South Monterey County Nonprofit Landscape Study

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All of the individuals and organizations who took the time to participate in this study and help the Community Foundation for Monterey County to better understand Monterey County.

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Executive Summary

The mission of the Community Foundation for Monterey County (CFMC) is to inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County. The primary goal of this study is to gather information about the communities in South Monterey County (SMC) and to help the CFMC to become a truly countywide organization. CFMC staff identified the need to deepen relationships with and understanding of SMC in order to achieve this. This study provides information about the organizations that serve SMC communities, the social and organizational networks in which they operate, and some strengths and challenges of organizations working in these communities. To collect this data, CFMC staff developed a list of 320 nonprofit, government, faith-based, and community organizations that serve residents of SMC. All organizations on this list were sent an invitation to participate in a survey, and many were invited to participate in a series of group conversations (referred to as listening sessions) held in Gonzales, Soledad, Greenfield, King City, and San Ardo.

The study found that there are significant differences between many of the organizations that serve residents of SMC. Organizations that are based outside of the area tend to be larger, well-established nonprofits and county agencies, while those based in SMC tend to be smaller in terms of budget, staff, and volunteers. City governments, school districts, small nonprofits, and informal community groups contribute the most to organizing and providing services in the region, and despite their smaller overall size they tend to serve more residents of SMC than outside organizations. In terms of organizational capacity, organizations in SMC tended to be less confident about their ability to plan, the strength of their programs, their ability to raise funds, and their financial management. On the other hand, organizations based outside of SMC felt that they needed to improve their board representation and fundraising from SMC, as well as their engagement with SMC communities.

The organizational network data collected through this study showed that city governments and school districts have the most working relationships within SMC communities and are often relied upon for advice or support. Some large countywide nonprofits and county agencies also have many working relationships with respondents, and are often seen as being important organizations in several communities. During several listening sessions, leaders of nonprofit, government, faith, and community organizations emphasized the commitment and generosity of many members of their communities, while noting that more people needed to become involved and that special efforts should be made to better engage young people in community service. These leaders also noted a serious need for more youth leadership development, recreation, and employment opportunities. Furthermore, they suggested that efforts to address these issues, and others, would be greatly helped by an organization that could take on the role of coordinating and convening people within each community to work together more effectively.

With these results in mind, the Community Foundation for Monterey County is committed to continuing to build on the knowledge gained through this study and to engaging with organizations and communities throughout Monterey County.

Goals

The primary goal of this study is to gather information about the communities in South Monterey County (SMC) in order to strengthen the Community Foundation for Monterey County's (CFMC) work in the region. The mission of the CFMC is to inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County. The three goals of CFMC's current strategic plan are as follows:

1. Community Impact: Invest in developing healthy, safe and vibrant communities across Monterey County

2. Philanthropic Leadership: Inspire and facilitate philanthropy throughout Monterey County

3. Operational Excellence: Optimize performance and stewardship for maximum impact

A key strategy within each of these goals is to increase the CFMC's presence and value throughout all regions of the county. CFMC staff identified the need to deepen relationships with and understanding of South Monterey County. This study is designed to provide information about the organizations that serve SMC communities, the social and organizational networks in which they operate, and some strengths and challenges of organizations working in these communities. This information, along with continued engagement with these communities, will help the CFMC to better partner with organizations in SMC, provide tailored organizational development support, and inspire philanthropy in the region.

Background

For the purposes of this study, we defined South Monterey County region as the communities along the Highway 101 corridor south of the City of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Lucas, San Ardo and Bradley) and the unincorporated communities in the southern portion of the county (e.g. Jolon, Lockwood, Parkfield and Hesperia). This region includes communities outside of the more densely populated and better served Monterey Peninsula and City of Salinas (See Figure 1 below).

Figure 1: Where is "South Monterey County"?
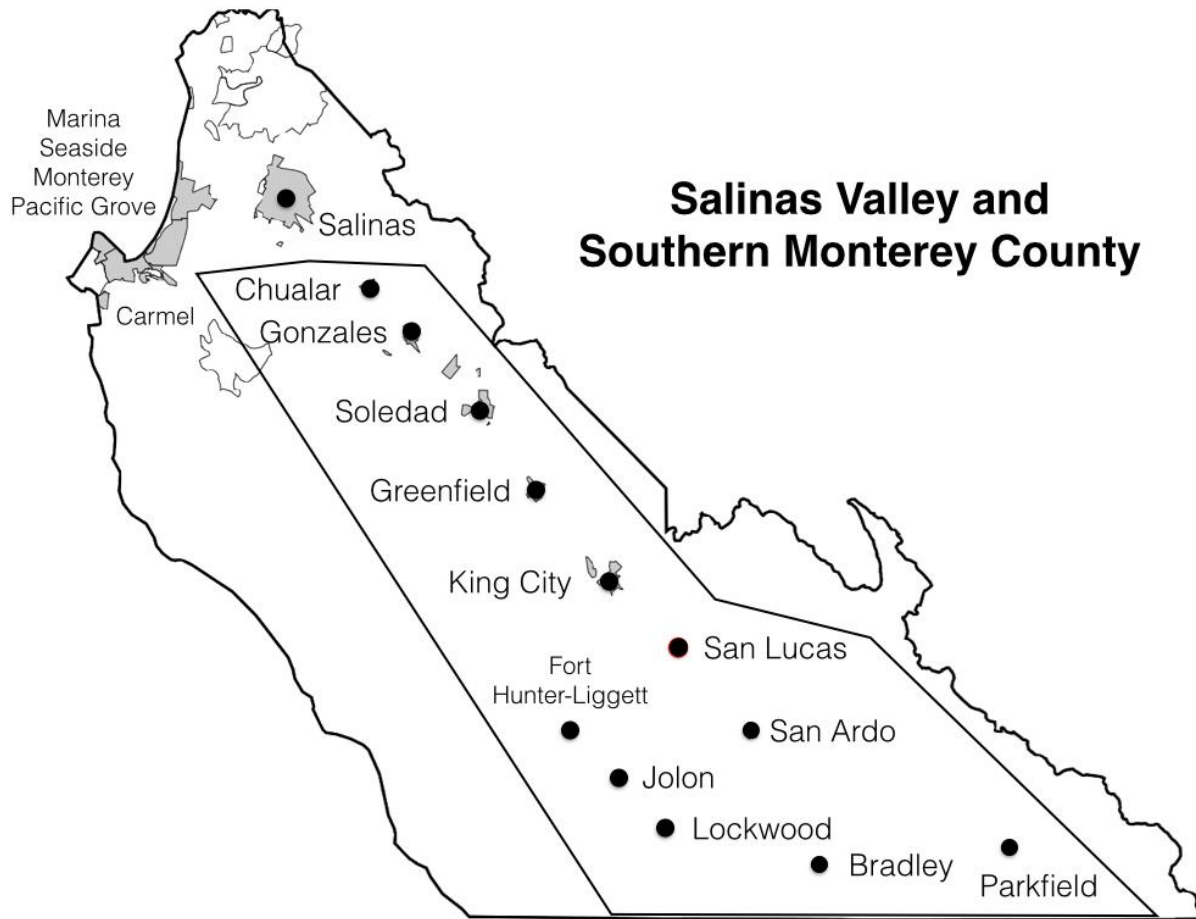
Adapted from Arkyan (2007)

While there is considerable diversity among the communities of SMC, the area as a whole is rural. The population of the SMC region is approximately 70,000, which represents about 16% of the 425,000 residents of Monterey County. In terms of land area SMC encompasses approximately 1.5 million acres, which accounts for 70% of the 2.1 million acres in Monterey County (County of Monterey 2009, p. 7). The area is dominated by the agricultural industry – much of the leafy greens consumed in the United States are grown in the Salinas Valley, and 36% of employment in SMC is in agriculture (US Census Bureau, 2013 "2008-2012 American Community Survey"). Fossil fuel production is also a significant industry in some communities at the southern end of the Salinas Valley.

The demographics of SMC differ considerably from the rest of Monterey County and the State of California as a whole. First, the area has a relatively young population: according to the 2010 US Census about 32% of SMC residents are under the age of 18, compared to 27% in all of Monterey County and 24% in California (US Census Bureau, 2013). SMC also has a much higher proportion of Hispanic or Latino residents: 85% of SMC residents are Hispanic or Latino, compared to 56% of Monterey County and 38% of California. SMC also has a much smaller population of high school and college graduates, a larger

immigrant population, lower median household income, and less retail and hospitality activity than Monterey County as a whole (see Table 1 below for more details).

Table 1: Comparison of Demographic and Economic Information: SMC and Monterey County

	Gonzales	Soledad	Greenfield	King City	SMC	Monterey County	California
Population	8,364	26,478	16,793	13,169	**64,804**	**426,762**	**38,041,430**
% Persons under age 18	35%	22%	36%	34%	**32%**	**27%**	**24%**
% Hispanic or Latino	89%	71%	91%	88%	**85%**	**56%**	**38%**
% Foreign born persons	39%	32%	44%	50%	**41%**	**30%**	**27%**
% High school or higher	52%	54%	46%	42%	**49%**	**71%**	**81%**
% College or higher	3%	4%	9%	6%	**6%**	**23%**	**30%**
Persons per household	4.04	4.09	4.69	4.57	**4.35**	**3.14**	**2.91**
Median household income	$52,928	$53,140	$56,011	$52,634	**$53,678**	**$59,737**	**$61,632**
Retail sales per capita	$2,937	$2,623	$3,349	$11,937	**$5,212**	**$11,293**	**$12,561**
Accommodation/food services sales per capita	$693	$483	$167	$1,379	**$610**	**$2,805**	**$2,125**

Note: Census data only available for cities with populations greater than 5,000. Actual statistics for all of SMC may differ slightly.
Source: US Census Bureau. 2013. "State and County QuickFacts: Monterey County."

