values are certainly under-represented.
3. ***Foundations***. There are no "revenue amount" values in the data for the three types of private foundations. For these values, we've inserted the (otherwise-odd) values given for "income amount" (defined as "a computer generated amount" taking total revenue and "adding 'back in' expense items"). The logic here is that these expense amounts represent the revenues, either from return on foundation investments or additional inflows, which allowed the foundation to have these charitable and administrative expenses.
4. ***Mailing Addresses***. The specific city associated with entities in the IRS data (and which were used to construct respective county and net Capital Region values), aren't necessarily where the organization performs its activities, nor is it meant to imply that such activities take place exclusively within that city (or even county).

	Foundation Code *(removing "00" leaves just 501(c)(3)s)*	# of orgs	Asset amount	Revenue amount
	TOTALS	**4,890**	**$17,939,441,300**	**$12,213,628,402**
02	Private operating foundation exempt from paying excise taxes on investment income	6	$41,946,794	$13,801,849
03	Private operating foundation (other)	30	$16,408,948	$6,014,796
04	Private non-operating foundation	444	$2,659,201,983	$1,289,578,024
10	Church 170(b)(1)(A)(i)	680	$415,991,140	$494,070,152
11	School 170(b)(1)(A)(ii)	95	$4,536,643,785	$2,146,438,933
12	Hospital or medical research organization 170(b)(1)(A)(iii)	32	$1,767,177,741	$1,796,096,348
13	Organization which operates for benefit of college or university and is owned or operated by a governmental unit 170(b)(1)(A)(iv)	3	$47,487,766	$16,696,843
14	Governmental unit 170(b)(1)(A)(v)	6	$86,195,873	$40,431,026
15	…receives a substantial part of its support from a governmental unit or the general public 170(b)(1)(A)(vi)	2,151	$4,346,910,281	$3,780,449,191
16	…normally receives no more than one-third of its support from gross investment income and	1,303	$1,895,064,711	$1,066,383,394
17	…operated solely for the benefit of and in conjunction with organizations described in 10 through 16 above.	132	$604,742,537	$232,208,434
18	Organization organized and operated to test for public safety 509(a)(4)	1	$476,548	$200,862
21	509(a)(3) Type I	4	$104,075	$19,871
22	509(a)(3) Type II	2	$1,520,812,122	$1,331,067,842
23	509(a)(3) Type III functionally integrated	0	$0	$0
24	509(a)(3) Type III not functionally integrated	1	$276,996	$170,837

Sources:
The spreadsheet containing the underlying data and county findings is available at: ***nycon.org/index.php/download_file/view/506/133/****.*
The description of the field headings is available in the associated IRS "information sheet:" ***irs.gov/pub/irs-soi/eo_info.pdf****.*

In closing, we are excited about the future of our sector, and look forward to using these findings as a platform for collaboration with funders and policymakers on the many ways nonprofits can continue to showcase the values of our community.

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NEW YORK CAPITAL REGION NONPROFITS: A MAJOR ECONOMIC ENGINE

a joint product of the Johns Hopkins Center for Civil Society Studies and New York Council of Nonprofits, Inc. (NYCON)

by Lester M. Salamon and Chelsea L. Newhouse with the technical assistance of S. Wojciech Sokolowski, Johns Hopkins University

INTRODUCTION

Largely invisible to most New York Capital Region residents is a set of charitable nonprofit organizations that, if treated as its own industry, would constitute the region's largest employer. These nonprofits deliver the lion's share of health care, social, cultural and other services that immeasurably contribute to overall quality of life and civic involvement.

This integral component of the region's economy is the private "nonprofit sector" comprising a vast array of hospitals, universities, symphonies, art galleries, nursing homes, family service agencies, homeless shelters, churches, civic agencies, environmental groups, and other diverse organizations.

This report provides information on the **scope and scale of the nonprofit sector in the eight counties—Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington—that together comprise the New York Capital Region**. It is important to note, however, that while the data used in this report comprise the most robust and up-to-date data currently available, they are not without their limitations. Full details on these limitations and on the methodology used in this report are provided in **APPENDIX A**.

What emerges from this analysis is a picture of a set of institutions with far greater economic heft than is commonly recognized. However, the data also reveal real and growing threats to the sector's health, including increased demand and cost for the provision of services, increased cross-sector competition, and relatively low overall wages.

FOCUS AND SOURCES OF DATA

This report focuses on what is commonly regarded as the "heart" of the nonprofit sector—the hospitals, clinics, day care centers, arts organizations, advocacy groups, and others that are exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.[1] Gaining a clear understanding of these organizations is complicated, however. There are several different sources of data on 501(c)(3) organizations, each of which offers a different picture of even the most basic parameters of the region's nonprofit sector. Because the data depicting the scale of the sector's resources—its revenues, expenditures, and employment—are more reliable and descriptive than those depicting the number of organizations, this report focuses on these variables rather than on counting organizations or establishments.

To do so, we draw on two key datasets—the **Form 990** filings that nonprofits with revenues over $50,000 are required submit to the Internal Revenue Service, and the **Quarterly Census of Employment and Wages** (QCEW) that states conduct as part of the operation of the federal unemployment insurance program. The result is a comprehensive **picture of the scope, distribution, and recent trends in this critical, but overlooked, component of the New York Capital Region's economy and society.**

[1] U.S. tax law actually delineates twenty-seven separate sections under which organizations can claim exemption from federal income taxes as nonprofit organizations. These categories include social welfare organizations, business leagues, and credit unions, to name just a few. Of these, our focus is on organizations that claim tax exemption under Section 501(c)(3) which is reserved for "charitable, religious, educational, scientific, literary," and related organizations.

FINDING #1
A Major Economic Force

Simply put, the private nonprofit sector in the New York Capital Region—including nonprofit hospitals, clinics, colleges, universities, schools, day care centers, social service providers, museums, theaters, and many more—is one of this region's major economic engines.

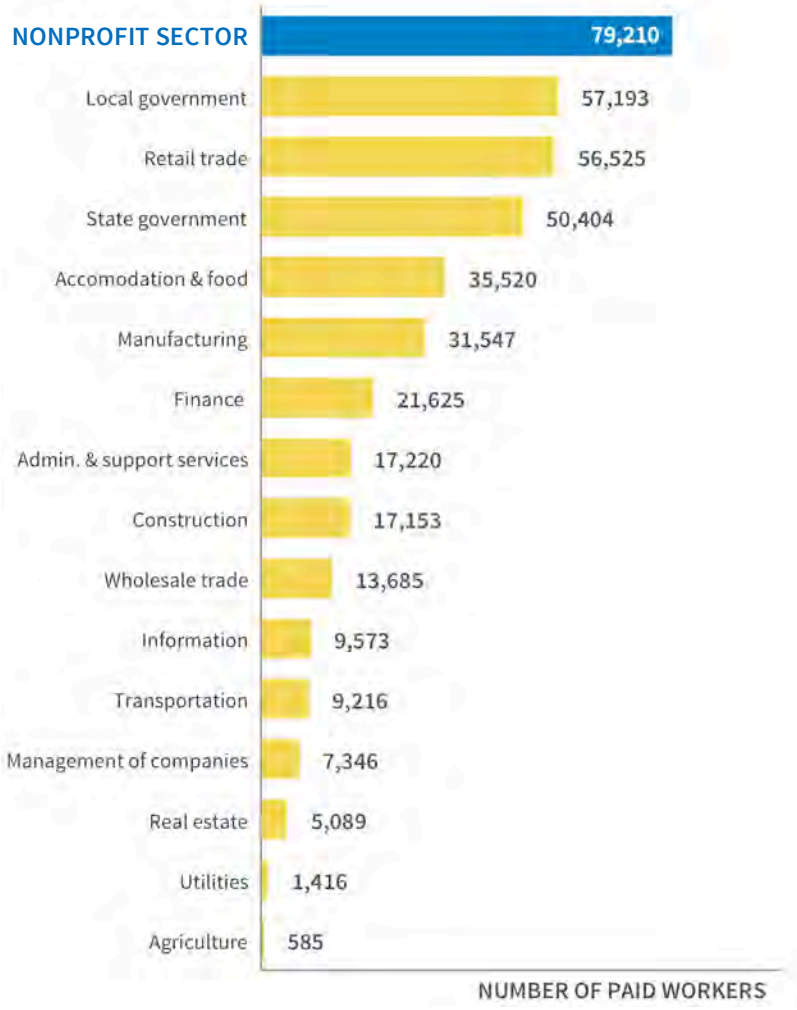
EMPLOYMENT

In the first place, with **79,210 paid workers** as of the first quarter of 2013 the Capital Region's private, **nonprofit organizations outdistanced every other industry in the size of its workforce**, employing more people than the manufacturing, construction, and finance industries combined. More specifically, as illustrated in **FIGURE 1**, Capital Region nonprofits employ:

- → Nearly **16 times** as many workers as the Region's real estate[2] industry.
- → More than **8 times** as many workers as both the transportation and information[3] industries.
- → More than **5 times** as many workers as the wholesale trade industry.
- → More than **4 times** as many workers as the construction industry.
- → More than **3 times** as many workers as the finance industry.
- → More than **double** the number of workers as the manufacturing industry; and
- → More than **60%** more workers than the state government; which is especially notable in a region that gets its name from housing the state's government.

