



Federal Shifts and Local Impacts, Part II: Realities and Expectations for Rural Nonprofits

Prepared for the Northern California
Association of Nonprofits (NorCAN)

By
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Executive Summary

Nonprofits in rural Northern California are essential to the social, cultural, and economic fabric of their communities, filling gaps in public infrastructure while sustaining local employment and services. This report presents findings from a 2025 survey of nonprofit organizations operating in Humboldt, Del Norte, and Trinity counties. While the sample represents only a portion of the sector, it reflects a meaningful cross-section of organizational sizes, missions, and service populations. By examining this subset, the study offers critical insight into how rural nonprofits are responding to rapidly shifting federal policy conditions, with particular attention to the anticipated impacts of the **One Big Beautiful Bill Act (OBBBA)**.

The non-profit organizations surveyed for this study collectively manage budgets exceeding **\$150 million annually**, employ nearly **1,500 individuals**, and contribute more than **\$62 million in payroll**, thereby sustaining local economies through employment and procurement. Because these figures represent only a fraction of the sector, the true scale and economic contribution of nonprofits in the region is far greater. In counties where geographic isolation, limited public services, and persistent inequities pose significant challenges, nonprofits fill essential gaps while also anchoring rural labor markets and reinforcing community well-being.

Findings from the survey reveal that nonprofits are facing multiple, overlapping pressures. Financial instability emerged as a defining concern: organizations reported **\$6.86 million in collective funding losses** and an additional **\$2.13 million in delayed reimbursements**, primarily from federal and state sources. Programmatic contractions were also significant, with **33 programs being reduced or eliminated**, directly affecting 2,333 clients. The most severely impacted groups were **low-income individuals, youth, and families**, underscoring the strain on core social safety-net functions in our rural communities.

Alongside financial challenges, nonprofits reported acute **workforce pressures**. High levels of burnout (73%) and workload increases (68%) were compounded by layoffs, wage adjustments, and delayed compensation. These findings highlight the fragility of nonprofit human capital in already resource-constrained contexts. Furthermore, 11 organizations reported revising or **eliminating Diversity, Equity, and Inclusion (DEI)** practices to comply with shifting requirements, indicating that federal policy changes are reshaping not only resources and operations but also organizational identity and values.

Looking ahead, nonprofit leaders expressed strong concerns about the implications of OBBBA. Most anticipate **reduced government funding (70%)**, **increased service demand (51%)**, and a greater **administrative burden (45%)**. Reductions to **Medicaid/Medi-Cal (61%)** and **SNAP (44%)** were identified as especially critical vulnerabilities, with cascading impacts expected on health, food security, housing, and overall community stability.

Despite these mounting challenges, nonprofits are not responding passively. Many organizations are adopting proactive strategies, including **strengthening collaborations (76%)**, **monitoring policy changes (63%)**, **diversifying revenue streams (57%)**, and **engaging in advocacy efforts (44%)**. Leaders emphasized clearer policy guidance, compliance training, and opportunities for collaborative planning will be essential to sustaining organizational capacity in the face of continued uncertainty.

Taken together, the findings highlight both the essential role and the vulnerability of rural nonprofits. The scope of financial losses, program reductions, workforce strain, and policy-related concerns underscores the fragility of the local non-profit sector. At the same time, the adaptive strategies already underway demonstrate resilience and commitment to sustaining community well-being. These results point to the urgent need for targeted support, policy adjustments, and shared responsibility among government, philanthropic, and private partners to ensure that rural nonprofits remain capable of meeting community needs during this period of profound transition.

Introduction

In early 2025, the Northern California Association of Nonprofits (NorCAN) initiated a study to better understand how nonprofit organizations in rural California, specifically those operating in Humboldt, Del Norte, and Trinity counties, were responding to emerging federal policy changes. The findings from this effort were released in April in the report *Federal Shifts and Local Impacts: Understanding the Effects of National Policy Changes in Community-Based Organizations*. That report provided an initial snapshot of the challenges and adaptations nonprofits faced and impacts they anticipated as national priorities started to shift.

This current report serves as a continuation of that work, offering a second phase of analysis. It builds on the earlier findings by examining how nonprofits have been further impacted since early 2025, particularly as they navigate a rapidly evolving policy environment. In addition to documenting disruptions, the current report explores how community-based organizations are making sense of the **One Big Beautiful Bill Act (OBBBA)**, how they are preparing for its potential effects, and what expectations they hold for the future. These insights illuminate how rural nonprofits in Northern California are navigating the tension between local service demands and shifting federal policy and the broader implications this has for community well-being and regional economic stability.

Methodology

To better understand the conditions, challenges, and outlook of rural nonprofits in Northern California under evolving federal policy shifts, the current study employed a survey-based design (the survey instrument used in this study is provided in Appendix 2). The unit of analysis for this study is the nonprofit organization. To ensure responses reflected organizational perspectives rather than individual opinions, the survey targeted only members of executive leadership (e.g., executive directors, chief executive officers, or equivalent roles). These individuals were selected because they are uniquely positioned to speak on behalf of their organizations regarding financial status, programmatic operations, and anticipated impacts of federal policy changes.

Data collection occurred between mid-August and mid-September 2025. Surveys were distributed electronically to eligible participants, with reminders issued to encourage participation. Responses were compiled and analyzed to identify patterns related to organizational characteristics, recent disruptions, and anticipated impacts of forthcoming federal policy changes.

Limitations

Several limitations should be noted. First, the findings are based on self-reported data and may be subject to bias in how organizational leaders perceive or present their circumstances. Second, the survey sample, while diverse, does not include every nonprofit in the region, and the results

therefore cannot be generalized to all organizations in Humboldt, Del Norte, and Trinity counties. Finally, because only executive leadership was surveyed, the perspectives of staff, clients, and community partners are not represented here. Notwithstanding these limitations, the study offers valuable insights into the conditions and outlook of a broad range of nonprofits in rural Northern California.

Structure of the report

This report is organized into four main sections. Part 1 provides an overview of the nonprofit landscape in Humboldt, Del Norte, and Trinity counties, situating the survey sample within the broader regional context and examining organizational characteristics such as service areas, populations served, financial capacity, and workforce structures. Part 2 explores the disruptions and challenges nonprofits have experienced since the beginning of 2025, including funding losses, delayed reimbursements, staffing challenges, and program closures. Part 3 focuses on anticipated impacts of the One Big Beautiful Bill Act (OBBBA), highlighting organizational concerns, expectations for increased community need, and proactive strategies undertaken in preparation for policy changes. Finally, Part 4 synthesizes these findings to assess their broader implications for rural nonprofits as an industry, drawing attention to sector-wide vulnerabilities, adaptive capacities, and areas of potential support. Together, these sections provide both descriptive and analytical insights into the conditions shaping rural nonprofits in Northern California at a time of significant policy and economic transition.

Part 1: Organizational Landscape of Northern California

Nonprofit organizations are a foundational part of the social, cultural, and economic infrastructure of rural Northern California. In regions where **geographic isolation, limited public resources, and persistent inequities** create barriers to access, nonprofits step in to ensure that residents receive critical support. According to the California Attorney General’s Registry of Charitable Trusts, 779 active¹ nonprofit organizations currently operate across Humboldt, Trinity, and Del Norte counties. These organizations span a wide range of focus areas from health and human services and youth support to environmental stewardship, arts and culture, and community media, illustrating the sector’s central role in sustaining rural life.