The Community Foundation for Monterey County in SMC

The CFMC has already made significant investments in programs that serve the residents of SMC. In 2013, organizations and programs in SMC were awarded $630,000 through the CFMC's various competitive grantmaking programs, which represents 16% of the CFMC's $3.9 million of competitive grantmaking. This includes $274,500 granted to organizations that are based in SMC, and $355,500 for programs in SMC that are managed by organizations based outside of the region. In total, CFMC supported 37 organizations and programs that serve the people of SMC.

The CFMC is deeply interested in working more closely with organizations that serve in and with the communities of SMC. Part of this work includes supporting capacity building activities with its partners. Capacity building is any activity that supports the ability of an organization to be more effective and efficient in carrying out its work and achieving its mission. Recognizing that supporting organizations in a rural area involves a different set of skills and obstacles than supporting urban organizations, the CFMC undertook research to better understand what other foundations have done in this field. The following is a brief summary of our research into challenges that rural nonprofits throughout the United States face, especially in regards to organizational capacity and capacity building.

Challenges of Nonprofits in Rural Areas

There is considerable literature discussing the challenges of nonprofits in rural areas, especially around building organizational capacity. Gaining access to capacity building services can be challenging given that providers of customized consulting and general capacity building are generally concentrated in urban areas. Rural nonprofits tend to have smaller budgets and face the added difficulty of relying on telecommunications and videoconferencing to access many services (Community Resource Center,

2010). However, nothing can replace the value of face-to-face communication and many nonprofits invest considerable time to develop relationships with other organizations, politicians, and community leaders to learn, share ideas, and connect with potential donors and partners (Neuhoff and Dunckelman, 2011 and Stowe and Barr, 2005). This is especially important because local funders often do not provide the larger, consistent funding sources that nonprofits need to be stable (Big Sky Institute, 2012). Meanwhile, large urban funders often do not understand the challenges and added costs associated with working in rural areas, and most rural nonprofits lack the capacity to research and develop competitive grant proposals that can overcome funder skepticism (Stowe and Barr, 2005 and Minnesota Council of Nonprofits, 2007). Recruiting, training, and retention of high quality staff, volunteers, and board members may also be trying for rural nonprofits. Rural nonprofits are not always able to offer staff members competitive salaries and professional development opportunities, volunteer turnover and burnout tend to be high, and many nonprofits in national studies report that their board members have a poor understanding of their roles and responsibilities. Finally, strategic planning, partnering, and coordinating the activities of multiple organizations tend to be challenges as well.

It should be noted that none of these challenges are unique to rural nonprofits – organizations in urban settings also grapple with some of these issues. However, there are differences between nonprofits in urban and rural areas and this study set out to help CFMC staff to learn more about the organizations working in a largely rural part of Monterey County.

With these characteristics of South Monterey County in mind, as well as the differences between rural and urban nonprofits, this study sought to gather and present information about active organizations in the area, their organizational characteristics, characteristics of the residents whom they serve, their strengths and areas for improvement, and the professional networks in which they work toward achieving their missions.

Methodology

The methodology used for this study involves four steps:

1. Develop and refine a list of active organizations that serve residents of South Monterey County
2. Design, administer, and analyze a survey of active organizations that provides data to inform decision-making at the CFMC
3. Plan and conduct a series of listening sessions to better understand areas of interest identified through the survey
4. Compile and communicate the results of the survey and listening sessions to a wide range of stakeholders, including CFMC staff, board members, grantees, and philanthropic partners

List of Active Organizations

The first step in gathering data to better understand the nonprofit landscape in SMC was the development of a list of nonprofit, community-based, faith-based, and governmental organizations that serve residents of SMC.

Criteria for list

One of the challenges of creating a list of organizations is that the CFMC is interested in contacting and learning about a wide range of organizations. Other nonprofit landscape studies (e.g. 2010 Santa Cruz County Nonprofit Landscape Study, Marin County Nonprofit Landscape Study 2008) have relied upon a list of nonprofit organizations and their addresses provided by the Internal Revenue Service (IRS). There are several limitations of this method of developing a list. Relying on IRS data excludes organizations with less than $25,000 in annual revenue because such organizations are not required to file a Form 990 and therefore are not included in the list. It also does not include community-based organizations that, although not incorporated, may provide significant benefits and hold important positions in their communities.

Because of the aforementioned limitations to exclusively using IRS data, we used several sources of internal and external information to compile a list of active organizations. First, staff reviewed a list of all CFMC grant applicants from 2008-2013 and included all organizations who served communities in SMC or self-identified as countywide organizations. Due to the breadth of CFMC program and priority areas, this initial list included a variety of nonprofit, community-based, and government organizations throughout the county. Next, staff partnered with Monterey County 2-1-1 to integrate their list of organizations providing services in SMC into the existing list. Finally, HealthyCity.org (a geospatial tool for analyzing public data) was used to search for registered nonprofit organizations of all types in SMC. This was accomplished by restricting the query to Monterey County's 3rd District, which is roughly identical to the study's area of interest. HealthyCity.org provides information about nonprofit organizations based on their filing of IRS Form 990, the required tax return form for tax-exempt organizations. This search yielded a large number of organizations that included many that had not filed a tax return in several years. In order to ensure that the list included only active organizations, data from HealthyCity.org was cross-referenced with Guidestar to verify that the organization had a recent filing with the IRS.

In order to improve the completeness of basic information for each organization, staff conducted internet research to confirm that they are active, to find address, phone number, and email information, and to gain a basic understanding of their programs and scale. To increase confidence in the comprehensiveness of the list of organizations, community partners in Gonzales, Soledad, Greenfield and King City were consulted to refine the list by adding organizations that the initial investigation missed, providing missing contact information, and removing inactive organizations. Finally, discussions with community members leading up to the listening sessions, as well as the listening sessions themselves, yielded new organizations that had not been previously identified. This process yielded a list of 320 organizations that were invited to participate in the survey.

<u>Survey Instrument</u>

Research questions

- What organizations provide services to residents of SMC?
- What kinds of services do they provide, where do they provide them, and to whom?
- How can these organizations be described in terms of budget, staff, and volunteers?
- What are their organizational strengths and what are their opportunities for improvement?
- What does the network of organizations look like within SMC?

Instrument

The survey instrument was designed to address the above questions in a format that would be accessible and present the fewest obstacles to analysis. We considered several platforms and chose to create an online survey through SurveyMonkey. In order to make the survey more accessible to SMC residents who may be more comfortable reading and writing Spanish, the entire survey text was translated into Spanish by Monterey Institute of International Studies student Martina Kinkle. The survey used skip logic to disqualify any respondents who do not provide services to residents of SMC. It contains 23-25 questions, depending on the answers to several questions and took most respondents 10-15 minutes to complete. For the full text of the survey, see Appendix 1.

Distribution

In order to direct participants to the survey, we sent both email messages and postcards containing a specially designed hyperlink. All 320 organizations on the list were sent a postcard, while the 180 organizations for which we were initially able to find email addresses also received an email through the email marketing platform Constant Contact. Although we considered mailing and receiving printed versions of the survey, in the end the cost and additional data entry time required by this approach led us to reject it.

As data collection progressed and we began to reach out to community members throughout SMC, more organizations were identified and more contact information collected. We sent emails to newly identified organizations, along with follow-up emails to non-respondents from earlier mailings, two more times before closing the survey for analysis.

Response rate

When the survey was closed for analysis, 75 organizations had responded out of the 320 to whom we sent an email and/or a postcard. Thus, the overall response rate to the survey was 23% (see Table 2 below for more detailed response rate information). There are several factors that may have limited our ability to achieve a higher response rate. First, some of our address and email information may have been outdated or incorrect, meaning that many potential respondents did not receive the invitation. Second, some email services block messages sent through platforms such as Constant Contact and many of the potential respondents have city or county email addresses that may have more restrictive filters for incoming email. Third, some of the people who we invited to participate may not have had easy

access to an Internet-connected computer with which to complete the survey. Fourth, individuals who are not familiar with the CMFC and its work may have ignored the email or felt that it was not relevant to them. Finally, organizations that do have a relationship with the CFMC may not have felt comfortable sharing candid information about their organization, especially in regards to capacity strengths and weaknesses. Despite these obstacles, and although we would have preferred a higher response rate to gain a more complete picture of the organizations that are active in SMC, we feel that the responses that we received are from a sufficiently broad cross section of the county to yield useful insights. 40% of respondents were based in SMC, while 60% of respondents were based outside of SMC.

Table 2: Survey Response Rates by Organization Type

Organization Type	Responses	# Invited	Response Rate
Nonprofit	54	194	28%
Public Agency	11	61	18%
Religious	5	34	15%

Analysis

The data gathered through the survey was exported from Survey Monkey as an Excel spreadsheet, cleaned and coded using Google Refine, and analyzed using a combination of Excel, R Statistical Computing Software, UCINET, and Pajek.

Listening Sessions

In order to provide additional supporting details, and to begin to develop stronger relationships with community members in SMC, we conducted five "listening sessions" in the cities of Gonzales, Soledad, Greenfield, King City, and San Ardo (See Table 3). We developed lists of potential participants from each city based on our overall organizational list and discussions with members of each community and reached out to 15-20 individuals from each city. Despite the busy schedules of the invitees, many were able to attend each meeting.