FIGURE 1

Nonprofit sector vs. major industries in the Capital Region, 2013

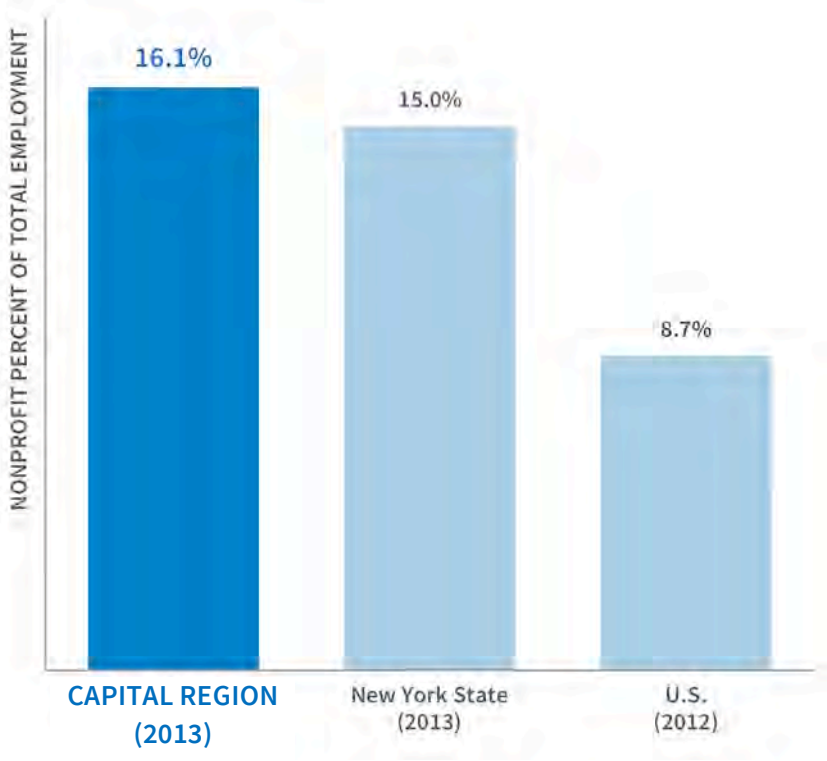


Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

[2] Real estate includes lessors of buildings and property; offices of real estate agents and brokers; rental and leasing services; and related industries.

[3] Information includes publishing, broadcasting, and telecom; information and data processing services; and the motion picture and sound recording industries.

FIGURE 2
Nonprofit employment as a share of total employment, Capital Region vs. NY State and U.S.



Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

TABLE 1
Nonprofit finances and wages, Capital Region, 2013

	Billions $
Revenues	$9.231
Expenditures	$8.938
Assets	$13.802
Wages	$3.126

Reflecting this, **Capital Region nonprofits employ 16.1% of the region's total workforce**[4]—one out of every 6 workers—and 21% of the Region's non-governmental workforce (one out of every 5 private workers).

As shown in **FIGURE 2**, this puts the Capital Region's nonprofit share of the total workforce well above the U.S. average of 8.7%, and slightly above New York State's 15.0%.

FINANCES AND WAGES

In addition to being a major employer, **the New York Capital Region's nonprofit sector has a considerable financial footprint in the region**. As shown in **TABLE 1**, as of 2013, Capital Region nonprofits:

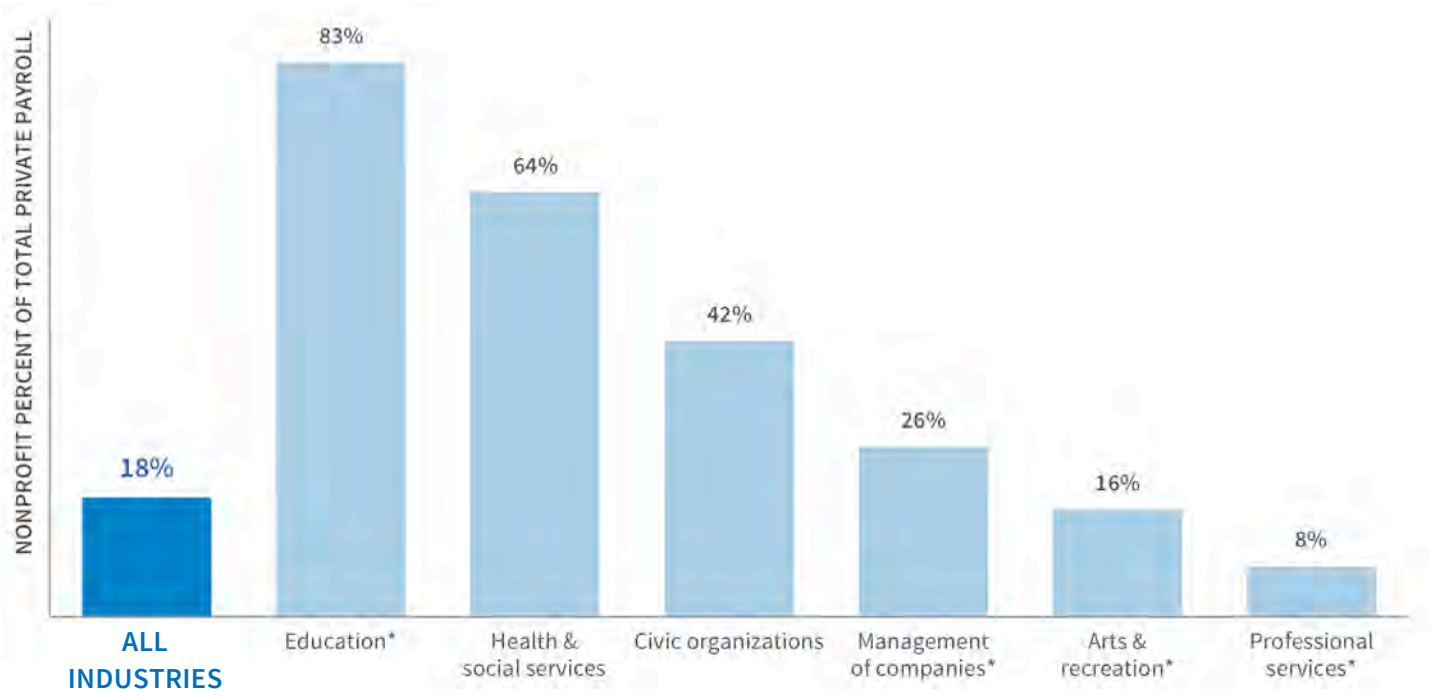
- → Generated over **$9.2 billion** in revenues;
- → Spent over **$8.9 billion**;
- → Held over **$13.8 billion** in total assets; and
- → Paid over **$3.1 billion** in wages and compensation.

As of the first quarter of 2013, as shown in **FIGURE 3**, Capital Region nonprofits accounted for **18% of the region's total private payroll,** including 83% of all wages paid in education organizations, and 64% of wages paid to workers in the health and social services field.

[4] Total workforce includes paid employees of nonprofits, for-profits, and all levels of government (i.e., local, state, and federal).

FIGURE 3

Nonprofit percent of total private payrolls, by field, New York Capital Region, 2013[5]



Source: Johns Hopkins Nonprofit Economic Data Project based on IRS 990 data.

Further evidence of the nonprofit sector's significant economic impact is found in the estimated minimum **$3.1 billion in wages and compensation** that these organizations paid in 2013. These wages will, in turn, generate an estimated **$352 million in federal income tax revenue and $125 million in state income tax revenue**.

In other words, while these organizations may be tax exempt themselves, they nevertheless generate substantial tax revenues by virtue of the wages paid to their workers.