To better understand how these organizations are navigating current conditions, this study engaged **54 nonprofits across the three counties**. While not a full census, the sample reflects the diversity of the broader nonprofit landscape in terms of mission, size, and populations served. It therefore offers a meaningful snapshot of the sector’s **strengths, vulnerabilities, and adaptive strategies**. These insights are especially important for interpreting how forthcoming federal policy changes, particularly those introduced through OBBBA, may affect the ability of non-profits to meet community needs in the year ahead.

Who Participated in the Survey

The nonprofits represented in this study reflect deeply community-rooted organizations. Most focus on family services (35%) and food security (30%), with strong representation in education, health, housing, mental health, economic development, and the arts. Nearly half primarily serve low-income residents (48%), and many center the needs of youth, older adults, Black, Indigenous and People of Color (BIPOC), LGBTQ+, and unhoused community members.

A majority of organizations (69%) operate within a single county, while nearly one-third work across county lines serving **more than 372,000 individuals** in 2024. Their scale varies significantly: roughly one-third operate on annual budgets between \$100,000 and \$499,000, while another third exceeds \$2 million. Revenue streams are similarly diverse, with most organizations receiving a mix of in-kind support (71%), foundation funding (67%), and government contracts — though dependence on federal sources ranges from minimal to more than 75% of total revenue.

In total, survey respondents reported employing **1,467 staff** and generating **\$62.5 million in annual payroll** underscoring nonprofits’ dual role as **essential service providers and critical economic actors** in rural communities. Additional organizational details are provided in Appendix 1.

¹ Active refers to organizations that have complied with all required registration and reporting obligations and are legally authorized to operate and solicit charitable funds in California.

Part 2: Disruptions and Challenges

Financial Instability and Resource Disruptions

Nonprofits across rural Northern California reported **widespread financial turbulence** during 2025. Many organizations experienced **direct losses of funding** alongside **delays in reimbursements and payments** from key funders. These disruptions **strained cash flow**, eroded reserves, and **created uncertainty** in planning and operations.

Survey results highlight the widespread and multifaceted disruptions facing Northern California nonprofits since the beginning of 2025. Over half of the responding organizations (52%) reported an **increase in administrative burden**, making it the most common challenge. Nearly as many identified **loss of funding (50%)** and **staffing challenges (48%)**, underscoring the fragility of both financial and human resource capacity. Close to half (46%) also experienced **delays in grants, contracts, or reimbursements**, which created cash flow instability and further strained operations. Programmatic impacts were similarly pronounced, with one-third of nonprofits (33%) reporting **program closures or reductions in services**. Notably, one in four organizations (25%) reported **changes to Diversity, Equity, and Inclusion (DEI) practices or language**, reflecting the influence of shifting compliance and cultural expectations. A small share of organizations (10%) reported experiencing none of these disruptions, while 8% cited other challenges not captured in the survey categories.

Taken together, these findings depict a sector under **persistent and compounding pressure**, where financial strain, administrative burden, and workforce challenges are **converging to disrupt stability and long-term planning**. To understand the scale of these disruptions more clearly, it is important to examine **how much funding nonprofits have already lost**.

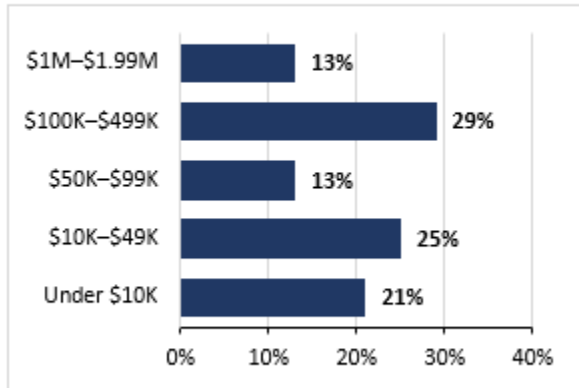
Table 2.1 Organization Impacts Since the Start of 2025

	# of Organizations	% of Organizations
Increased administrative burden	27	52%
Loss of funding	26	50%
Staffing challenges	25	48%
Delays in grants, contracts or reimbursements	24	46%
Program closures or service reductions	17	33%
Required changes to DEI language or practices	13	25%
None of the above	5	10%
Other	4	8%

NOTE: Responses reflect a total of 52 organizations.

Loss of Funding

Figure 2.1
Loss of Funding in Dollar Amount

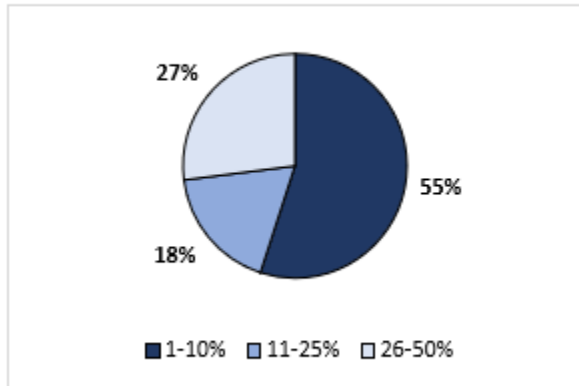


N = 24

Among organizations that reported funding losses, the magnitude of shortfalls varied considerably, reflecting the uneven impact of disruptions across the sector. **Nearly one-third of respondents (29%) lost between \$100,000 and \$499,000**, making this the most common category. Smaller losses were also prevalent, with 21 percent losing under \$10,000 and 25 percent losing \$10,000–\$49,000, suggesting that while many organizations absorbed manageable reductions, they were nonetheless disruptive. At the higher end, 13 percent of nonprofits reported losses exceeding \$1 million, while another 13 percent lost \$50,000–\$99,000. Notably, no organizations fell within the \$500,000–\$999,000 range, indicating a polarized pattern in which most organizations either experienced relatively modest losses or very significant ones. Overall, these **funding losses totaled \$6.86 million** across the sample, underscoring both the breadth and depth of financial vulnerability among nonprofits in Northern California. To further understand the **depth of financial impact**, it is useful to look at how these losses compare to each organization’s overall budget.

Scale of Loss

Figure 2.2
Distribution of Funding Loss by Percentage



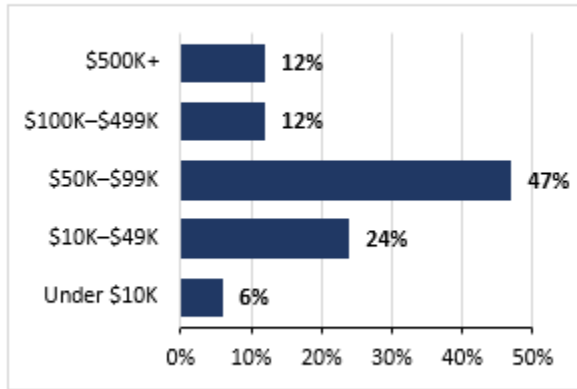
N = 22

When examined as a share of organizational budgets, the majority of nonprofits reported relatively modest but still consequential reductions. More than half (55%) experienced losses equal to **1–10% of their budgets**, while nearly one-fifth (18%) reported **11–25%** losses. For over one-quarter of organizations (27%), however, the impact was far more severe, with losses reaching **26–50% of their budgets**—a level that can fundamentally compromise operations and service delivery. These findings underscore that while many organizations absorbed small to moderate setbacks, others faced **disruptions that directly threatened their sustainability**.