Table 3: Listening Session Cities, Dates, Locations, and Number of Attendees

City	Date	Location	# of Attendees
Greenfield	November 5th, 2013	La Plaza Bakery	17
King City	November 5th, 2013	Salinas Valley Fairgrounds	6
San Ardo	November 5th, 2013	San Ardo Branch Library	10
Gonzales	November 12th, 2013	Gonzales City Council Chambers	12
Soledad	November 12th, 2013	South County YMCA	8

At each session, CFMC Vice President of Grant and Programs Julie Drezner was the principal facilitator. Drezner provided a brief description of CFMC's mission, grantmaking programs, and the intent of the SMC study and listening sessions. She then facilitated a discussion around a few key topics: the community's greatest strengths, how the community accomplishes goals that it sets for itself, and

challenges that the community faces. After this discussion, Research Assistant Josh Warburg shared preliminary results from the SMC survey and solicited feedback on the list of organizations working in each community. Finally, Center for Nonprofit Excellence (CNE) Director Kaki Rusmore (in Greenfield, King City and San Ardo) or Program Officer Susie Polnaszek (Gonzales and Soledad) briefly discussed the CNE and the consulting, capacity building, and networking services that it offers. Participants in the session were later emailed a digital copy of the preliminary survey results and list of organizations for their community.

Results

Organizational Characteristics

This section summarizes the results of questions related to respondents' organizational characteristics, including the type of organizations, types of services offered, how long they have been active, their annual budget, how many full-time staff and volunteers they have, and how many SMC residents they serve annually. For the following charts, SMC organizations are those whose headquarters are located in SMC, while non-SMC organizations have headquarters outside of the region.

Figure 2: Types of Organizations
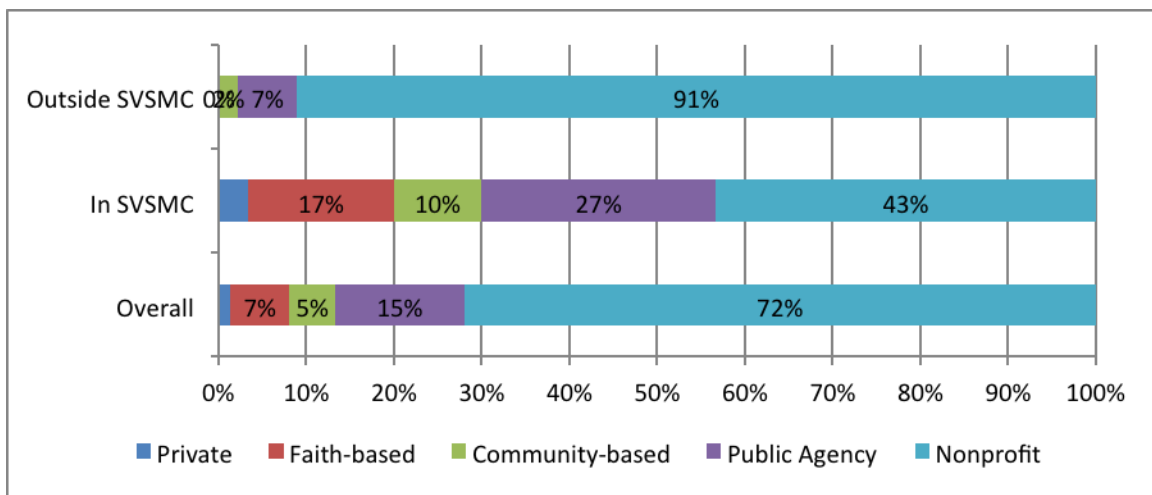
Overall, 72% of respondents were from nonprofit organizations, 15% from public agencies, 5% from community-based organizations and 7% from faith-based organizations. There was a considerable difference in the kinds of organizations present in SMC in comparison to those outside of SMC: 91% of non-SMC respondents were nonprofits while only 43% of SMC respondents were nonprofits. Also, only 7% of non-SMC respondents were public agencies, in contrast to 27% of SMC respondents.

Figure 3: Services Types
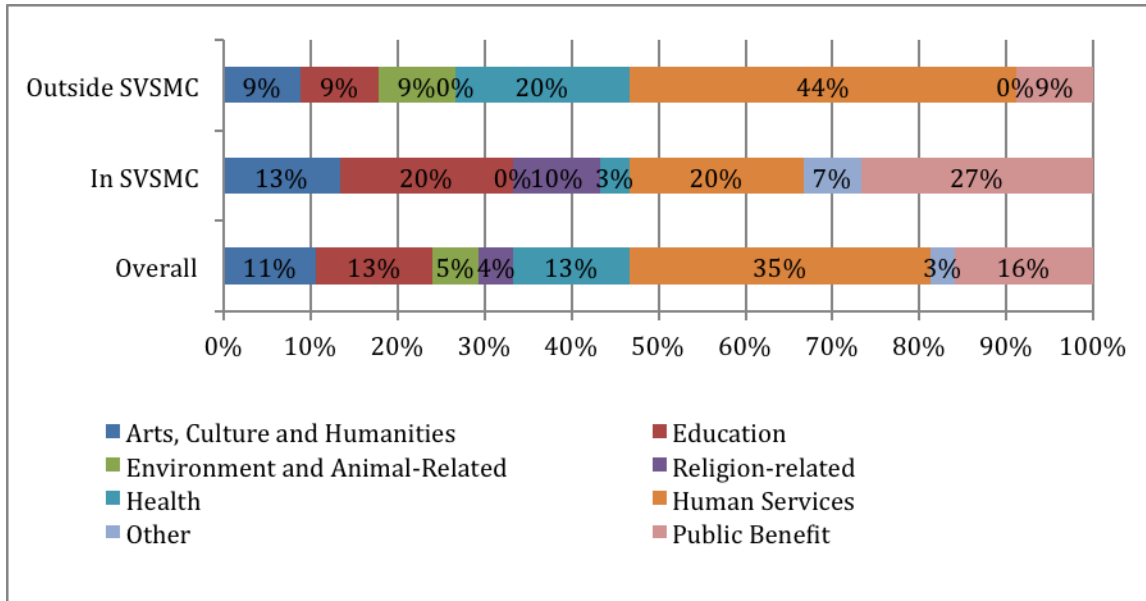
Among all SMC organizations, there is a higher percentage of public benefit, religion-related, and education organizations than non-SMC respondents. This is likely due to the fact that city governments, churches, and schools serve their local communities, and therefore few of these kinds of organizations from outside of SMC were invited to participate. On the other hand, non-SMC respondents were more likely to identify themselves as human services (44%) or health (20%) organizations, indicating that these community needs are being met in a significant way by non-SMC organizations.

Figure 4: Years that Organization has Been Active
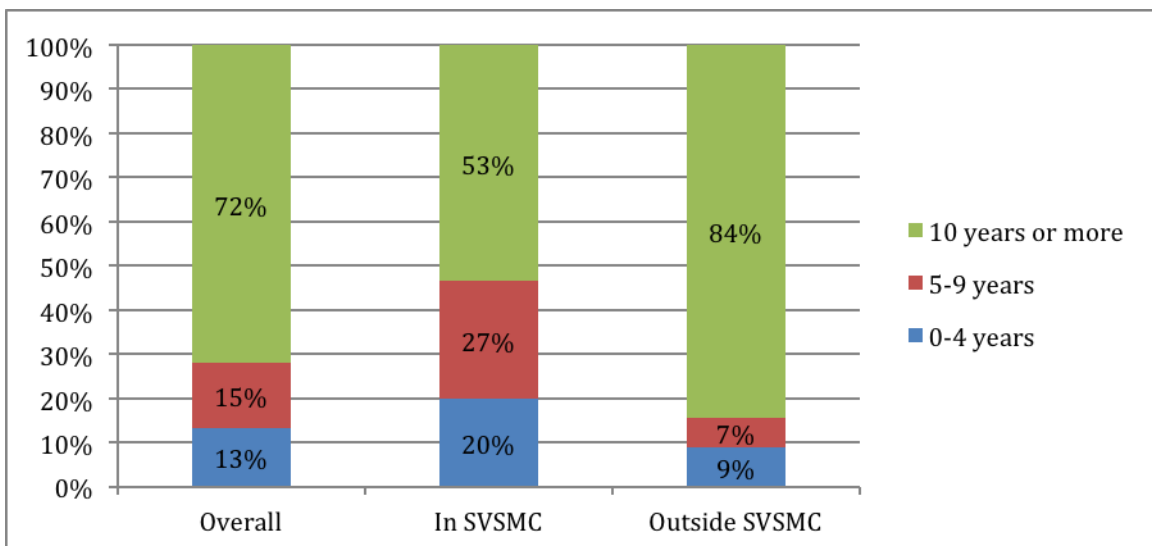
There were also significant differences in the ages of organizations surveyed. 84% of non-SMC organizations were 10 years or older, compared to only 53% of SMC organizations. SMC organizations were more likely to be 5-9 years old (27% vs 7%) or 0-4 years old (20% vs 9%).

Figure 5: Organizational Budgets
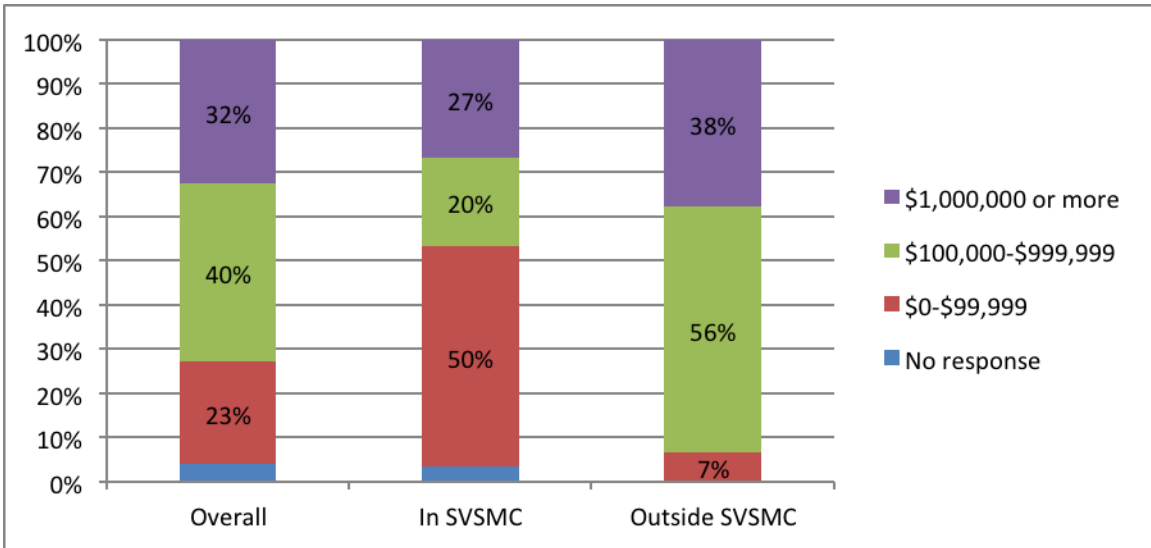
SMC organizations tend to have smaller budgets than non-SMC organizations: 93% of non-SMC organizations have a budget of greater than $100,000, compared to only 47% of SMC organizations.