[5] Fields marked with an asterisk (*) throughout this report indicate that the values for the Capital Region are based on fewer than eight counties comprising this region due to Bureau of Labor Statistics data disclosure limitations. Caution is advised in interpreting these data. For more information on data disclosure limitations see Appendix A.

FINDING #2

Health and Social Services Dominance

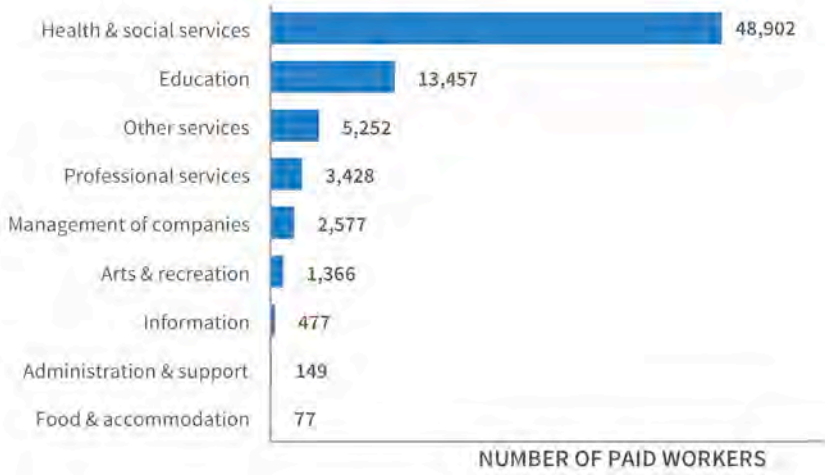
Health and social services organizations account for the vast majority of the Capital Region's nonprofit jobs, but education and "other services"—primarily civic organizations[6]—also account for significant shares.

In particular, as illustrated in **FIGURES 4 and 5** and detailed more fully in **APPENDIX B**:

- **Over 61% of all nonprofit workers—48,902 jobs—in the Capital Region are in health and social services, accounting for nearly 13% of all private jobs in the region**. Of these health and social services jobs, hospitals[7] account for nearly half, nursing homes for another quarter, and social assistance for approximately 20%.
- Another **17% of the region's nonprofit workers (13,457 total) are employed by educational organizations**, which includes elementary and secondary schools and colleges and universities.
- A considerably smaller **6.6% (5,252) of all nonprofit jobs in the region are in other service organizations**. The vast majority—5,144—of these jobs are found in civic organizations.
- The remainder of the Capital Region's nonprofit workforce fall into professional services (4.3% or 3,428 jobs), management of companies[8] (3.3% or 2,577 jobs), and arts and recreation (1.7% or 1,366 jobs).

FIGURE 4

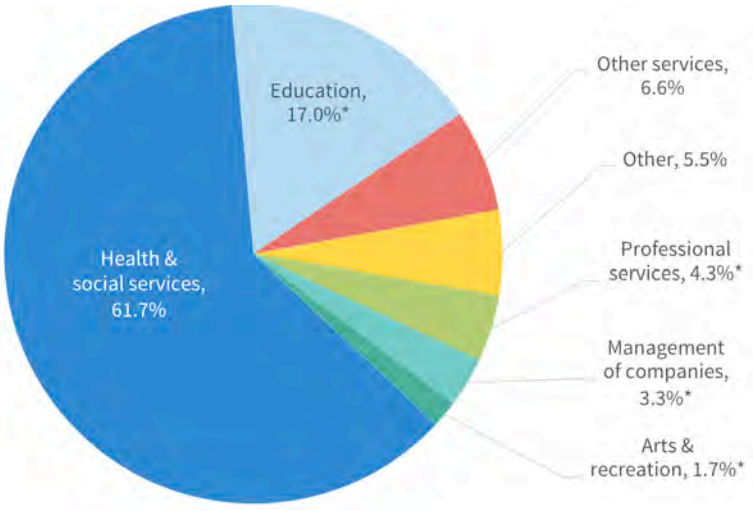
Capital Region nonprofit employment by field, 2013



Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

FIGURE 5

Distribution of Capital Region nonprofit employment by field, 2013



Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

[6] This industry comprises establishments primarily engaged in promoting the civic and social interests of their members. Examples of this type of organization include alumni associations, parent-teacher associations, booster clubs, scouting organizations, fraternal lodges, or veterans' membership organizations.

[7] The hospitals category includes general, specialty, and psychiatric facilities.

[8] Establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning, billing and recordkeeping, personnel, and physical distribution and logistics.

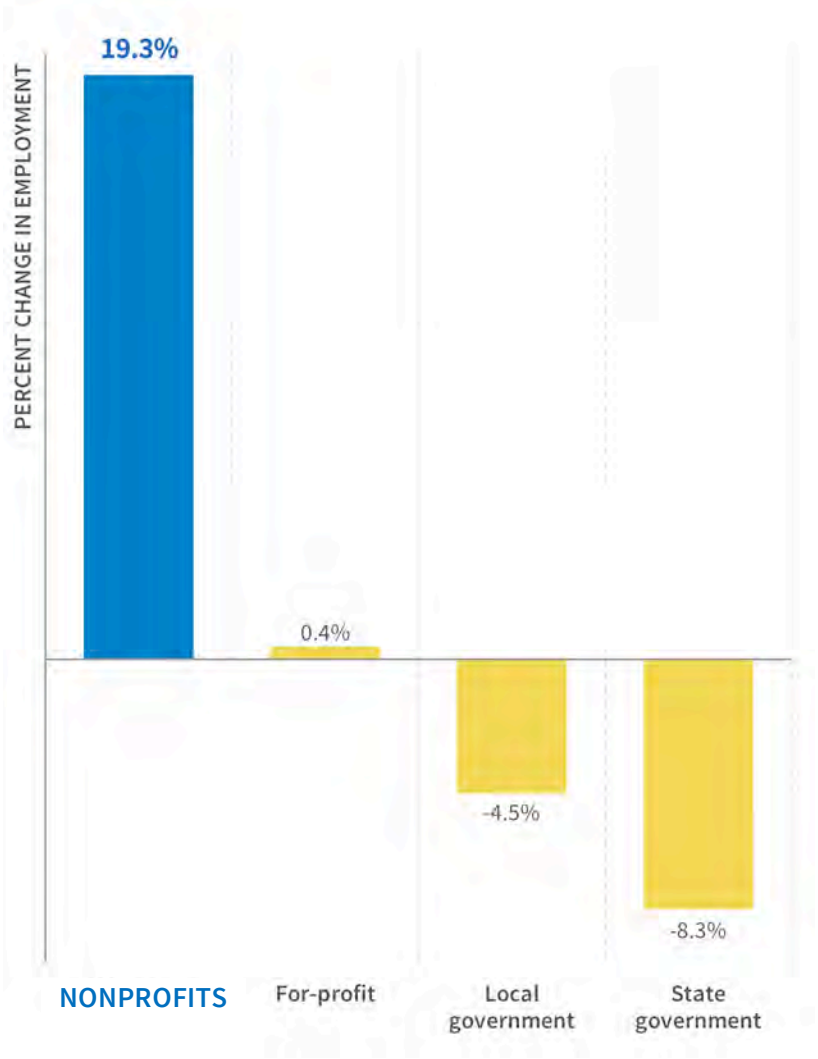
FINDING #3
A Growing Sector

The nonprofit sector is a critical driver of the Capital Region's economy, adding thousands of new jobs over the past decade—even though this period included a major economic recession.

In particular, as illustrated in **FIGURE 6** and detailed more fully in **APPENDIX B**:

- Between 2003 and 2013, nonprofit employment in the Capital Region **grew by 19.3%, adding 12,834 jobs during this period.**
- By contrast, the region's net for-profit employment grew by just 0.4 percent, adding only 1,310 net jobs over this period.[9]
- Both and local and state government experienced significant contraction, shrinking by 4.5 percent and 8.3 percent respectively, accounting for a loss of 7,214 jobs over this same period.
- Put somewhat differently, with 13.6 percent of the region's jobs at the start of this period, the Capital Region's nonprofit sector accounted for over 90 percent of the region's net job growth during this period.

FIGURE 6
Change in employment in the Capital Region, by sector, 2003-2013



Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

[9] This net figure is the result of for-profit gains in some industries (e.g. education, health, transportation, and food), and losses in other fields.