Delayed Funding

Figure 2.3

Delays in Funding in Dollar Amount



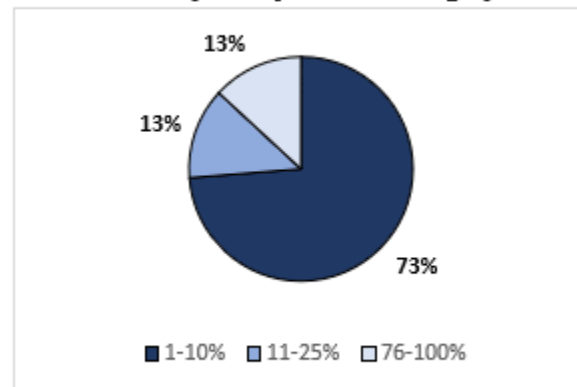
N = 17

For many nonprofits, such interruptions represented not only administrative inconvenience but also **direct threats to payroll, programming, and organizational stability**.

As a share of organizational budgets, delays were typically modest: 73 percent equaled only 1–10% of budgets, and 13 percent equaled 11–25%. However, a small but highly vulnerable group (13%) reported delays equal to 76–100% of their budgets—a level of disruption that can paralyze operations altogether. These cases illustrate how even a temporary gap in cash flow can escalate into existential risk, forcing organizations to freeze hiring, halt community services, or rely on emergency credit to remain operational.

Figure 2.4

Distribution of Delays in Funding by Percentage



N = 17

Delays by Source

Analysis of funding sources revealed **public sector contracts and reimbursements** were the most significant drivers of financial instability. A majority of organizations (61%) reported delays associated with **federal contracts or reimbursements**, making this the most prevalent source of disruption. Substantial challenges were also linked to **state-level contracts or reimbursements (35%)**, while **local government funding delays** were reported by 17 percent. By contrast, delays in **foundation grants (13%)** and **corporate donations or sponsorships (4%)** were less frequently cited. These results underscore the sector's heavy reliance on timely government disbursements and its disproportionate vulnerability to reimbursement-based funding mechanisms.

Table 2.2 Reasons for Delayed Funding

	# of Organizations	% of Organizations
Federal government contracts or reimbursements	14	61%
State government contracts or reimbursements	8	35%
Local government contracts or reimbursements	4	17%
Foundation grants	3	13%
Corporate donations or sponsorships	1	4%

NOTE: Responses reflect a total of 23 organizations.

Reactions to Delays

Organizational responses to funding delays demonstrate both vulnerability and adaptability. More than two-thirds of nonprofits (68%) relied on **reserves or emergency funds** to manage interruptions, highlighting the critical role of internal contingency resources. However, this strategy is not universally available and raises questions about long-term resilience. Over one-quarter (27%) reduced or paused services, directly affecting program delivery and community access. A smaller share (14%) reported **minimal or no impact**, suggesting stronger financial buffers or less dependency on delayed funding sources. Less common but significant responses included **delayed payments to staff or vendors (5%)** and reliance on **loans or lines of credit (5%)**, both of which signal more severe coping strategies. Collectively, these findings reveal that while many nonprofits attempt to absorb delays through reserves, prolonged disruptions erode financial stability and diminish service capacity.

Table 2.3 Delays in Funding and Organization Challenges

	# of Organizations	% of Organizations
Used reserves/emergency funds	15	68%
Reduced or paused services	6	27%
Minimal or no impact	3	14%
Other	2	9%
Delayed payments to staff or vendors	1	5%
Took out a loan or line of credit	1	5%

NOTE: Responses reflect a total of 22 organizations.

Programmatic Contractions and Service Reductions

Closures and Service Reductions

Financial instability quickly translated into reduced service capacity. Program closures and scaled-back offerings limited the ability of nonprofits to meet community needs, disproportionately affecting vulnerable populations who rely most heavily on nonprofit support. This section

highlights the ripple effects of funding shortfalls on program availability, as well as the specific populations most impacted by these disruptions.

Programmatic disruptions were also substantial. Since the start of 2025, surveyed organizations reduced the scope or capacity of **21 programs** and eliminated **12 programs** altogether. These findings underscore the tangible effects of financial and operational instability, illustrating how nonprofits have been forced to scale back or discontinue services that communities rely on.

Populations Most Affected

The impacts of program closures and service reductions were unevenly distributed across populations. Among the 17 organizations reporting reductions, the most frequently affected groups were **low-income individuals (65%)**, **youth (47%)**, and **families (41%)**, underscoring the strain on core social safety-net functions. Significant proportions also reported adverse effects on **BIPOC communities (35%)**, **people with disabilities (35%)**, and those experiencing **food insecurity (35%)**. Other affected groups included the **general population (35%)**, **individuals experiencing homelessness (29%)**, and **LGBTQ+ communities (29%)**. Smaller but still notable shares cited impacts on **older adults (24%)**, **survivors of violence (24%)**, and individuals with **mental health or substance use needs (18%)**. Finally, **immigrants (12%)** and families with **childcare needs (6%)** were least frequently cited, though their inclusion highlights the breadth of vulnerable populations touched by these disruptions. In total, these closures and reductions affected **2,333 clients**, a striking figure that demonstrates the scale of disruption and its tangible consequences for community well-being.

Table 2.4. Population(s) Affected by Program Closures or Service Reductions

Population(s) Affected	# of Organizations	% of Organizations
Low-income	11	65%
Youth	8	47%
Families	7	41%
BIPOC	6	35%
People with disabilities	6	35%
People experiencing food insecurity	6	35%
General population	6	35%
Individuals experiencing homelessness	5	29%
LGBTQ+	5	29%
Older adults	4	24%
Survivors of violence	4	24%
People with mental health or substance use needs	3	18%
Immigrants	2	12%
People with childcare needs (parents/guardians)	1	6%

NOTE: Responses reflect a total of 17 organizations.

Workforce Strain and Organizational Identity Shifts

Beyond finances and programs, nonprofits also grappled with internal challenges related to their staff and organizational values. Staffing shortages, burnout, and in some cases layoffs, strained the sector’s already limited human resources. Together, these findings underscore the pressures facing nonprofits not only as service providers, but also as employers and institutions navigating cultural change.

Staffing Challenges

Staffing-related challenges emerged as a defining concern, reflecting the strain on human capital within the sector. The most prevalent issues were **burnout or emotional fatigue (73%)** and **increased workload or responsibilities (68%)**, both of which point to overstretched staff operating under high pressure. Related concerns included **job security (64%)**, **stress tied to policy changes such as OBBBA (59%)**, and difficulty maintaining **work–life balance (59%)**. Less frequent but consequential issues included **delays in salary increases (23%)**, **staff layoffs (18%)**, **reductions in employee benefits (14%)**, **staff furloughs (9%)**, and **wage reductions (9%)**. Since the start of 2025, responding nonprofits reported a total of **18 staff layoffs**, a concrete indicator of sectoral contraction. Notably, these layoffs were **already anticipated** in NorCAN’s earlier 2025 survey (Dzotsenidze & Ortiz, 2025), where **two-thirds of organizations indicated they expected workforce reductions**.