Figure 6: Full-Time Employees
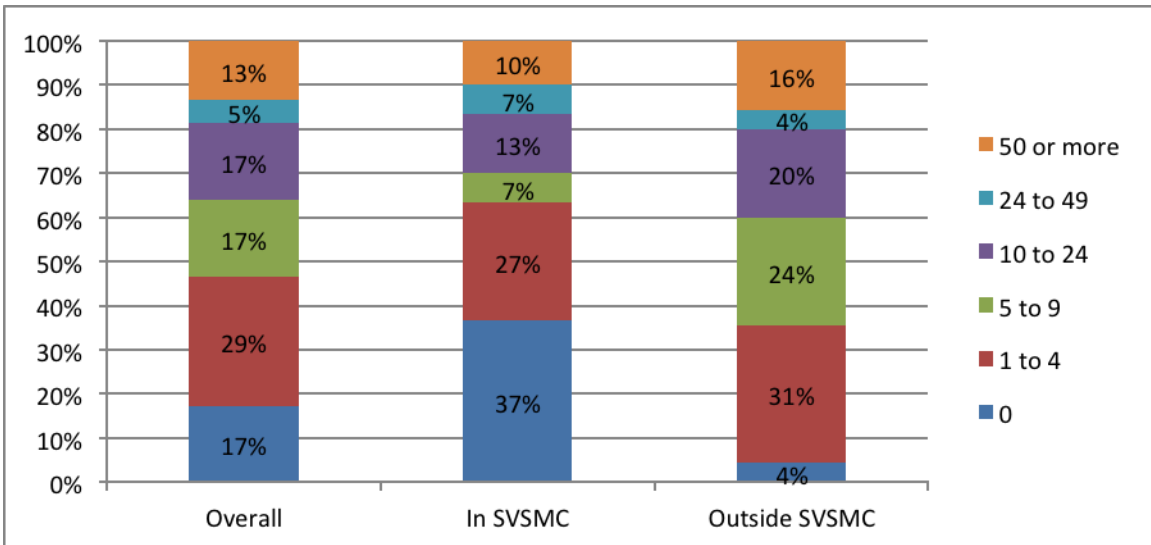
SMC organizations were much more likely to have no paid staff: 37% reported no full-time equivalent employees (FTEs) compared to 4% of non-SVSMSC organizations. While there is a comparable proportion of larger organizations (those with 10 or more FTEs), SMC has many more organizations with four or fewer FTEs.

Figure 7: Volunteers
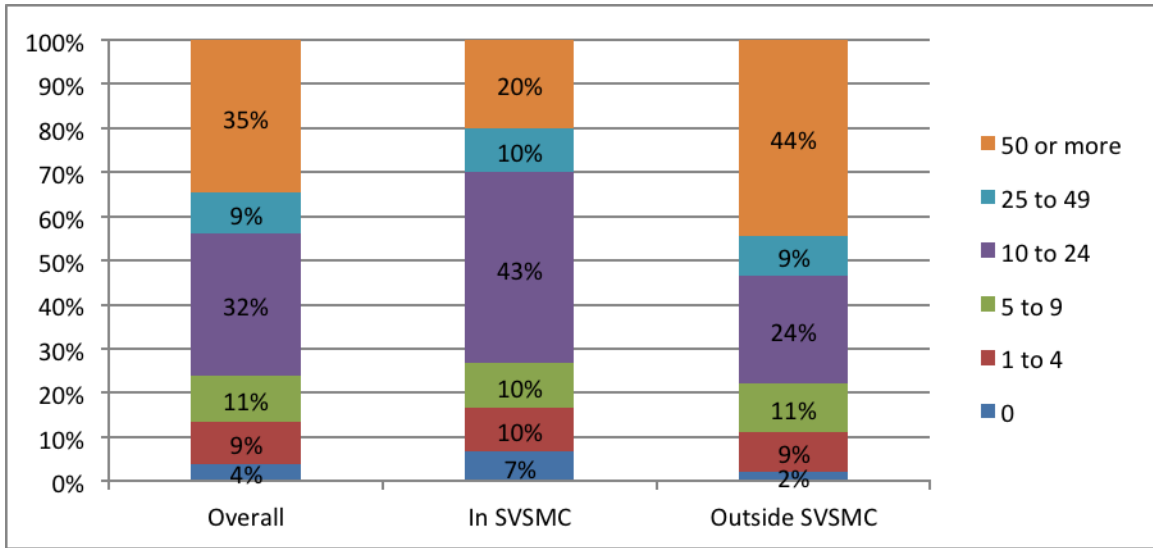
Non-SMC organizations tend to manage more volunteers. 43% of SMC organizations manage 10-24 volunteers, whereas 44% of non-SMC organizations manage 50 or more volunteers.

Figure 8: Number of SMC Residents Served
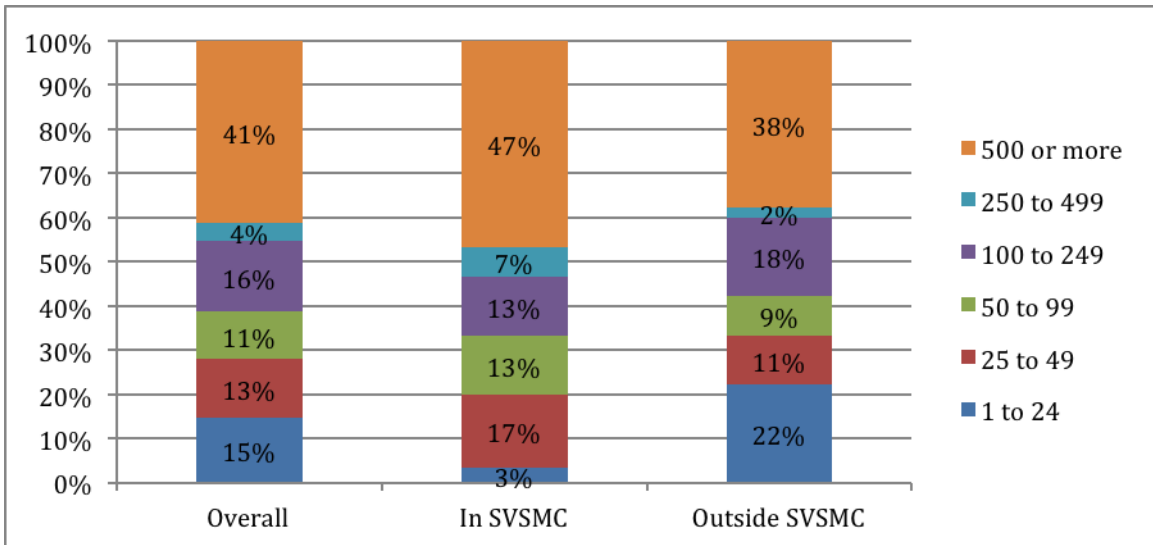
Despite being smaller in size, SMC organizations tend to serve more SMC residents than organizations that are based outside of the region. 47% of SMC organizations serve 500 or more residents, whereas only 38% of non-SMC organizations serve 500 or more and 22% serve less than 25 residents.

Client Characteristics

This section briefly describes some characteristics of the clients that respondents' organizations serve in SMC, including ethnicity and socioeconomic group.

Figure 9: Percent of Organizations that Report Serving Each Ethnicity
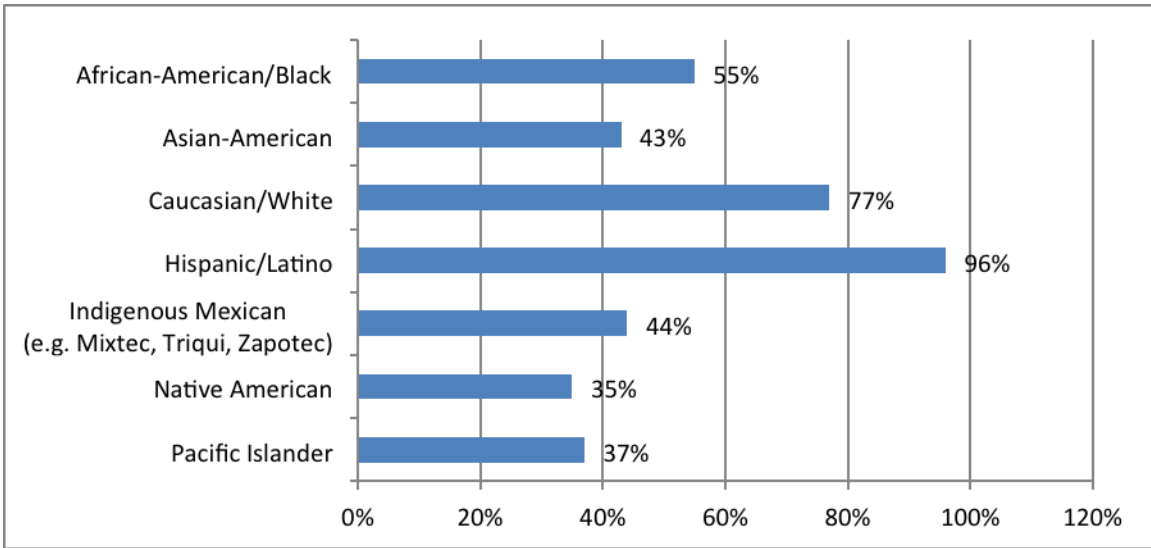
96% of respondents report serving Latino residents, and 77% report serving white residents.