Moreover, nonprofits operating in all major fields of activity added jobs over the past decade. As shown in **FIGURE 7**:

- → Organizations in the health and social services field added a total of 6,016 jobs, growing by 14.4%. Much of this growth took place in the ambulatory health field, which grew by 49% during this period.
- → Nonprofit education organizations added 4,213 jobs, resulting in nearly 27% growth.
- → Though it remains a small field overall, employment in nonprofit arts and recreation organizations grew from 662 to 1,366—an increase of 106%.

FIGURE 7

Change in nonprofit vs. for-profit employment in principal fields of nonprofit activity, Capital Region, 2003-2013

Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

FINDING #4

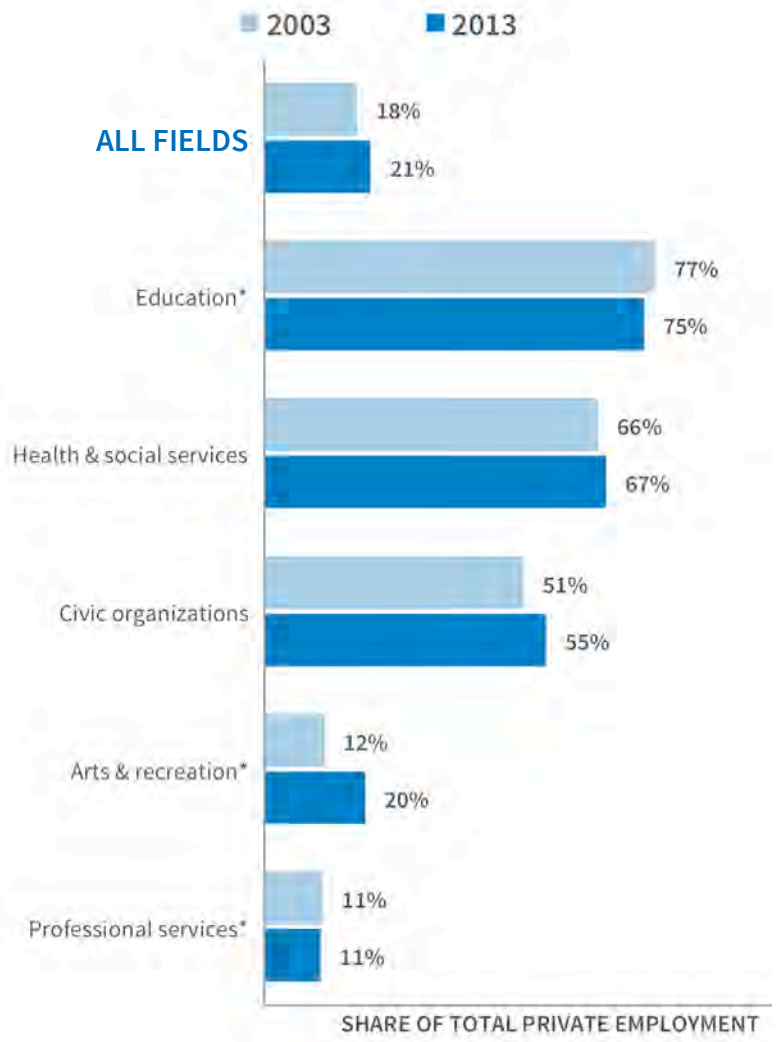
Increased Competition, but Continued Strength

Despite this overall growth, nonprofits are facing increased cross-sector competition in some of the fields in which they have traditionally led. As shown in FIGURES 7 and 8, for-profit entities operating in some of these fields also experienced growth between 2003 and 2013—sometimes at a pace that exceeded nonprofit growth. Though not addressed here, it's true that nonprofits are engaging more in industries where for-profits have traditionally led.

- Most notably, as shown in **FIGURE 7**, employment in for-profit education organizations expanded by nearly 43 percent between 2003 and 2013—a rate nearly 16% greater than that achieved by nonprofits. As a result, the nonprofit share of total private employment in this key field actually declined even while the absolute size of nonprofit employment increased, dropping from 77 to 75% (**FIGURE 8**).
- The nonprofit share of employment in all other key fields increased or remained steady over this period, growing from 18 to 21% overall, with a 1% increase in the health and social services field; a 4% increase in civic organizations; an 8% increase in arts and recreation; and a 21% increase in management of companies.
- These figures testify to the durability of the nonprofit employment base in this region, providing an important economic ballast to a region whose for-profit and public economies suffered enormous strains.

FIGURE 8

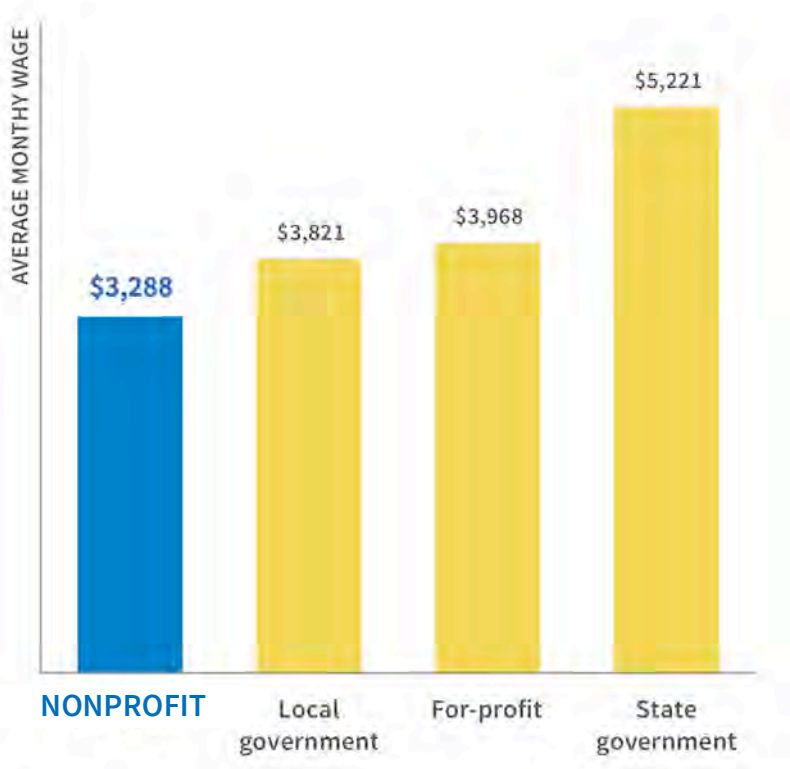
Nonprofit share of total private employment by field, Capital Region, 2003 vs. 2013



Source: Johns Hopkins Nonprofit Economic Data Project based on QCEW data.

FINDING #5
Wages: A Mixed Story

FIGURE 9
Capital Region average monthly wages by sector, 2013[10]



Source: Johns Hopkins Nonprofit Economic Data Project based on IRS 990 data.

As in many other regions, the average monthly wages of Capital Region nonprofit workers are below those of the region's for-profit and government workers. However, unlike in most parts of the country, average nonprofit wages in the Capital Region are also below those of for-profit organizations in the same fields.

OVERALL WAGES

As illustrated in **FIGURE 9**:

- The average Capital Region nonprofit worker earned **$3,288 per month**, which is roughly 17% lower than the average for-profit worker's monthly average wage of $3,968.
- Similarly, the average nonprofit worker earned **14% less per month** than the average local government worker and 37% less than the average state government worker.

[10] Wages reported here do not include benefits.