Table 2.5 Staffing Challenges

	# of Organizations	% of Organizations
Burnout or emotional fatigue	16	73%
Increased workload or responsibilities	15	68%
Uncertainty around job security	14	64%
Stress related to policy changes (e.g., OBBBA)	13	59%
Difficulty maintaining work–life balance	13	59%
Delay in salary increases	5	23%
Other	5	23%
Staff layoffs	4	18%
Reduction in employee benefits	3	14%
Staff furloughs	2	9%
Reduction in employee wages	2	9%

NOTE: Responses reflect a total of 22 organizations.

Changes to Diversity, Equity, and Inclusion (DEI) Practices

In the previous report, *Federal Shifts and Local Impacts: Understanding the Effects of National Policy Changes on Community-Based Nonprofits*, **20% of organizations had already begun**

making DEI-related adjustments. In this current study, **11 organizations, approximately 10% of the sample reported changes to DEI practices**, reflecting both symbolic and substantive shifts in response to compliance pressures. Common adjustments included revisions to websites, media materials, employee handbooks, mission statements, and shelter literature, often involving the removal or softening of equity-related terminology. Several nonprofits indicated that **federal agreements and grant requirements** prompted the removal of DEI language, such as eliminating references to Spanish translation or scrubbing equity terms from reporting requirements. In some cases, organizations eliminated DEI language altogether. One nonprofit reported that DEI-related shifts had direct service consequences, including the loss of funding for **Naloxone and essential harm reduction supplies**. Collectively, these findings suggest nonprofits are negotiating a difficult balance: maintaining commitments to inclusive practices while adapting to shifting federal policy directives in order to secure funding and remain compliant.

Taken together, these findings illustrate the profound instability facing Northern California nonprofits throughout 2025. Financial volatility, manifested through funding losses and delayed reimbursements, has eroded organizational sustainability, while program closures and service reductions have directly curtailed community access to essential supports. Staffing challenges, ranging from burnout to layoffs, further compound these pressures, threatening both the capacity and continuity of service delivery. At the same time, changes to DEI practices reveal how policy shifts reverberate beyond finances to reshape organizational identity and values. The cumulative effect is a sector under acute strain, struggling to reconcile immediate operational demands with longer-term commitments to equity and resilience. This landscape underscores the urgency of examining how forthcoming federal policies, particularly OBBBA, may exacerbate or alleviate these disruptions, and it provides critical context for interpreting the adaptive strategies nonprofits are deploying in response.

Part 3: Reactions to OBBBA

Anticipated Impacts and Levels of Concern

Nonprofit leaders expressed significant apprehension about the anticipated effects of OBBBA on their organizations and the communities they serve. Many foresee disruptions to funding streams, administrative requirements, and service demand, while levels of concern range from moderate to extreme. These findings provide an important baseline for understanding how nonprofits are preparing to navigate the new policy environment.

Anticipated Impacts of OBBBA

Nonprofits in Northern California broadly anticipate negative consequences stemming from the implementation of the One Big Beautiful Bill Act (OBBBA). The most widely expected outcome is further reduction in government funding, cited by **70 percent of organizations, underscoring deep concerns about financial stability. The majority (51%) also predicted an increased demand for services**, suggesting nonprofits may be forced to meet rising community needs with fewer resources. **Nearly half anticipated both an increased administrative burden (45%) and the loss of contracts, grants, or reimbursements (43%),** while an equal share (43%) expected to reduce or modify services. Other common concerns included disruptions to client services (42%) and the need to reduce staffing or delay hiring (26%), highlighting the potential for widespread organizational contraction. Although some organizations expressed uncertainty (23%) or difficulties with new requirements (19%), only 6 percent indicated they expected no impacts. Collectively, these responses reflect a sector preparing for significant financial, operational, and programmatic disruptions, with broad implications for organizational sustainability and community service delivery.

Table 3.2 Anticipated Impacts From OBBBA

	# of Organizations	% of Organizations
Further reduction in federal, state, or local government funding	37	70%
More people needing our services	27	51%
Increased administrative or reporting burden	24	45%
Loss of specific contracts, grants, or reimbursements	23	43%
Need to reduce or modify services	23	43%
Disruption to client services	22	42%
Need to reduce staffing or delay hiring	14	26%
Too soon to tell / Unsure	12	23%
Difficulty with new requirements	10	19%

Other	4	8%
We don't anticipate impacts	3	6%

NOTE: Responses reflect a total of 53 organizations.

Perceived Significance & Level of Concern

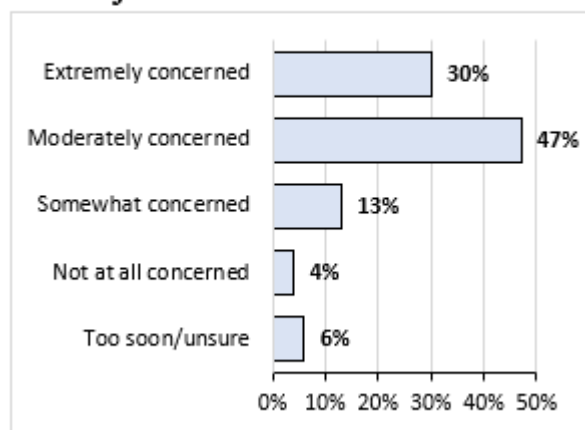
When asked to assess the overall significance of these anticipated changes, most nonprofits predicted meaningful strain on their organizations and communities. **Half of respondents (50%)** anticipated noticeable but manageable strain, while nearly **one-third (29%) expected major disruptions or losses**, such as program closures, service reductions, or staff layoffs. A smaller proportion (12%) foresaw only minor impacts, and just 2 percent believed there would be no meaningful effects. Another 8 percent remained uncertain.

Table 3.2. Perceived Significance on Organization and Clients

	# of Organizations	% of Organizations
Noticeable strain, but manageable	26	50%
Major disruptions or losses expected	15	29%
Minor or localized impacts	6	12%
Unsure	4	8%
No meaningful effects	1	2%
Total	52	100%

Figure 3.1

Levels of Concern Over OBBBA



Levels of concern closely mirrored these perceptions. Nearly half of respondents reported being moderately concerned (47%), while almost one-third were extremely concerned (30%), **suggesting most organizations view OBBBA as a substantial threat to stability**. By contrast, only 13 percent described themselves as somewhat concerned, 4 percent as not at all concerned, and 6 percent were unsure. Overall, the findings suggest while degrees of concern vary, 77% of rural nonprofits anticipate notable challenges, with

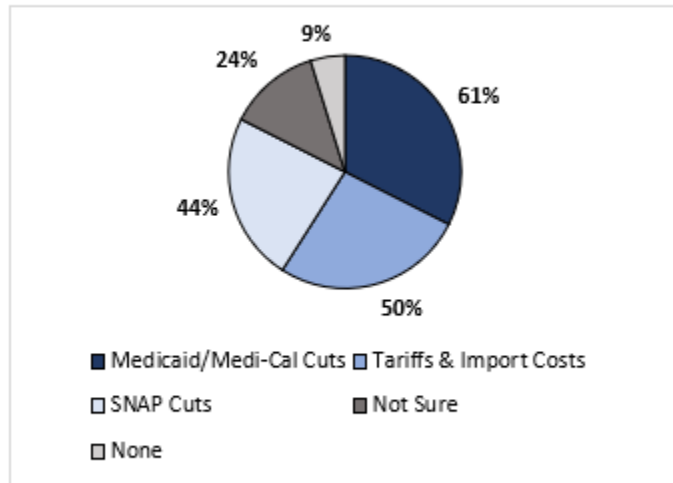
relatively few expecting to remain unaffected.