**Figure 10: Percent of Organizations that Report Serving Each Income Group**
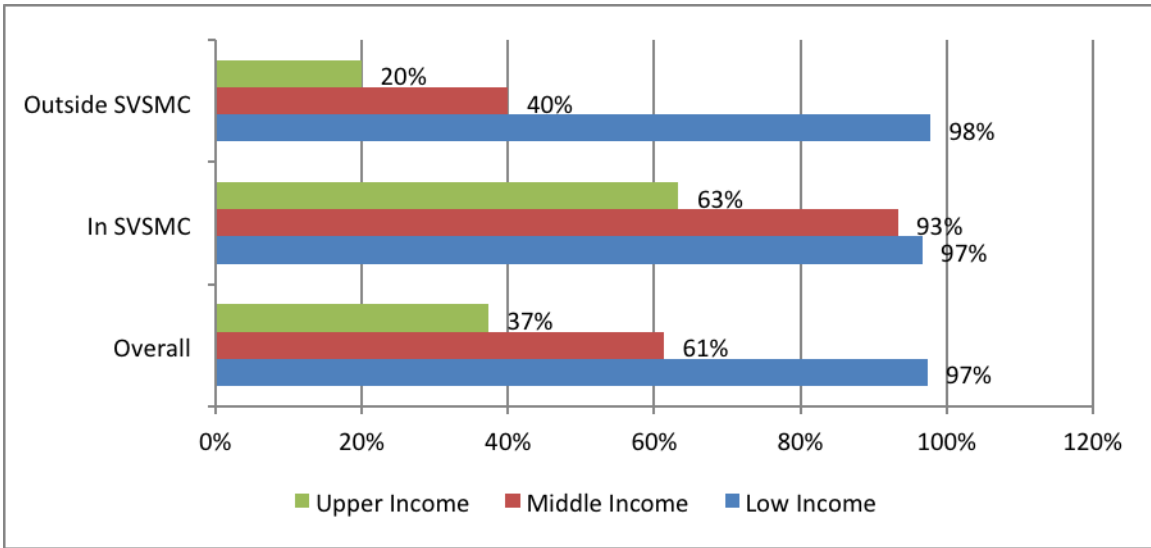
SMC organizations tend to serve people with a wider range of income levels, with 97% of organizations serving low income residents, 93% of organizations serving middle income residents, and 63% of organizations serving upper income residents. In contrast, non-SMC organizations tend to focus more heavily on low income residents, with 98% of organizations serving lower income residents, but only 40% serving middle income and 20% serving upper income residents.

Organizational Capacity

This section presents the responses to questions about respondents' organizational capacity in 11 important areas. It also discusses challenges that organizations face in relation to fund development, community engagement, staffing, and other areas.

Figure 11: Vision and Planning
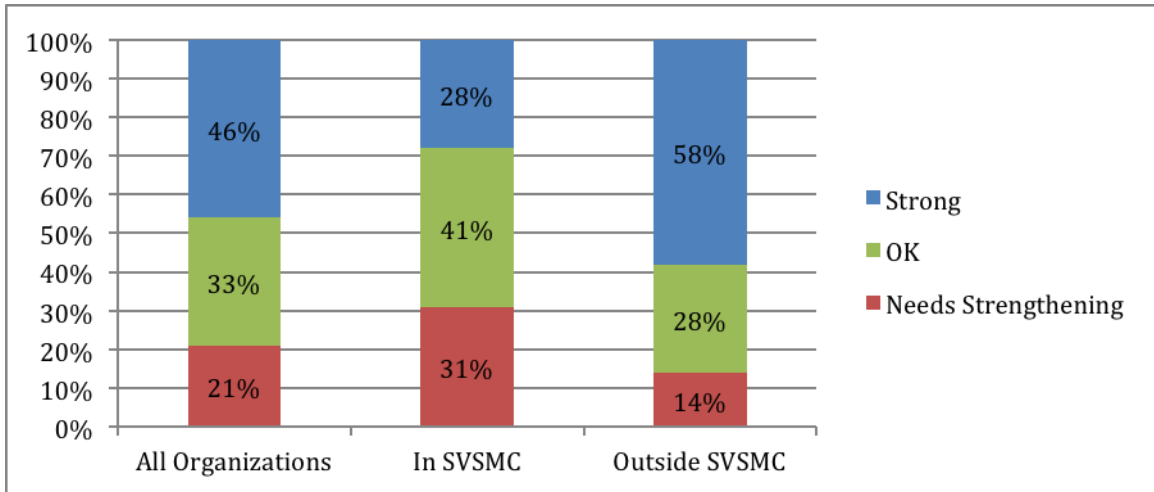
SMC organizations were more likely to report that their vision and planning needed improvement, whereas non-SMC organizations tended to be more confident in their ability to define their vision and plan.

**Figure 12: Organizational Leadership**
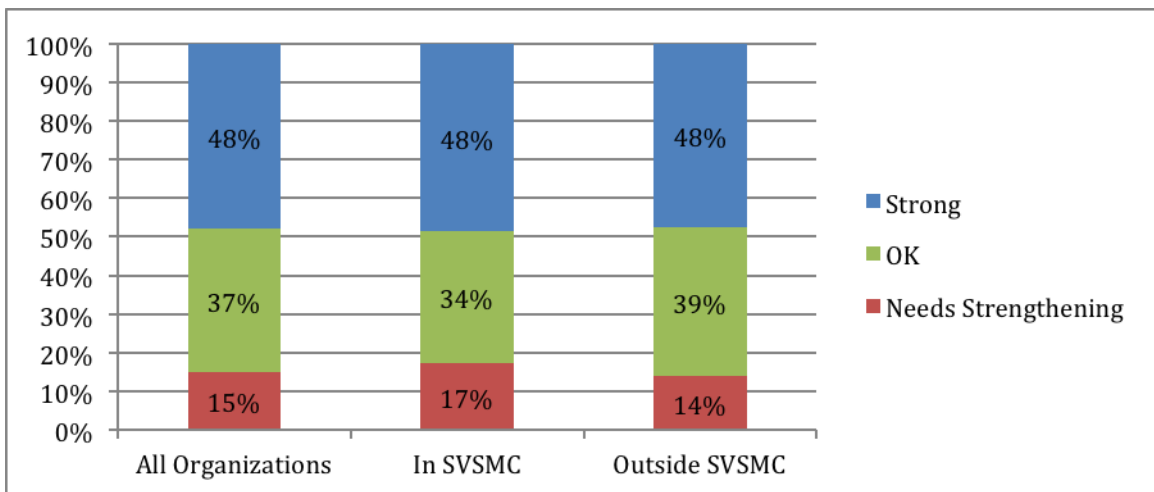
Both SMC and non-SMC organizations felt that their leadership was fairly strong, with 48% of both groups reporting that their leadership is strong, ~35% reporting OK, and ~15% reporting that it needs strengthening

Figure 13: Programs and Services
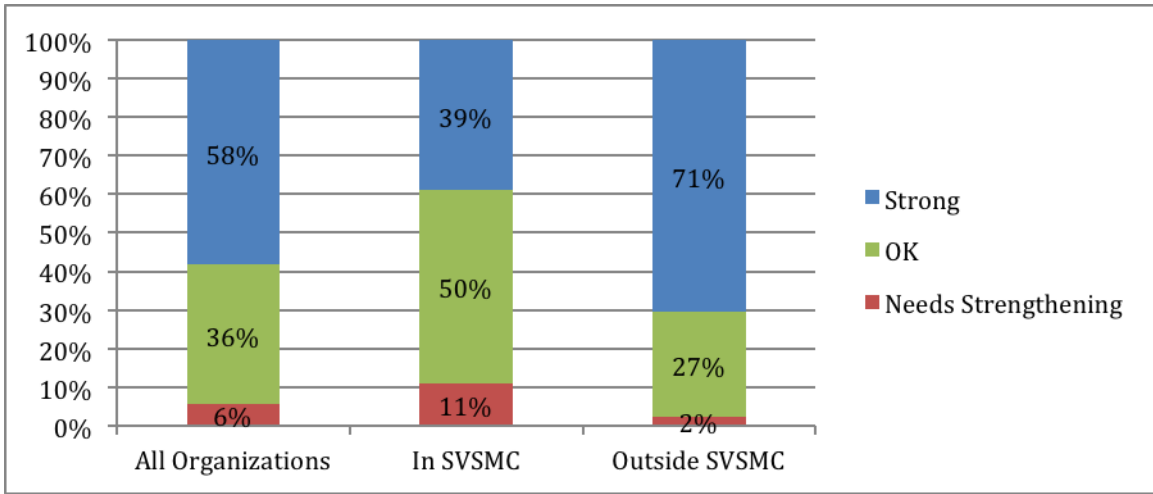
SMC organizations felt less confident about the strength of their programs and services, rating them OK more often than strong. In contrast, non-SMC organizations overwhelmingly (71%) rated their programs as strong.