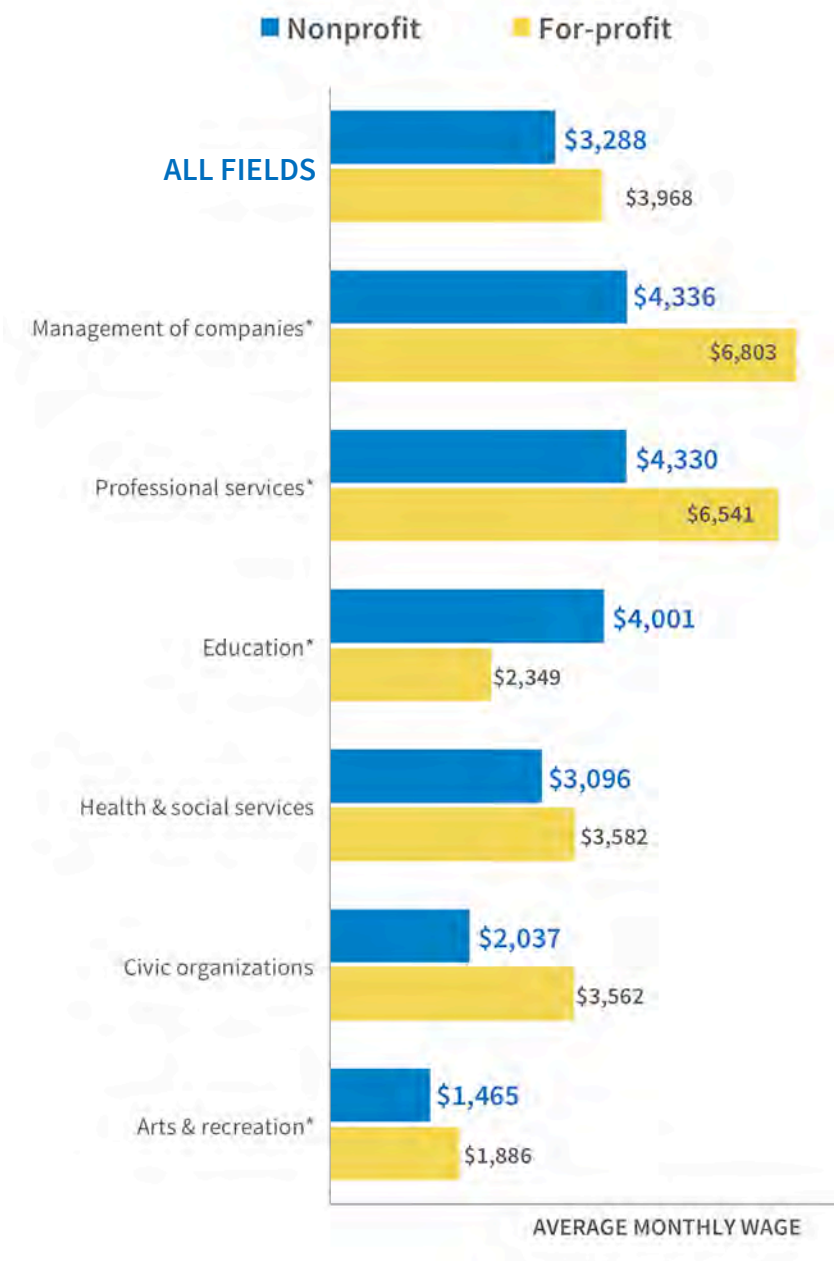
VARIATIONS BY FIELD

These averages obscure, however, some significant variations in the average wages of nonprofit workers in different fields. But, unlike patterns we have observed elsewhere, average nonprofit wages in each of these fields, except one, lag behind those paid in for-profit establishments. In particular, as shown in FIGURE 10:

- → Average nonprofit monthly wages range from a low of $1,465 in the arts and recreation field to a high of $4,336 in the management of companies field.
- → Other fields in which nonprofit average wages are lower than the average include civic organizations and health and social service organizations, the latter likely a product of the lower wages in the social service component of this field.
- → In only two fields—education and social assistance (a subfield of heath and social services)—do nonprofit workers earn more on average than for-profit workers. Nonprofit workers in education earn a striking 41% more, on average, than their for-profit counterparts. In social assistance, nonprofit workers earn on average 15% more than their for-profit counterparts.

FIGURE 10

Average monthly wages in selected fields, nonprofit vs. for-profit, Capital Region, 2013



Source: Johns Hopkins Nonprofit Economic Data Project based on IRS 990 data.

CONCLUSION

This study makes clear the critical economic role that nonprofit organizations play in the eight counties that make up the New York Capital Region as both job creators and revenue generators for both businesses and government. The sector is not only the largest employer among all industries in the region, but has provided critical economic ballast to the region's economy by providing the **only meaningful source of job growth** during a period of significant economic recession and the resulting lag in for-profit and government job growth.

However, the data reported here also call attention to a number of challenges confronting Capital Region nonprofits—in particular, the **slowly growing competition they face from for-profits operating in traditional fields of nonprofit activity**. Similarly, this report highlights the **relatively low wages available to workers in these critical fields**. Most strikingly, unlike the situation nationally—where nonprofit average wages exceed for-profit ones *in most of the fields in which nonprofits and for-profits are both active*—in the New York Capital region, this nonprofit wage advantage is apparent only in the single field of education. This suggests that the overall lower wages of nonprofit workers in the Capital Region is not simply a function of the fields in which nonprofits operate, but indicates something systemic to operations or funding structure. Specifically, wages in nonprofit units are on average lower than those in private for-profit units in all industries with significant nonprofit presence except education.

Taken together, these observations raise important questions about the ability of nonprofits in the Capital Region to continue to attract and retain quality workers.

All of this demonstrates the need for this information to both put the New York Capital Region's nonprofit sector on the radar screen of policymakers, and to alert leaders within the sector of the important challenges it is facing.

ACKNOWLEDGEMENTS

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SUGGESTED CITATION

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NEW YORK COUNCIL OF NONPROFITS, INC. (NYCON)

272 Broadway, Albany NY, 12204
800-515-5012 | **NYCON.org**

JOHNS HOPKINS CENTER FOR CIVIL SOCIETY STUDIES

624 North Broadway, Hampton house, 3rd Floor
Baltimore, MD 21205
ccss@jhu.edu | **ccss.jhu.edu** | **@JHUCCSS**

Report design by Chelsea Newhouse, Johns Hopkins University.

APPENDIX A
Methodology

OVERVIEW

The data for this study come primarily from two sources. The first source is the aggregate dataset of organizations exempt from income tax under Section 501c(3) produced by the Johns Hopkins Center for Civil Society Studies from the Quarterly Census of Employment and Wages, which is administered by state Labor Market Information agencies (e.g., the Department of Labor in New York) and the Bureau of Labor Statistics. The second source is the database of organizations exempt from income tax under Section 501c(3) produced by the National Center for Charitable Statistics (NCCS) at the Urban Institute from the tax reports filed by tax-exempt organizations (IRS Form 990) to the Internal Revenue Service. In addition to these main data sources, we used supplementary data from the Bureau of Economic Analyses (Gross State Product) and Individual Income and Tax Data tables produced by the Internal Revenue Service and available online for public use.

QUARTERLY CENSUS OF EMPLOYMENT AND WAGES

The Quarterly Census of Employment and Wages (QCEW) is an administrative dataset collected by states as a part of the federal Unemployment Insurance (UI) program. QCEW draws on the quarterly surveys of workplaces that state employment security offices have conducted since the 1930s and accounts for approximately 98 percent of all wage and salary civilian employment nationally (the program does not cover self-employed and family workers). Under federal law, all nonprofit places of employment with four or more employees are required to participate in the unemployment insurance system. At their discretion, states can extend this requirement to nonprofit places of employment with one or more employees. However, New York has not extended the coverage beyond the federal mandate.

The principal exclusions from the QCEW dataset vary by state and include employees of religious organizations, railroad workers, small-scale agriculture workers, domestic service workers, crew members on small vessels, state and local government elected officials, and insurance and real estate agents who receive payment solely by commission. In New York, QCEW data encompass approximately 97 percent of nonfarm employment, providing a virtual census of employees and their wages as well as the most complete universe of employment and wage data, by industry, at the State, regional and county levels. In terms of nonprofit employment, the exclusion of religious organizations as well as entities with less than four employees is the most significant; however, religious organizations may elect to be covered by the unemployment insurance program and those that do are covered in the data. At this time the exact number of employees in tax-exempt establishments not covered by QCEW is not known, but we estimate it to be no more than 3 percent of total employment in the nonprofit sector in New York.

While nonprofit places of employment have long been covered by the QCEW surveys, the data generated by these surveys have never broken out the nonprofit employment separate from the for-profit employment. As a consequence, the nonprofit sector has essentially been buried in the data. The Johns Hopkins Center for Civil Society Studies has developed a methodology of identifying nonprofit employers in the QCEW micro-data by record matching with the publicly available register of tax exempt entities maintained by the Internal Revenue Service (IRS). The nonprofit micro-data were subsequently aggregated by county and fields of activity to meet the New York Department of Labor's disclosure rules, mandated by law to protect the confidentiality of company specific information. The result is the most accurate and up-to-date picture of nonprofit employment yet available, and a pathway to generating such data on a regular basis into the future.