Program Specific Vulnerabilities

Concerns about OBBBA were especially pronounced in relation to public benefit programs, particularly Medicaid/Medi-Cal and the Supplemental Nutrition Assistance Program (SNAP). According to the California Health and Human Services Open Data Portal, **75,072 individuals were certified eligible for Medi-Cal in 2025** across Humboldt, Del Norte, and Trinity counties, underscoring the scale at which potential benefit reductions could reverberate through rural communities (California Department of Health Care Services [CHHS], 2024). Nonprofits

Figure 3.2

Anticipated Medicaid/Medi-Cal and SNAP Impacts



NOTE: Responses reflect a total of 54 organizations.

Similarly, **40,891 individuals were eligible for SNAP in 2024** across these three counties (California Department of Social Services [CDSS], n.d.), a critical context for understanding why **44 percent of respondents** anticipated SNAP benefit reductions would negatively impact their operations, particularly through intensified food insecurity and related support needs. Beyond public benefit programs, half of the organizations surveyed (50%) also anticipated that tariffs and increased import costs would raise operating expenses, particularly in areas such as food, transportation, and supplies, suggesting that OBBBA may indirectly strain budgets in addition to programmatic funding streams. While nearly one-quarter of respondents (24%) expressed uncertainty about the law's potential impacts, only a small minority (9%) expected no effects at all for their organizations. Collectively, these findings illustrate rural nonprofits foresee substantive and multifaceted consequences from OBBBA, with reductions to health and nutrition benefits, combined with broader economic pressures, representing the most critical areas of vulnerability.

anticipate that reductions or changes in these programs will generate cascading hardships for clients, increasing both direct service needs and indirect stressors such as housing or employment instability. Survey data reinforce these concerns, with a **majority of organizations (61%)** reporting that Medicaid/Medi-Cal benefit reductions would directly affect their work, underscoring the centrality of health coverage to client stability and nonprofit service delivery (Table 3.2).

Similarly, **40,891 individuals were eligible for SNAP in 2024** across these

Adaptive Strategies and Capacity for Response

While concerns about OBBBA are widespread, nonprofits are not approaching the policy changes passively. Many organizations have already adopted proactive measures such as strengthening collaborations, seeking alternative funding, and engaging in advocacy. At the same time, leaders identify areas where additional support, particularly in funding, and policy clarification, will be critical for sustaining their efforts.

Current Strategies and Proactive measures

Rural nonprofit organizations have engaged in a variety of proactive measures in response to recent federal policy changes (Table 3.3). The most frequently reported strategy was **collaboration with other nonprofit entities (76%)**, underscoring the centrality of inter-organizational networks in sustaining programmatic resilience. A majority of organizations also actively **review and monitor the potential impacts of federal policy shifts on their programs and operations (63%)** and **pursue new funding opportunities (57%)**, reflecting an emphasis on both anticipatory planning and resource diversification. Advocacy and public outreach efforts were adopted by 44 percent of respondents, while 32 percent reported initiating partnerships with government agencies and 28 percent engaged in collaborations with businesses or philanthropic organizations. Internal organizational adjustments were less prevalent but nevertheless notable, with 26 percent of respondents modifying policies or procedures and 20 percent undertaking staff training or capacity-building initiatives. Only a small proportion of organizations (6%) reported no changes, suggesting that the vast majority are pursuing adaptive strategies to navigate the evolving policy environment.

Table 3.3 Proactive Steps

	# of Organizations	% of Organizations
Collaborated with other nonprofits	41	76%
Reviewed and monitored potential impacts of federal policy changes on our programs or operations	34	63%
Applied for new funding opportunities	31	57%
Increased advocacy or public outreach	24	44%
Initiated new partnerships or collaborations with government agencies	17	32%
Partnered with businesses or philanthropic organizations	15	28%
Adjusted internal policies or procedures	14	26%
Conducted staff training or capacity-building activities	11	20%

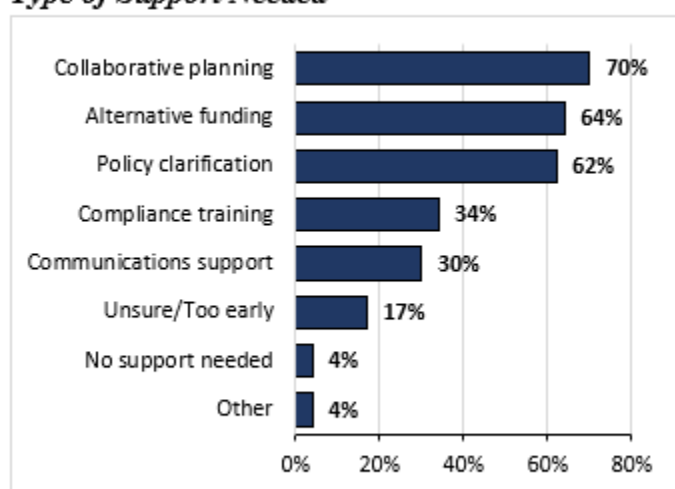
No changes made	3	6%
Other	6	11%

NOTE: Responses reflect a total of 54 organizations.

Support Needs

Despite these proactive measures, nonprofits identified substantial needs for additional support (Figure 3.3). The most frequently cited was opportunities for collaborative planning with peers and community partners (70%), emphasizing the importance of collective strategy under

Figure 3.3
Type of Support Needed



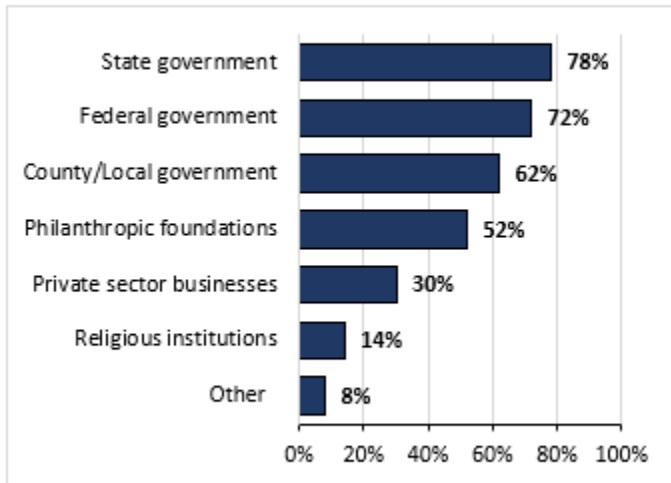
NOTE: Responses reflect a total of 53 organizations.

uncertainty. Nearly two-thirds identified the need for assistance in locating alternative funding sources (64%) and greater clarity on policies and regulations (62%). Other frequently mentioned areas included reporting compliance training (34%) and communications support (30%). A smaller proportion were unsure (17%), and very few (4%) believed they would require no support. Together, these responses indicate a strong demand for external guidance, resources, and coordination to help nonprofits navigate OBBBA and its ripple effects.