**Figure 14: Evaluation and Learning**
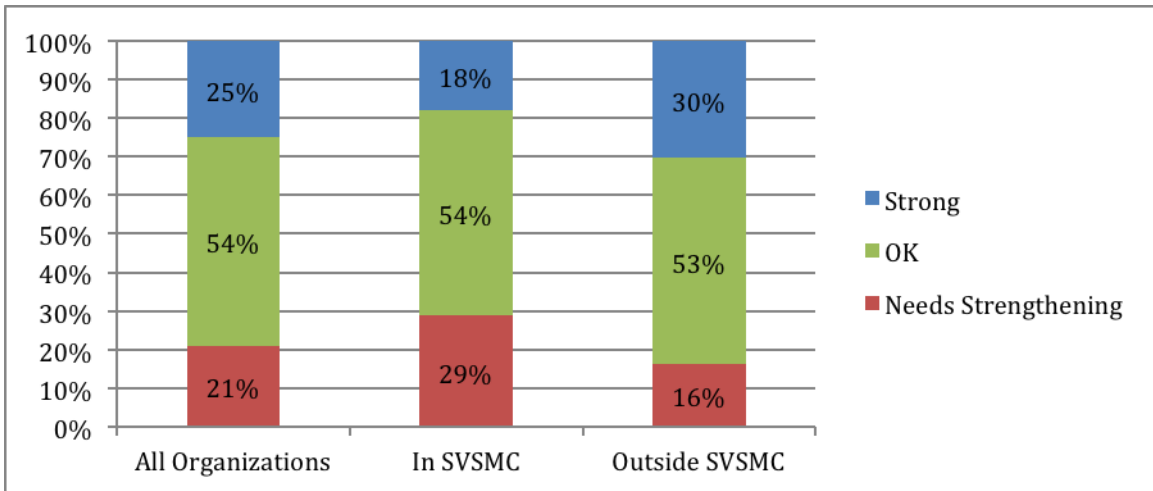
About 50% of both groups reported that their evaluation and learning practices were OK. 29% of SMC organizations reported that they needed strengthening in this area, while 30% of non-SMC organizations reported that this was a strong area for them.

**Figure 15: Fund Development Overall**
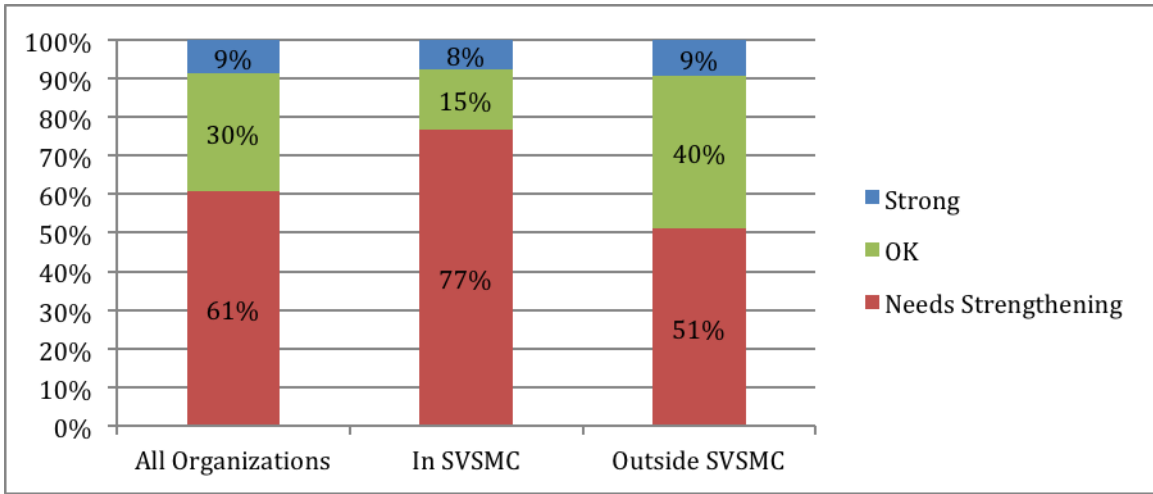
Both groups of organizations reported that fund development is an area in which they need to improve. Less than 10% of either group said that their fund development was strong, although more SMC organizations (77%) than non-SMC organizations (51%) said that it needed strengthening.

Figure 16: Fund Development from SMC
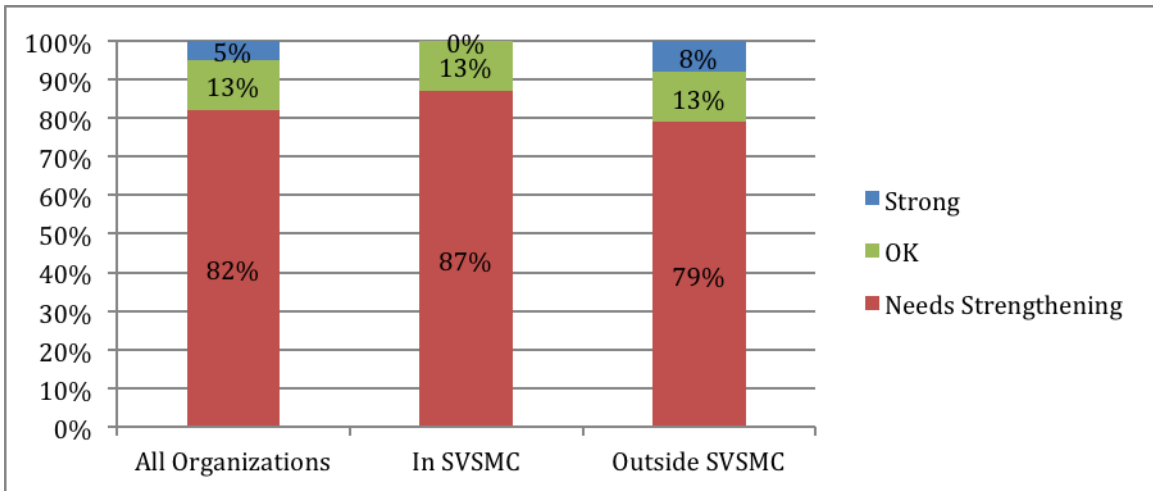
Both groups were very similar in their reporting of their ability to raise funds from SMC communities. 80-90% said that this was an area that needs strengthening and 13% said that it was OK. No SMC organizations said that it was an area of strength, while 8% of non-SMC organizations said it was strong.

Figure 17: Board Development
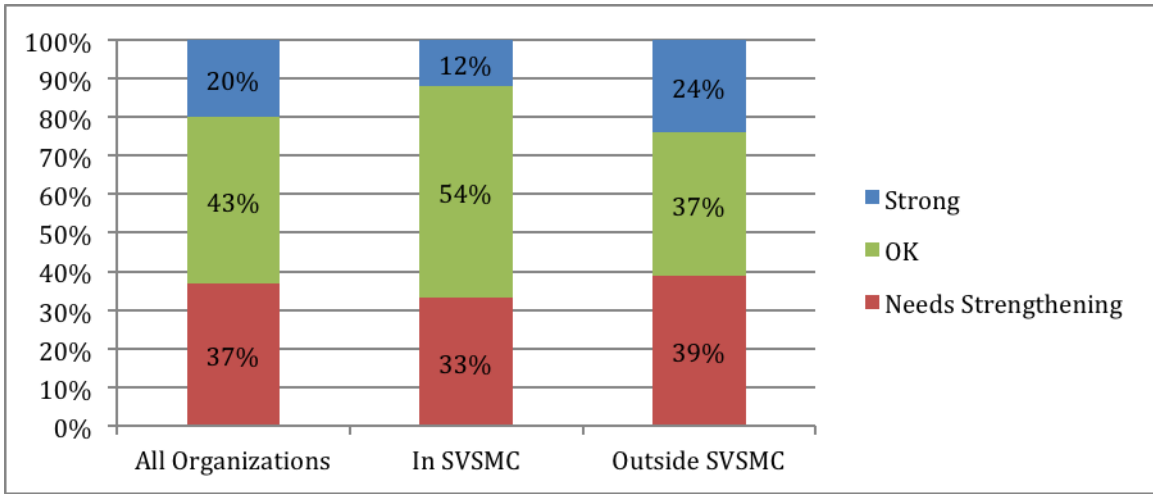
SMC organizations were more likely to say that their board development was OK, while more non-SMC organizations rated their board development strong or as needing strengthening.

Figure 18: Board Membership from SMC
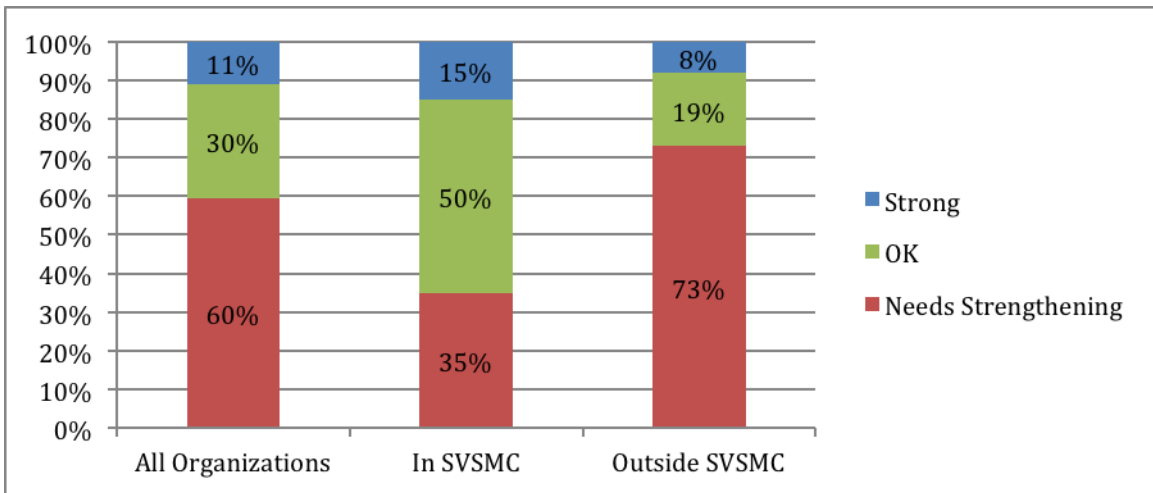
Many non-SMC organizations expressed a need to increase the number of board members from SMC. 73% said that this was an area that needs strengthening, while 19% rated it OK and only 8% rated it strong. SMC organizations were stronger, but still acknowledged room for improvement.