QCEW data have a number of critical advantages over other data sources as a window into nonprofit employment trends. In particular, these data:

- Are collected every quarter;
- Are available within six to eight months of their collection, unlike Economic Census data, which typically require two to three years to process;
- Are closely monitored and verified for accuracy by the Labor Market Information offices of state Employment Security agencies and the federal Bureau of Labor Statistics;
- Are collected at the establishment level rather than the organization level, which is important to avoid distortions otherwise caused by the existence of multipurpose and multi-location organizations;
- Cover employment and wages, which is especially relevant for gauging the operations of labor-intensive entities such as nonprofits;
- Are comprehensive, covering about 98 percent of all nonprofit employment; and
- Cover for-profit and government places of employment in the same data system, which facilitates systematic comparisons among the sectors, a matter of increasing importance.

This data source is not without limitations, however. Chief among them is the legally mandated suppression of information that may allow identification of individual units reporting the data. In practical terms, this typically means that any aggregate that contains fewer than three units or contains a unit that accounts for 80 or more percent of total employment in that aggregate must not be disclosed (the so called primary suppression). In addition, aggregates that

make it possible to calculate the value of non-disclosable aggregates by simple subtraction must also be suppressed (the so-called secondary suppression). Stricter suppression criteria may also be used if deemed necessary by the agency administering the data. In the data used in this report, primary and secondary suppressions occurred at the industry level in the 8 counties comprising the Capital Region. These suppressions may have affected the accuracy of some of the data in this report, especially nonprofit-for-profit comparison and longitudinal trends. While most of the two-digit NAICS remains unsuppressed in this report, caution is advised in interpreting the Capital Region results for those industries for which some county-level data are suppressed. **This suppression does not affect the total numbers reported in Appendix Table 1; and we estimate the total effects of data suppression applies to 4.5% of the employment in the region.**

IRS FORM 990 DATA

The IRS Form 990 database is the main source of financial variables for public charities that filed Form 990 with the Internal Revenue Service (IRS). The 990 database includes 1,983 nonprofit organizations (not to be confused with establishments) located in the Capital Region in 2013 (vs. 2,104 identified in the QCEW), distributed among the 8 counties that comprise this region as follows:

	990	QCEW
Albany	768	779
Columbia	168	163
Greene	86	65
Rensselaer	218	266
Saratoga	279	274
Schenectady	210	261
Warren	172	202
Washington	82	94
TOTAL	**1,983**	**2,104**

Compared to the QCEW data, the Form 990 data have a number of limitations:

- Because the data are organization-based and not establishment-based, they provide a less detailed picture of the geographic distribution of nonprofit activity since many organizations have multiple places of operation that are frequently spread across a state or a metropolitan area.
- Because the forms are not scrutinized by the IRS to the extent that the tax returns of for-profit corporations are, they are more likely to contain significant errors in the data reported on the forms.
- Form 990 filings are typically less up-to-date than QCEW data. Forms are filed after the end of each fiscal year for the previous year and it takes considerable time to convert them into electronic form. This makes it difficult to track current trends.
- The Form 990 covers only nonprofit organizations and does not classify nonprofit organizations by the North American Industrial Classification System (NAICS). As such, it is difficult to use these data to compare nonprofits to for-profits or government.
- Form 990 treats certain key variables in a manner that was developed for other purposes but is not well suited for studying the behavior of nonprofit institutions. **Thus, for example, it does not distinguish between market sales and government contracts and reimbursement payments (e.g., Medicaid) in program service revenue of the organizations. This can lead to gross under-statements of the extent of government support in the revenue base of the nonprofit sector, which can lead, in turn, to serious policy errors.** Similarly, the 990EZ form groups government grants together with private philanthropic contributions, thus potentially overstating the extent of philanthropic support.
- Only about 380,000 out of the estimated 1.2 million nonprofit organizations in the country are required to file Form 990 in a typical year.

As such, most of the present analysis relies on the QCEW dataset.

APPENDIX B
County Data Tables

Appendix Table 1: Nonprofit sector employment by county

	NY State	Capital Region	Albany	Columbia	Greene	Rensselaer	Saratoga	Schenectady	Warren	Washington
Employment	1,275,952	79,210	36,610	3,789	775	11,381	8,385	11,060	5,919	1,292
Share of total employment	17.9%	20.9%	23.1%	24.5%	7.9%	29.9%	13.0%	21.1%	19.9%	13.1%
Revenue (millions)	$193,145.80	$9,231.40	$5,556.80	$323.70	$28.00	$1,179.30	$672.40	$920.00	$501.20	$50.00
Expenditures (millions)	$184,187.30	$8,937.80	$5,367.10	$310.50	$27.00	$1,169.30	$647.00	$880.80	$487.10	$49.00
Assets (millions)	$315,207.20	$13,801.50	$6,680.90	$429.30	$76.70	$3,347.40	$1,295.00	$1,345.40	$564.40	$62.50
Wages (millions)	$15,647,826,581	$781,426,901	$386,337,410	$35,521,725	$6,132,749	$122,408,948	$72,448,262	$102,193,528	$46,637,225	$9,747,054

Appendix Table 2: Nonprofit sector employment by county and field

NAICS	Field	NY State	Capital Region	Albany	Columbia	Greene	Rensselaer	Saratoga	Schenectady	Warren	Washington
	NONPROFIT - NUMBER OF EMPLOYEES										
51	**INFORMATION**	**15,313**	**477**	**161**	**41**	**20**	**101**	**139**	**D**	**D**	**16**
54	**PROFESSIONAL SERVICES**	**36,493**	**3,428**	**3,259**	**D**	**D**	**59**	**31**	**D**	**78**	**D**
55	**MANAGEMENT OF COMPANIES**	**23,901**	**2,577**	**1,626**	**65**	**D**	**243**	**231**	**133**	**279**	**D**
56	**ADMINISTRATIVE & SUPPORT SRVCS**	**4,987**	**149**	**149**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
61	**EDUCATION**	**251,232**	**13,457**	**7,337**	**262**	**D**	**3,815**	**D**	**2,044**	**D**	**D**
61111	*Elementary & secondary education*	*62,062*	*2,573*	*1,558*	*D*	*D*	*545*	*190*	*280*	*D*	*D*
611x	*Colleges & universities*	*171,287*	*5,641*	*5,641*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
62	**HEALTH & SOCIAL ASSISTANCE**	**796,643**	**48,902**	**20,761**	**3,174**	**630**	**5,904**	**4,948**	**7,946**	**4,421**	**1,117**
621	*Ambulatory health*	*85,941*	*4,818*	*956*	*261*	*177*	*1,040*	*898*	*573*	*665*	*248*
622	*Hospitals*	*340,813*	*9,774*	*9,774*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
623	*Nursing homes*	*153,336*	*10,398*	*5,274*	*1,024*	*263*	*1,464*	*D*	*1,726*	*D*	*646*
624	*Social assistance*	*216,552*	*6,854*	*4,757*	*D*	*190*	*D*	*1,105*	*D*	*803*	*D*
71	**ARTS & RECREATION**	**33,656**	**1,366**	**322**	**57**	**D**	**52**	**528**	**264**	**86**	**56**
711	*Performing arts & sports*	*13,695*	*166*	*142*	*24*	*D*	*D*	*D*	*D*	*D*	*D*
712	*Museums*	*14,716*	*228*	*42*	*31*	*D*	*D*	*58*	*53*	*44*	*D*
713	*Amusement & recreation*	*5,245*	*561*	*139*	*D*	*D*	*D*	*422*	*D*	*D*	*D*
72	**FOOD & ACCOMMODATION**	**6,497**	**77**	**D**	**D**	**D**	**D**	**D**	**D**	**77**	**D**
81	**OTHER SERVICES**	**87,010**	**5,252**	**2,568**	**149**	**89**	**672**	**521**	**589**	**638**	**26**
813	*Civic organizations*	*85,709*	*5,144*	*2,480*	*149*	*89*	*672*	*516*	*589*	*622*	*26*
	NONPROFIT % OF TOTAL PRIVATE EMPLOYMENT										
51	**INFORMATION**	**6.0%**	**5.0%**	**3.3%**	**21.3%**	**10.9%**	**8.1%**	**14.9%**	**D**	**D**	**20.8%**
54	**PROFESSIONAL SERVICES**	**6.0%**	**11.1%**	**21.4%**	**D**	**D**	**2.6%**	**0.7%**	**D**	**6.5%**	**D**
55	**MANAGEMENT OF COMPANIES**	**17.2%**	**35.1%**	**42.2%**	**35.9%**	**D**	**63.3%**	**23.9%**	**9.2%**	**58.9%**	**D**
56	**ADMINISTRATIVE & SUPPORT SRVCS**	**1.2%**	**0.9%**	**1.7%**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
61	**EDUCATION**	**78.3%**	**74.7%**	**84.0%**	**89.6%**	**D**	**93.9%**	**D**	**87.9%**	**D**	**D**
61111	*Elementary & secondary education*	*74.7%*	*76.4%*	*83.2%*	*D*	*D*	*73.0%*	*62.8%*	*63.0%*	*D*	*D*
611x	*Colleges & universities*	*94.8%*	*96.9%*	*96.9%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
62	**HEALTH & SOCIAL ASSISTANCE**	**60.1%**	**67.2%**	**67.3%**	**77.0%**	**48.4%**	**71.1%**	**57.9%**	**68.1%**	**69.5%**	**70.8%**
621	*Ambulatory health*	*19.4%*	*22.9%*	*10.4%*	*34.1%*	*29.6%*	*45.7%*	*27.6%*	*22.7%*	*32.7%*	*60.4%*
622	*Hospitals*	*96.5%*	*100.0%*	*100.0%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
623	*Nursing homes*	*65.1%*	*71.2%*	*83.7%*	*71.8%*	*53.3%*	*60.3%*	*D*	*56.9%*	*D*	*70.4%*
624	*Social assistance*	*73.8%*	*79.7%*	*84.9%*	*D*	*90.0%*	*D*	*60.9%*	*D*	*82.3%*	*D*
71	**ARTS & RECREATION**	**25.3%**	**19.9%**	**21.2%**	**31.1%**	**D**	**15.5%**	**28.8%**	**37.6%**	**11.5%**	**21.2%**
711	*Performing arts & sports*	*28.6%*	*16.6%*	*45.9%*	*31.4%*	*D*	*D*	*D*	*D*	*D*	*D*
712	*Museums*	*93.4%*	*78.8%*	*72.3%*	*98.9%*	*D*	*D*	*100.0%*	*100.0%*	*92.4%*	*D*
713	*Amusement & recreation*	*7.6%*	*10.1%*	*12.0%*	*D*	*D*	*D*	*26.9%*	*D*	*D*	*D*
72	**FOOD & ACCOMMODATION**	**1.0%**	**0.2%**	**D**	**D**	**D**	**D**	**D**	**D**	**2.2%**	**D**
81	**OTHER SERVICES**	**26.0%**	**30.1%**	**29.6%**	**23.4%**	**24.8%**	**37.3%**	**19.9%**	**34.0%**	**48.4%**	**70.8%**
813	*Civic organizations*	*58.6%*	*55.4%*	*47.9%*	*57.6%*	*54.8%*	*62.8%*	*58.3%*	*69.9%*	*80.0%*	*23.2%*