Perceptions of Shared Responsibility

Finally, nonprofits were asked who should take greater responsibility for addressing funding gaps and unmet needs in the wake of OBBBA. Their responses point to a broad distribution of accountability across state, federal, and local governments, as well as philanthropic and private partners. These perspectives underscore that nonprofits view themselves as only one piece of a larger ecosystem and that durable solutions will require cross-sector commitment.

Figure 3.4
Perceived Responsibility



NOTE: Responses reflect a total of 50 organizations.

expectation that the responsibility for sustaining nonprofit services should be broadly distributed across multiple levels of government and non-governmental actors, with particular emphasis on the public sector as the primary guarantor of community well-being.

Overall, nonprofits anticipate consequences from OBBBA will intensify financial pressures, disrupt service delivery, and heighten community needs, particularly through reductions in government funding, Medicaid/Medi-Cal benefits, and SNAP supports. While many nonprofits are adopting proactive measures such as strengthening partnerships, diversifying revenue streams, and engaging in advocacy, the sector remains deeply concerned about its capacity to withstand cascading policy and economic shocks. Nonprofits view government at all levels, alongside philanthropic and private partners, as essential in mitigating funding shortfalls and ensuring continuity of services. Taken together, these reactions portray a sector bracing for significant turbulence, uncertain about its future stability, yet committed to adaptation and collaboration. This context sets the stage for examining potential pathways forward, including targeted supports, policy adjustments, and enhanced cross-sector partnerships to sustain nonprofit capacity in the face of OBBBA’s anticipated impacts.

Finally, when asked who should assume greater responsibility for addressing unmet funding needs (Figure 3.4), respondents most frequently identified state government (78%) and the federal government (72%), with substantial proportions also pointing to county and local governments (62%). More than half of organizations emphasized the role of philanthropic foundations (52%), while smaller shares highlighted the private sector (30%) and religious institutions (14%). A minority (8%) specified other entities. Collectively, these responses underscore an

Part 4: Implications for the Rural Nonprofit Sector

Rural nonprofits in Northern California are at a critical inflection point. As an industry, these organizations not only deliver essential social, cultural, and economic services but also anchor the regional labor market and sustain local economies through substantial payrolls and procurement. Yet the convergence of structural vulnerabilities, small operating margins, heavy dependence on government contracts, limited staff capacity, and the geographic challenges of rural service delivery, renders the sector particularly susceptible to instability during times of policy and fiscal uncertainty.

Nonprofits as Economic and Social Infrastructure

Nonprofits in Humboldt, Del Norte, and Trinity counties function as both service providers and employers, collectively managing budgets that exceed \$150 million and employing nearly 1,500 individuals. This scale positions them as a cornerstone of rural community infrastructure, particularly in areas where public services are sparse or inaccessible. At the same time, the sector's diversity, ranging from grassroots organizations with modest budgets to large institutions with multimillion-dollar operations, means that policy shifts such as OBBBA will not affect all nonprofits equally. Smaller organizations, often those most embedded in and trusted by vulnerable communities, are at heightened risk of contraction or closure, with significant implications for service equity and access.

Nonprofits as Service Providers and Economic Actors

Nonprofits in Humboldt, Del Norte, and Trinity counties function simultaneously as service providers, employers, and economic participants. They fill essential gaps by offering programs and services that many rural residents, particularly low-income populations, would otherwise be unable to access or afford. At the same time, nonprofits employ community members and inject millions of dollars into the regional economy through payroll, while also sustaining local businesses by purchasing materials and services needed to deliver their programs. Together, these roles position nonprofits as a cornerstone of rural community infrastructure, particularly in areas where public services are sparse or inaccessible.

Cascading Risks Across Systems

The disruptions already underway in 2025, such as funding losses, program closures, staffing challenges, and DEI retrenchment signal not only organizational strain but also potential ripple effects across the social safety net. Reductions in Medicaid/Medi-Cal and SNAP benefits, for example, are expected to increase client reliance on nonprofits at the very moment these organizations face diminished resources. If rural nonprofits contract further, the consequences will

unfold along three interconnected dimensions. First, fewer services will be available, disproportionately affecting low-income individuals, youth, and families, the very groups most reliant on nonprofit support. Second, layoffs within the sector will reduce employment opportunities in rural areas where jobs are already scarce. Third, diminished payrolls and reduced procurement will mean less money circulating in local economies, weakening the rural economic base overall.

Community Resilience at Risk

These cascading effects make clear that the health of the nonprofit sector cannot be disentangled from broader questions of community resilience, regional economic stability, and public health. Rural nonprofits are not peripheral actors but integral components of the local economy and safety net. Their contraction, whether through program cuts or organizational closures, therefore carries implications far beyond the sector itself—threatening service equity, employment stability, and community well-being. Sustaining nonprofit capacity in rural California is thus not only a matter of organizational survival but a prerequisite for advancing equity and resilience in some of the state's most vulnerable communities.

Conclusion

The evidence presented in this report underscores the indispensable yet vulnerable position of rural nonprofits in Northern California. As providers of essential services, local employers, and contributors to regional economies, their stability is directly tied to the well-being of low-income residents, youth, and families, as well as to the broader economic health of rural communities. The disruptions already underway reveal how quickly policy and fiscal shifts can cascade through rural systems, magnifying inequities and undermining resilience. Ensuring the sustainability of this sector will require deliberate policy adjustments, targeted funding strategies, and stronger cross-sector partnerships. Without such coordinated support, rural nonprofits risk becoming another casualty of systemic instability, leaving communities with fewer resources, fewer opportunities, and diminished pathways to equity and prosperity.

Policy Brief

Background

- Survey conducted in 2025 with 54 nonprofits in Humboldt, Del Norte, and Trinity counties.
- Sample represents a subset of approximately 779 active nonprofit organizations in the region.
- Findings provide insights into how rural nonprofits are navigating policy changes, particularly under the One Big Beautiful Bill Act (OBBBA).

Scale of Impact (Survey Sample Only)

- \$150M+ in budgets collectively managed.
- 1,500 staff employed and \$62M payroll contributed to local economies.
- Nonprofits support work in a wide diversity of focus areas, most in the areas of family services and food security, with others engaged in education, health, mental health, arts, economic development, environment, childcare, older adults and housing.
- Nonprofits serve as anchors in rural communities where isolation and service gaps intensify vulnerabilities.

Key Findings

Financial Instability

- \$6.86M in funding losses since 2025.
- \$2.13M in delayed reimbursements, largely federal/state contracts.

Program Contractions

- 33 programs reduced or closed.
- 2,333 clients were affected.
- Top three impacted groups: low-income individuals, youth, families.

Workforce Strain

- Burnout (73%) and workload increases (68%).
- Layoffs, wage reductions, delayed raises reported.

DEI Retrenchment

- 20% of the surveyed organizations scaled back DEI practices under compliance pressures.

Concerns About OBBBA

- 70% expect further reduction in government funding.
- 45% foresee higher administrative burdens.
- 77% view OBBBA as a substantial threat to stability.
- 50% expect tariffs to raise their operating expenses
- Cuts to Medicaid/Medi-Cal and SNAP identified as the most critical vulnerabilities, potentially affecting **75,072 and 40,891 individuals respectively**.