Figure 19: Financial Management
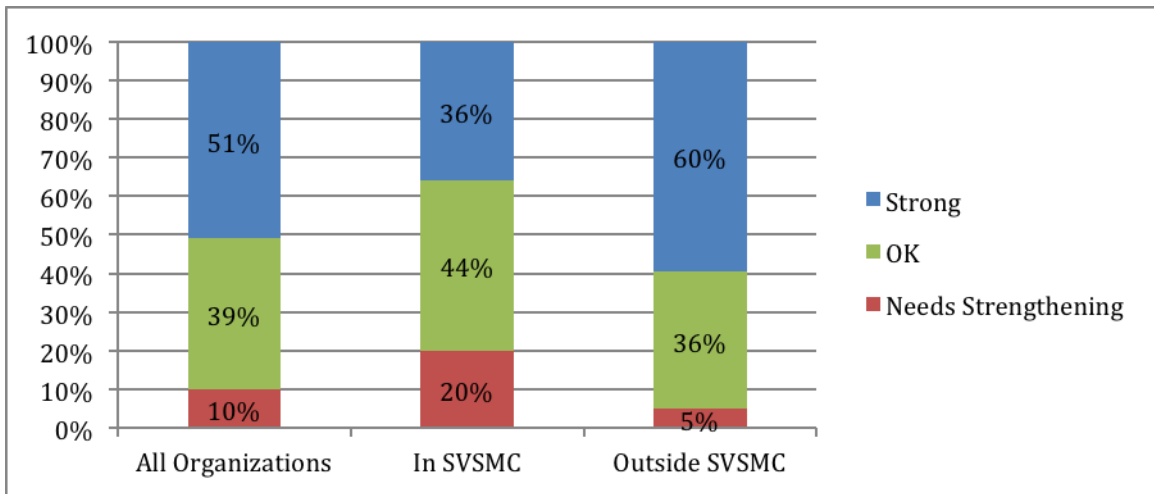
SMC organizations were much more likely to report that their financial management was OK or in need of strengthening, whereas most non-SMC organizations reported that their financial management was strong.

Figure 20: Community Engagement
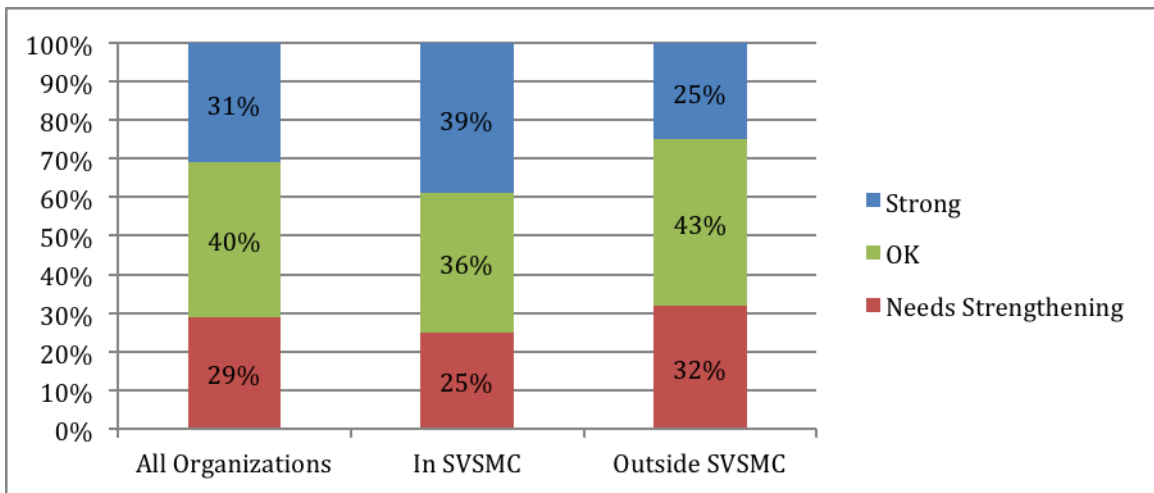
There were a variety of responses to the question of community engagement. Overall, SMC organizations felt that community engagement was slightly stronger than did non-SMC organizations, although 25% of SMC organizations still reported that it needed strengthening.

Figure 21: Technology and Infrastructure
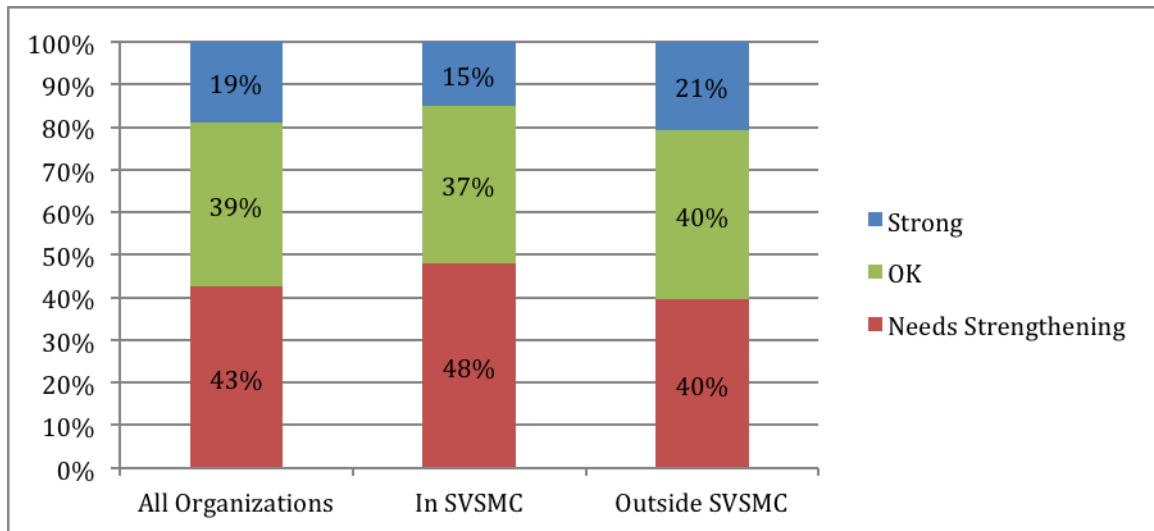
Most organizations in both groups reported that their technology and infrastructure was either OK or needed strengthening, although this area was slightly stronger among non-SMC organizations.

In addition to rating themselves on these aspects of organizational capacity, respondents were invited to respond to the following two questions:

If your organization could improve one area of your ability to raise funds or revenue, what would it be?

- 35% of all respondents said that they would like to improve their ability to raise funds from, and better engage with, individuals in their community. This typically took the form of better outreach, stronger donor database management, and better conversion of supporters into donors. 12% of all respondents said that they would like to improve their ability to identify appropriate grant opportunities and prepare competitive grant proposals. Other responses included increasing funds from major gifts and corporate donors, getting the board of directors more involved in fundraising, and better managing donor relationships.

If you could improve one aspect of your organization, apart from fund development, what would make the most difference in helping you to advance your mission?

- 27% of respondents said that they would improve their ability to engage with their community. This included raising awareness of the services they offer, who is eligible to receive them, and communicating results to the community. 21% of respondents said that the ability to hire more staff and/or manage more volunteers would help them to achieve their mission. Other responses included improving technology, building and/or maintaining infrastructure, dedicating resources to board development, better networking with other organizations, and expanding the reach of existing programs.

Organizational Networks

Organizations surveyed were asked to provide three types of information regarding their networks:

1. Individuals or organizations within SMC that they work with on a regular basis (up to 10)
2. Individuals or organizations on whom they rely for advice or support (up to 10)
3. The most important organizations that provide services to the SMC residents that they serve (up to 5)

Work Network

Respondents to the survey were asked to list up to ten organizations or individuals with whom they work on a regular basis ("Work Network," see question #28 in Appendix 1). Table 4 below shows the number of times that each organization was mentioned as a work partner by respondents. As the figure shows, cities and school districts tend to have the most working relationships with respondents. The only exceptions to this are Mee Memorial Hospital (a large and important actor among health providers in SMC), CHISPA (a countywide affordable housing and human services organization), and Fort Hunter Liggett (a large military installation).

Table 4: Work Network, Worked With Most

Organization	# of mentions
Soledad School District	17
Gonzales School District	15
City of Gonzales	13
King City School District	11
Mee Memorial Hospital	9
CHISPA	8
Fort Hunter Liggett	8
Greenfield School District	7
City of Soledad	7
City of Greenfield	6

Figure 22 visualizes the network of working relationships in SMC. This network has been simplified by removing organizations or individuals who were only connected to the network with one working relationship, and shows organizations based inside SMC and outside SMC in blue and red, respectively.