NAICS	Field	NY State	Capital Region	Albany	Columbia	Greene	Rensselaer	Saratoga	Schenectady	Warren	Washington
AVERAGE NONPROFIT MONTHLY WAGES											
51	**INFORMATION**	**$3,770**	**$2,118**	**$3,082**	**$1,093**	**$1,072**	**$2,529**	**$1,306**	**D**	**D**	**$810**
54	**PROFESSIONAL SERVICES**	**$4,271**	**$4,330**	**$4,359**	**D**	**D**	**$4,346**	**$5,062**	**D**	**$2,853**	**D**
55	**MANAGEMENT OF COMPANIES**	**$5,065**	**$4,336**	**$4,469**	**$4,057**	**D**	**$5,532**	**$3,124**	**$ 3,824**	**$3,829**	**D**
56	**ADMINISTRATIVE & SUPPORT SRVCS**	**$4,321**	**$2,253**	**$2,253**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
61	**EDUCATION**	**$4,450**	**$4,001**	**$4,397**	**$2,273**	**D**	**$4,046**	**D**	**$ 2,714**	**D**	**D**
61111	*Elementary & secondary education*	*$ 3,676*	*$ 3,239*	*$ 3,446*	*D*	*D*	*$ 3,453*	*$ 1,688*	*$ 2,719*	*D*	*D*
611x	*Colleges & universities*	*$ 4,860*	*$ 4,670*	*$ 4,670*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
62	**HEALTH & SOCIAL ASSISTANCE**	**$3,986**	**$3,096**	**$3,098**	**$3,258**	**$2,767**	**$2,857**	**$3,313**	**$3,358**	**$2,728**	**$2,694**
621	*Ambulatory health*	*$ 4,130*	*$ 3,650*	*$ 3,445*	*$ 2,242*	*$ 3,726*	*$ 3,455*	*$ 4,181*	*$ 3,433*	*$ 4,157*	*$ 3,916*
622	*Hospitals*	*$ 5,565*	*$ 3,988*	*$ 3,988*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
623	*Nursing homes*	*$ 2,709*	*$ 2,410*	*$ 2,342*	*$ 2,804*	*$ 2,672*	*$ 2,254*	*D*	*$ 2,465*	*D*	*$ 2,447*
624	*Social assistance*	*$ 2,349*	*$ 2,044*	*$ 2,039*	*D*	*$ 2,006*	*D*	*$ 2,259*	*D*	*$ 1,788*	*D*
71	**ARTS & RECREATION**	**$3,610**	**$1,465**	**$1,582**	**$2,450**	**D**	**$1,219**	**$1,214**	**$1,612**	**$1,906**	**$1,013**
711	*Performing arts & sports*	*$ 4,188*	*$ 1,867*	*$ 1,842*	*$ 2,013*	*D*	*D*	*D*	*D*	*D*	*D*
712	*Museums*	*$ 3,832*	*$ 2,125*	*$ 2,708*	*$ 2,812*	*D*	*D*	*$ 1,848*	*$ 1,470*	*$ 2,247*	*D*
713	*Amusement & recreation*	*$ 1,474*	*$ 957*	*$ 979*	*D*	*D*	*D*	*$ 949*	*D*	*D*	*D*
72	**FOOD & ACCOMMODATION**	**$1,524**	**$3,390**	**D**	**D**	**D**	**D**	**D**	**D**	**$3,390**	**D**
81	**OTHER SERVICES**	**$3,338**	**$2,044**	**$2,607**	**$2,443**	**$1,846**	**$1,213**	**$1,708**	**$1,220**	**$1,615**	**$2,371**
813	*Civic organizations*	*$ 3,338*	*$ 2,037*	*$ 2,605*	*$ 2,443*	*$ 1,846*	*$ 1,213*	*$ 1,717*	*$ 1,220*	*$ 1,617*	*$ 2,371*
CHANGE IN NONPROFIT EMPLOYMENT, 2003-2013											
51	**INFORMATION**	**-9%**	**63.1%**	**-25.7%**	**77.1%**	**D**	**134.1%**	**D**	**D**	**D**	**62.1%**
54	**PROFESSIONAL SERVICES**	**0.8%**	**10.8%**	**7.7%**	**D**	**D**	**201.7%**	**-34.3%**	**D**	**D**	**D**
55	**MANAGEMENT OF COMPANIES**	**67.4%**	**224.2%**	**221.6%**	**35.7%**	**D**	**85.3%**	**D**	**20.6%**	**D**	**D**
56	**ADMINISTRATIVE & SUPPORT SRVCS**	**105.4%**	**302.7%**	**302.7%**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
61	**EDUCATION**	**21.7%**	**26.8%**	**25.6%**	**10.7%**	**D**	**42.8%**	**D**	**36.1%**	**D**	**D**
61111	*Elementary & secondary education*	*40.6%*	*18.9%*	*33.9%*	*D*	*D*	*24.7%*	*36.0%*	*-33.9%*	*D*	*D*
611x	*Colleges & universities*	*14.9%*	*26.2%*	*26.2%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
62	**HEALTH & SOCIAL ASSISTANCE**	**10.0%**	**14.4%**	**13.5%**	**24.6%**	**22.5%**	**6.2%**	**34.7%**	**7.5%**	**18.8%**	**7.3%**
621	*Ambulatory health*	*42.9%*	*49.0%*	*49.5%*	*30.3%*	*237.6%*	*20.4%*	*213.1%*	*-26.0%*	*146.7%*	*68.7%*
622	*Hospitals*	*7.2%*	*-21.4%*	*13.5%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
623	*Nursing homes*	*8.4%*	*5.9%*	*2.3%*	*-0.5%*	*4.9%*	*9.7%*	*D*	*60.7%*	*D*	*54.3%*
624	*Social assistance*	*5.8%*	*-0.5%*	*22.2%*	*D*	*-10.0%*	*D*	*3.4%*	*D*	*D*	*D*
71	**ARTS & RECREATION**	**20.7%**	**106.4%**	**23.3%**	**23.9%**	**D**	**3.3%**	**453.8%**	**118.2%**	**13.1%**	**409.1%**
711	*Performing arts & sports*	*11.1%*	*-32.3%*	*6.8%*	*10.8%*	*D*	*D*	*D*	*D*	*D*	*D*
712	*Museums*	*12.9%*	*-12.2%*	*-29.0%*	*27.4%*	*D*	*D*	*-8.5%*	*-17.1%*	*-10.1%*	*D*
713	*Amusement & recreation*	*108.9%*	*701.4%*	*98.6%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
72	**FOOD & ACCOMMODATION**	**27.5%**	**D**	**D**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
81	**OTHER SERVICES**	**11.3%**	**10.6%**	**17.9%**	**-4.7%**	**41.1%**	**18.9%**	**6.0%**	**-5.3%**	**-2.2%**	**38.6%**
813	*Civic organizations*	*10.7%*	*8.5%*	*14.1%*	*-4.7%*	*41.1%*	*18.9%*	*5.8%*	*-5.3%*	*-4.6%*	38.6%