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- Dzotsenidze, N., & Ortiz, N. (2025). Federal shifts and local impacts: Understanding the effects of national policy changes on community-based nonprofits. NorCAN. <https://norcal-nonprofits.com/2025-nonprofit-survey/>

Appendix 1: Organizational Landscape

Mission and Service Orientation

Table 1. Organization Focus Area(s)

Focus Area	# of Organizations	% of Organizations
Family Services	19	35%
Food Security	16	30%
Education	10	19%
Health	10	19%
Mental/Behavioral Health	9	17%
Arts and Culture	8	15%
Economic Development	8	15%
Housing	7	13%
Older Adults	7	13%
Disaster Preparedness	5	9%
Environment	5	9%
Child Care	3	6%
Communication/Media	2	4%

NOTE: A total of 54 organizations responded to this question.

Table 2. Population(s) Served by Organizations

Population(s) Served	# of Organizations	% of Organizations
Low-income	23	48%
General population	19	40%
Youth	14	29%
Older adults	13	27%
Families	13	27%
People experiencing food insecurity	12	25%
People with disabilities	10	21%
BIPOC	8	17%
Individuals experiencing homelessness	8	17%
LGBTQ+	8	17%
Survivors of violence	6	13%
People with mental health or substance use needs	5	10%
Immigrants	2	4%
People with childcare needs (parents/guardians)	2	4%

NOTE: A total of 48 organizations responded to this question.

Geographic and Programmatic Reach

Table 3. Geographic Area(s) Served by Organizations

Geographic Area(s) Served	# of Organizations	% of Organizations
Humboldt County	45	85%
Del Norte County	16	30%
Trinity County	10	19%
Other	5	9%

NOTE: Note: A total of 53 organizations responded to this question.

Table 4. Organizational Approaches to Service Delivery

Primary Activities	# of Organizations	% of Organizations
Direct Services	29	54%
Indirect Services	6	11%
Both	19	35%
Total	54	100%

Table 5. Number of Individuals Served in Operating Year Prior to 2025

Number of Individuals	# of Organizations	% of Organizations
Under 100	4	9%
100–499	10	22%
500–999	3	7%
1,000–2,499	8	18%
2,500–4,999	10	22%
5,000–9,999	4	9%
10,000–29,999	2	4%
30,000–99,999	3	7%
100,000+	1	2%
Total	45	100%

NOTE: Total number of people served is 372,245

Organizational Capacity

Table 6. Operating Budget for Organizations

Budget Level	# of Organizations	% of Organizations
Under \$100K	7	14%
\$100K–\$499K	15	29%
\$500K–\$999K	10	19%
\$1M–\$1.99M	5	10%

\$2M–\$4.99M	6	12%
\$5M–\$9.99M	5	10%
\$10M–\$19.99M	3	6%
\$20M+	1	2%
Total	52	100%

Table 7. Organization Revenue by Funding Source

Funding Source	# of Organizations	% of Organizations
Federal	28	55%
State	28	55%
Local	21	41%
Foundations	34	67%
In-kind Contribution	36	71%
Other	25	49%

NOTE: A total of 51 organizations responded to this question.

Table 8. Share of Annual Revenue Derived from Federal Funding

Federal Funding as % of Total Revenue	# of Organizations	% of Organizations
1-25%	9	32%
26-50%	11	39%
51-75%	5	18%
76-100%	3	11%
Total	28	100%

Note: Funding share categories were grouped into four dependence tiers to reflect low, moderate, significant, and high federal reliance.

Table 9. Employee Type

Employee Type	# of Organizations	% of Organizations
Full-Time (FT)	42	82%
Part-Time (PT)	43	84%
Other	11	22%

NOTE: A total of 51 organizations responded to this question.

Table 10. FT Employee Capacity

Employee Count	# of Organizations	% of Organizations
1-10	25	60%
11-20	6	14%

21-30	2	5%
31-40	4	10%
41-50	1	2%
51+	4	10%
Total	42	100%

Table 11. Total Employee Count Across Organizations

Employee Type	Total Count
Full-Time total	887
Part-Time total	446
Other total	134
Grand total	1467

Table 12. Payroll Size

Payroll Level	# of Organizations	% of Organizations
Under \$10K	1	2%
\$10K–\$49K	2	5%
\$50K–\$99K	8	20%
\$100K–\$499K	11	27%
\$500K–\$999K	5	12%
\$1M–\$1.99M	6	15%
\$2M–\$4.99M	5	12%
\$5M–\$9.99M	2	5%
\$10M+	1	2%
Total	41	100%

Appendix 2: The Survey Questions

Organizational Info

1. What is the name of the organization you represent?

2. Please identify the primary focus area(s) of your organization. Please select no more than three that best represent your organization's work.
 - Arts and Culture
 - Child Care:
 - Communication/Media
 - Disaster Preparedness
 - Education
 - Environment
 - Economic Development
 - Family Services
 - Food Security
 - Health
 - Housing
 - Mental/Behavioral Health
 - Older Adults
 - Other:

3. Which geographic area(s) does your organization primarily serve? (Select all that apply)
 - Del Norte County
 - Humboldt County
 - Trinity County

4. How does your organization define its operating year?
 - Calendar
 - Fiscal
 - Academic

5. Which of the following best describe your organization's primary activities?
 - We provide direct services to individuals or communities (e.g., health care, food distribution, housing assistance, education, job training)
 - We DO NOT provide direct services, but supports people indirectly (through systems change, capacity-building, research, funding, conservation, etc.)
 - We provide both direct services and indirect support to individuals or communities.

6. "How many people did you serve in the previous operating year (prior to the start of 2025)? Please provide an estimated number below
7. How confident are you in the accuracy of the beneficiary count you provided?
 - Very confident
 - Somewhat confident
 - Not sure/no tracking system
8. Which population(s) does your organization primarily serve? Please select up to three populations that are most central to your work. These may be defined by eligibility, program design, or who you most actively serve.
 - Black, Indigenous, and People of Color (BIPOC)
 - People with disabilities
 - Youth
 - Older Adults
 - People experiencing homelessness
 - Families
 - LGBTQ+
 - People with mental health or substance use needs
 - Victims of violence
 - Immigrants
 - People experiencing food insecurity
 - People who need help with child care
 - Low-income
 - General population
9. How often do clients or participants engage with your services?
 - One time
 - 2–5 times per year
 - Monthly
 - Weekly
 - Daily
 - Varies by service or program
10. What was your organization's total operating budget for the most recent operating year (prior to the start of 2025)?
11. For your organization's most recent operating year (prior to the start of 2025), approximately what percentage of your annual revenue came from the following 6 sources below?
 - Federal government funding (%)

- State government funding (%)
- Local government funding (%)
- Foundations (%)
- In-kind donations/Community support (%)
- Other sources (%) please explain your response(s)

12. How many employees did your nonprofit employ in the last operating year?

- Full-time
- Part-time
- Other:

13. What were your total payroll expenditures in your last operating year?

Past Impact

14. Since the beginning of 2025, has your organization experienced any of the following? (Select all that apply)

- Loss of funding
- Delays in grants, contracts or reimbursements
- Program closures or service reductions
- Increased administrative burden
- Staffing challenges
- Required changes to Diversity, Equity, and Inclusion (DEI) language or practices
- None of the above
- Other:

15. "Please ONLY answer this question if you selected '**LOSS OF FUNDING**' above.