NAICS	Field	NY State	Capital Region	Albany	Columbia	Greene	Rensselaer	Saratoga	Schenectady	Warren	Washington
	CHANGE IN FOR-PROFIT EMPLOYMENT, 2003-2013										
51	**INFORMATION**	**-8.5%**	**-28.2%**	**-42.2%**	**-54.6%**	**D**	**-16.1%**	**D**	**D**	**D**	**-34.4%**
54	**PROFESSIONAL SERVICES**	**21.1%**	**15.1%**	**25.3%**	**D**	**D**	**10.1%**	**30.3%**	**D**	**D**	**D**
55	**MANAGEMENT OF COMPANIES**	**8.1%**	**-0.7%**	**7.0%**	**-53.7%**	**D**	**27.3%**	**D**	**-15.2%**	**D**	**D**
56	**ADMINISTRATIVE & SUPPORT SRVCS**	**7.4%**	**-4.7%**	**-7.9%**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
61	**EDUCATION**	**26.7%**	**42.7%**	**92.6%**	**-1.1%**	**D**	**-11.9%**	**D**	**32.5%**	**D**	**D**
61111	*Elementary & secondary education*	*-16.8%*	*-2.4%*	*-20.6%*	*D*	*D*	*-6.0%*	*47.2%*	*31.0%*	*D*	*D*
611x	*Colleges & universities*	*190.9%*	*-174.0%*	*-174.0%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
62	**HEALTH & SOCIAL ASSISTANCE**	**32.2%**	**6.6%**	**-3.4%**	**-14.6%**	**25.1%**	**2.0%**	**42.8%**	**9.6%**	**21.6%**	**13.7%**
621	*Ambulatory health*	*36.3%*	*14.8%*	*16.2%*	*-4.7%*	*61.1%*	*-11.4%*	*44.5%*	*1.0%*	*22.1%*	*-11.0%*
622	*Hospitals*	*34.0%*	*-100.0%*	*-100.0%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
623	*Nursing homes*	*7.7%*	*-23.6%*	*-52.4%*	*-28.5%*	*2.8%*	*26.4%*	*D*	*9.1%*	*D*	*29.8%*
624	*Social assistance*	*47.0%*	*-10.5%*	*-29.9%*	*D*	*-59.4%*	*D*	*68.0%*	*D*	*D*	*D*
71	**ARTS & RECREATION**	**19.7%**	**10.9%**	**4.3%**	**3.3%**	**D**	**10.1%**	**55.6%**	**30.4%**	**4.9%**	**-9.7%**
711	*Performing arts & sports*	*13.0%*	*34.2%*	*10.6%*	*74.4%*	*D*	*D*	*D*	*D*	*D*	*D*
712	*Museums*	*109.1%*	*371.8%*	*71.4%*	*-83.3%*	*D*	*D*	*-100.0%*	*-100.0%*	*450.0%*	*D*
713	*Amusement & recreation*	*22.7%*	*17.7%*	*2.8%*	*D*	*D*	*D*	*D*	*D*	*D*	*D*
72	**FOOD & ACCOMMODATION**	**29.6%**	**15.1%**	**D**	**D**	**D**	**D**	**D**	**D**	**D**	**D**
81	**OTHER SERVICES**	**7.9%**	**-8.5%**	**-6.5%**	**13.8%**	**-11.8%**	**15.0%**	**7.6%**	**-45.6%**	**-16.0%**	**27.2%**
813	*Civic organizations*	*5.6%*	*-8.9%*	*-9.9%*	*1.9%*	*6.3%*	*68.3%*	*-5.9%*	*-44.3%*	*-27.4%*	*9.2%*

"D" designates fields where the data have been suppressed to comply with New York Department of Labor and Bureau of Labor Statistics disclosure rules. This suppression typically affects any aggregate that contains fewer than three units or contains a unit that accounts for 80 or more percent of total employment in that aggregate.

NEW YORK COUNCIL OF NONPROFITS, INC. (NYCON)

272 Broadway,
Albany, NY 12204
800.515.5012 | NYCON.org

The New York Council of Nonprofits (NYCON) works together with our members, other nonprofits, communities, funders and stakeholders to build the capacity of nonprofits and communities to enhance the quality of life through responsive, cost-effective service and by forming a long-term, multi-layered service relationship with our member nonprofits. We also work in close partnership with government (federal, state and local) and the private sector (community foundations, private foundations, and United Ways) to educate and directly assist their nonprofit constituencies. We are a 501(C)(3) statewide association that provides a collective policy voice for the nonprofit sector and serves as a crucial support and information provider.

CAPITAL REGION CHAMBER

5 Computer Dr. South
Colonie, NY 12205

1473 Erie Blvd
Schenectady, NY 12305

518.431.1400 | capitalregionchamber.com

The Chamber helps build a strong community by connecting our members to people, business and issues important to business success. Through the Chamber, you and your business are engaged in initiatives that move us toward a successful future. We represent 2,600 businesses and organizations from throughout the Capital Region—Albany, Schenectady, Rensselaer and Saratoga Counties and beyond—that employ more than 150,000 area residents. We provide leadership and resources to grow member businesses and our regional economy. The Capital Region Chamber enables for-profit and nonprofit businesses of all types and sizes to accomplish more together than may have been possible on their own.

THE COMMUNITY FOUNDATION FOR THE GREATER CAPITAL REGION

Six Tower Place, Albany, NY 12203
518.446.9638 | cfgcr.org

For nearly 50 years, the Community Foundation for the Greater Capital Region has worked to improve the quality of life in the region by promoting and facilitating effective philanthropy. Our success is directly related to our generous donors who invest through the Community Foundation in our area's most effective nonprofit organizations.

MVP HEALTH CARE

625 State Street, Schenectady, NY 12301
518.370.4793 | mvphealthcare.com

MVP Health Care is a nationally-recognized, regional not-for-profit health plan committed to having a positive impact on health and wellness of everyone we serve. We care for more than 700,000 members across New York and Vermont, creating healthier communities and continuing our 30-year legacy of quality and integrity. MVP consistently rates among the nation's top health insurance companies.

THE SCHENECTADY FOUNDATION

376 Broadway, 2nd Fl., Schenectady, NY 12305
518.393.9500 | schenectadyfoundation.org

The Schenectady Foundation is the only community foundation exclusively serving Schenectady County. By developing a major endowment for our community, TSF is able to make significant grants that truly have an impact on our health and well-being. Over time TSF has supported more than 180 community organizations, and has provided a strong base of support for charitable projects both large and small. Most assets are unrestricted by the donors, enabling TSF to make significant grants that address current community needs and issues.

THE JOHNS HOPKINS CENTER FOR CIVIL SOCIETY STUDIES

624 N. Broadway, Hampton House 3rd Fl.
Baltimore, MD 21205, USA
ccss@jhu.edu | ccss.jhu.edu

The Johns Hopkins Center for Civil Society Studies is a leading source of groundbreaking research and knowledge about the nonprofit sector, social investing, and the tools of government. Working in collaboration with governments, international organizations, investment innovators, and colleagues around the world, the Center encourages the use of this knowledge to strengthen and mobilize the capabilities and resources of the public, nonprofit, and for-profit sectors to address the complex problems that face the world today. The Center conducts research and educational programs that seek to improve current understanding, analyze emerging trends, and promote promising innovations in the ways that government, civil society, and business can collaborate to address social and environmental challenges.