A. Since the beginning of 2025, approximately how much funding has your organization lost?

- (1) dollar amount and
- (2) percentage

16. "Please ONLY answer this question if you selected '**DELAYS IN GRANTS, CONTRACTS, OR REIMBURSEMENTS**' above.

A. Since the beginning of 2025, how much has your organization experienced in delayed payments from contracts, grants, or reimbursements?

- 1) dollar amount and
- 2) percentage.

B. Which type(s) of funding have been delayed? (Select all that apply)"

- Local government contracts or reimbursements
- State government contracts or reimbursements
- Federal government contracts or reimbursements

- Foundation grants
 - Corporate donations or sponsorships
 - Other
- C. How have delays in funding affected your organization? (select all that apply)
- We had to reduce or pause services
 - We delayed payments to staff or vendors
 - We used reserves or emergency funds
 - We took out a loan or line of credit
 - Minimal or no impact
 - Other

17. Please **ONLY** answer this question if you selected '**PROGRAM CLOSURES OR SERVICE REDUCTIONS**' above.

- A. Since the beginning of 2025, how many programs were reduced?"
- B. Since the beginning of 2025, how many programs were eliminated?"
- C. Since the beginning of 2025, which populations were affected by program closures or service reductions? (Select all that apply)"
- Black, Indigenous, and People of Color (BIPOC)
 - People with disabilities
 - Youth
 - Older Adults
 - People experiencing homelessness
 - Families
 - LGBTQ+
 - People with mental health or substance use needs
 - Victims of violence
 - Immigrants
 - People experiencing food insecurity
 - People who need help with childcare
 - Low-income
 - General population
- D. Since the beginning of 2025, approximately how many individuals were impacted by program closures or service reductions?"

18. Please **ONLY** answer this question if you selected '**INCREASED ADMINISTRATIVE BURDEN**' above.

Since the beginning of 2025, has your organization had to...

- Delay hiring or leave positions vacant

- Reduce or pause services
- Turn people away
- Do more with the same or fewer resources

19. Please ONLY answer this question if you selected '**STAFFING CHALLENGES**' above.

A. What kind of staff challenges has your organization faced?

- Burnout or emotional fatigue
- Stress related to policy changes (e.g., OBBBA)
- Difficulty maintaining work–life balance
- Increased workload or responsibilities
- Uncertainty around job security
- Staff furloughs (e.g., full-time staff transitioned to part-time roles)
- Staff layoffs
- Reduction in employee benefits
- Reduction in employee wages
- Delay in salary increases
- Other

B. Since the beginning of 2025, how many individuals have been laid off in total?"

20. Please ONLY answer this question if you selected '**Changes to Diversity, Equity, and Inclusion (DEI)**' above.

What sort of changes to DEI language or practices have you made?"

Anticipated Needs and Challenges

21. Does your organization anticipate experiencing any of the following impacts as a result of the new federal OBBBA (One Big Beautiful Bill Act) policy changes?

- Reduction in federal, state or local government funding
- Loss of specific contracts, grants, or reimbursements
- Increased administrative or reporting burden
- Need to reduce staffing or delay hiring
- Need to reduce or modify services
- Difficulty meeting new eligibility or performance requirements
- Disruption to services clients rely on (e.g., Medi-Cal, CalFresh)
- We anticipate more people needing our services
- We don't anticipate significant impacts
- Too soon to tell/Unsure
- Other:

22. Overall, how significantly do you believe these potential impacts could affect your organization and the communities or individuals you serve?
- Not at all – we do not expect meaningful effects
 - Somewhat – minor or localized impacts
 - Moderately – noticeable strain, but likely manageable
 - Severely – major disruptions or losses expected
 - Unsure
23. At this time, how concerned are you about the potential effects of OBBBA on your organization’s operations?
- Not at all concerned
 - Somewhat concerned
 - Moderately concerned
 - Extremely concerned
 - Unsure/Don’t know enough yet
24. In your opinion, who should take greater responsibility for addressing the unmet needs for funding? (select all that apply)
- Federal government
 - State government
 - County/Local government
 - Philanthropic foundations
 - Private sector/business
 - Religious institutions
 - Other:
25. What proactive steps has your organization taken in response to recent policy changes? (select all that apply)
- Initiated new partnerships or collaborations with government agencies
 - Review and monitor potential impacts of federal policy changes on our programs or operations
 - Collaborated with other nonprofits
 - Partnered with businesses or philanthropic organizations
 - Adjusted internal policies or procedures
 - Increased advocacy or public outreach
 - Applied for new funding opportunities
 - Conducted staff training or capacity-building activities
 - No changes made
 - Other:

26. What kind of support would help your organization prepare for, or respond to, OBBBA-related changes? (select all that apply)
- Training on reporting or compliance: Workshops or guidance on how to meet new reporting requirements, comply with updated regulations, or document activities in line with OBBBA-related changes
 - Assistance with identifying alternative funding sources: Help locating new or supplemental funding opportunities (e.g., grants, philanthropic support) to replace or complement funding affected by OBBBA
 - Clarifications of policies and regulations: Clear explanations of how OBBBA-related changes will impact the nonprofit sector—particularly in rural areas—such as eligibility rules, implementation timelines, or funding structures
 - Opportunities for collaborative planning with other nonprofits and community partners: Facilitated coordination or forums for collective planning, resource sharing, and problem-solving in response to the changes
 - Communications support: Tools and messaging templates to explain changes to clients, board members, funders, or community members.
 - We don't expect to need any support
 - Unsure/Too early to tell
 - Other:
27. Which of the following impacts do you believe your organization may experience in the near future? (Select all that apply)
- SNAP benefit reductions will impact my organization's work
 - Medicaid/Medi-Cal benefit reductions will impact my organization's work
 - Current tariffs and increased import costs will affect my organization's operating expenses (e.g., supplies, food, transportation)
 - None of the above
 - Not sure
28. Please **ONLY** answer this question if you selected '**SNAP BENEFIT REDUCTIONS WILL IMPACT MY ORGANIZATION'S WORK**' above.
- A. How do you believe upcoming SNAP benefit reductions may impact your organization's work? (Select all that apply)"
- Our clients/beneficiaries may experience increased food insecurity
 - More individuals may turn to our organization for food or emergency support
 - Our clients/beneficiaries may face greater financial hardship and need additional wraparound services (e.g., housing, mental health)
 - Because of upcoming cuts to SNAP, I am concerned that donors and funders may shift their focus toward food insecurity programs, leading to fewer donations for

my organization (SNAP policy changes are scheduled to take effect beginning in early 2027.)

- Other:

29. Please ONLY answer this question if you selected '**MEDICAID/MEDI-CAL BENEFIT REDUCTIONS WILL IMPACT MY ORGANIZATION'S WORK**' above.

A. In what ways do you believe upcoming Medicaid/Medi-Cal reductions may impact your organization? (Select all that apply)

- Our clients/beneficiaries may lose access to essential health services
- More clients may turn to our organization for help navigating healthcare options
- Our clients/beneficiaries may face greater stress, which affects stability in other areas (e.g., housing, employment, education)
- Because of upcoming cuts to Medicaid/Medi-Cal, I am concerned that donors and funders may shift their focus toward healthcare-related needs, leading to fewer donations for my organization (Medicaid/Medi-Cal policy changes are scheduled to take effect beginning in early 2027.)
- Other