Figure 22: Simplified Work Network (blue nodes are In SMC, red nodes are Outside SMC)
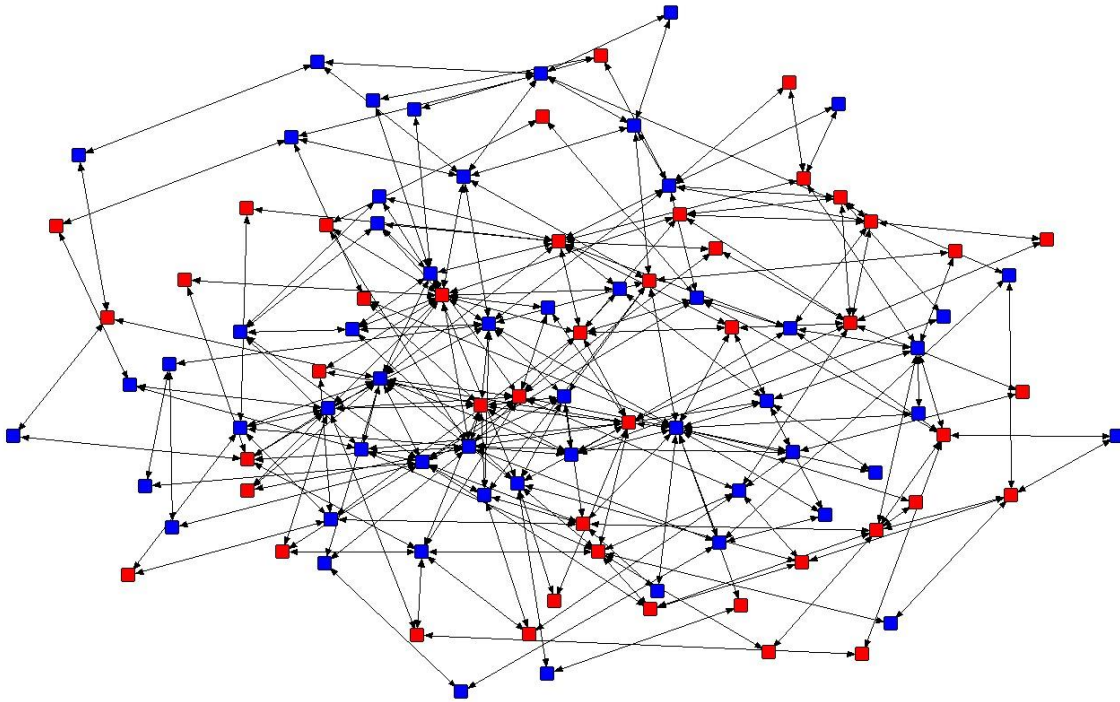
This visualization, along with statistical analyses, indicate that organizations in SMC are no more or less likely to form working relationships with other organizations in SMC than they are with organizations outside of SMC. This means that organizations in SMC often form working relationships with organizations from outside of the area, and organizations in the northern part of Monterey County form working relationships with SMC organizations to deliver services. Leaders in both kinds of organizations must manage relationships with others who are relatively far away from each other in order to deliver services to residents in the region.

Advice Network

Respondents to the survey were asked to list up to ten organizations or individuals on whom they rely for advice or support ("Advice Network," see question #29 in Appendix 1). Figure 23 shows the Advice Network with the nodes sized by how often an organization was mentioned as a source of advice or support. Table 5 lists the organizations that were mentioned most often as a source of advice or support.

Figure 23: Advice Network (Nodes sized by how often they are relied upon for advice or support)
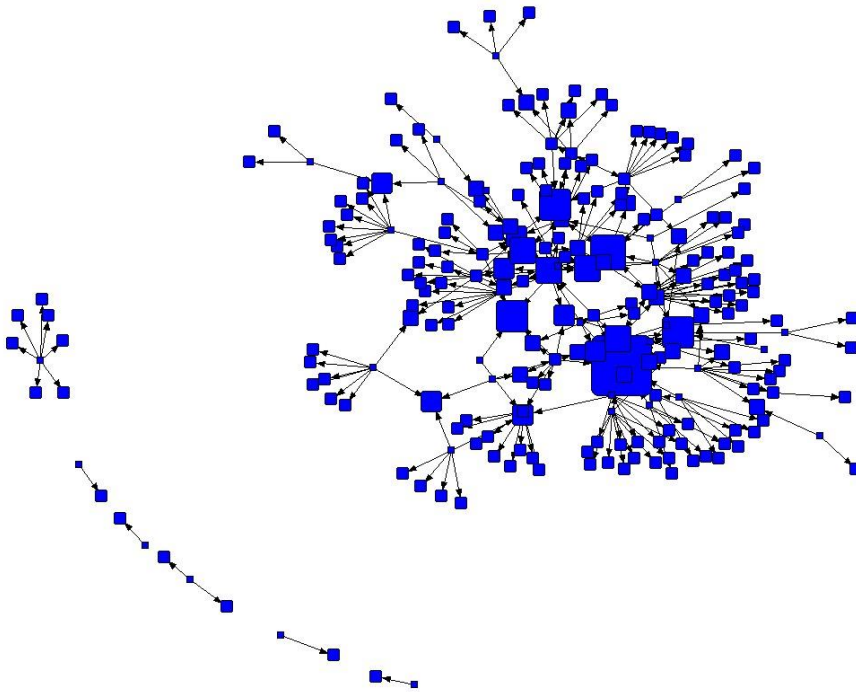

Table 5: Advice Network, Relied Upon Most for Advice or Support

Organization	# of mentions
Community Foundation for Monterey County	11
City of Gonzales	6
Monterey County Free Libraries	5
Monterey County Department of Health	5
Fort Hunter Liggett	5
Sun Street Centers	4
CHISPA	4
Gonzales School District	4
Soledad School District	4
Soledad-Mission Recreation District	3

Of the ten organizations that are relied upon most, five are SMC organizations (City of Gonzales, Fort Hunter Liggett, Gonzales School District, Soledad School District, and Soledad-Mission Recreation District). Interestingly, these also are all public agencies. The other organizations that are relied upon most are large, countywide organizations (Community Foundation for Monterey County, Monterey County Free Libraries, Monterey County Department of Health, Sun Street Centers, and CHISPA). Two of these organizations are also public agencies, meaning that seven of the top ten organizations on which people rely for advice and support are public agencies and only three are nonprofits. These results

suggest that most respondents rely on locally based organizations for advice, with the exception of a few county agencies and countywide nonprofits such as the Community Foundation for Monterey County, the Monterey County Health Department, CHISPA, and Sun Street Centers.

Importance Network

Finally, respondents were asked to list up to five of the most important organizations for the residents that they serve ("Importance Network," see question #30 in Appendix 1). Table 6 lists the organizations that were mentioned most often as being important to SMC residents. These results indicate that the organizations that are perceived by many to be most important in this network are all either city/county agencies, or nonprofits that serve a significant portion of Monterey County. Furthermore, most of these organizations are either health or education related.

Table 6: Importance Network, Most Often Mentioned as Important

Organization	# of mentions
Mee Memorial Hospital	8
Clinica de Salud del Valle de Salinas	7
CHISPA	6
Monterey County Free Libraries	6
Sun Street Centers	5
City of Gonzales	4
Gonzales School District	4
Alliance on Aging	4
Monterey County Department of Health	4
Monterey County Head Start	4

Listening Sessions

Finally, in order to supplement the information gathered in the survey, we conducted a series of five listening sessions in Gonzales, Soledad, Greenfield, King City, and San Ardo. In most of the listening sessions, members of the city government, local nonprofits, school districts, faith community, and community organizing groups were present, although this was not the case with every session. The following discussion is a reflection of the conversations that we observed and facilitated through these listening sessions and therefore are a product of the people who were present and the topics that were discussed the 90 minutes that each group had. Of course, there may be differences in opinion between participants in any of these groups, and we want to acknowledge that our results might have been different with a different mix of participants. This is a weakness inherent in sessions such as these. That said, the following observations highlight several common themes that emerged from the listening sessions.

Volunteerism and Philanthropy
When asked about community strengths, participants at all five sessions were quick to mention the dedication and generosity of a core group of volunteers and donors, as well as the overall willingness of the people in their communities to help. In each of these cities there are many people who are enthusiastic about improving their city and dedicated to working together to accomplish goals. A great deal of pride in their communities was apparent. However, they also felt that this core group of volunteers bore a large share of the responsibility for making things happen, and that there is a need to broaden the volunteer base and encourage younger people to become involved.

Youth Development
Another recurring theme throughout all five of the listening sessions was the need for more youth development opportunities of various types. Several people highlighted the need to create more leadership opportunities for youth to serve, become more involved in their communities, and develop skills. This is especially relevant as the current generation of community leaders ages and moves toward retirement. Participants also expressed a desire for more technical/vocational education in their communities, given that many students may be interested in developing these types of skills rather than pursuing college. Along with job skills training, participants discussed summer employment as a significant area of need. School age youth have relatively few activities during the summer, and employment would give them something positive to do while developing work-related skills. Finally, several participants mentioned a need to better facilitate parental involvement in their children's education and development. Many farm workers have a hard time being actively involved because they are too tired from working long hours or because of language barriers with educators and service providers.

Coordination and Communication
Participants at four of the five listening sessions discussed coordination of programs and communication between organizations as challenges that they would like to overcome. Many individuals and groups are active in their communities, but it is difficult to communicate and know about all of the activities that are taking place. This sometimes leads to missed opportunities and duplication of efforts. Some expressed interest in having an organization or individual who could convene discussions, help set goals, and coordinate action. Participants suggested that this could take the form of backbone organization that coordinates joint efforts and works to better connect organizations that currently do not work together or know about each other's programs.

Connections with Major Employers
Participants in all five listening sessions mentioned their community's relationship with major employers in the area as an important topic. As more chain stores and businesses that are headquartered out of the area move into SMC, local businesses have been displaced. Several participants said that such employers do not encourage their employees to be engaged in the community, and local managers do not have the authority to make gifts to organizations or causes. However, this sentiment was not universally held – participants at two of the listening sessions highlighted the generosity of several local agricultural businesses and their commitment to their communities.

Transportation

Because of the distance between each community and the fact that all services are not available in each community, participants mentioned transportation as a challenge. This is especially true for Southern Monterey County communities like San Lucas, San Ardo, Bradley, and Lockwood whose high school students attend King City High School. For example, students who want to play after school sports at King City High School cannot return home on the bus and must find transportation with parents returning home from work later in the evening.

Commitment from Outside Groups

Another challenge that some participants mentioned was the strength and durability of commitments from organizations based outside of SMC. There are some programs that outside groups have brought into SMC communities, but had to discontinue when funding levels dropped. For some, there was a feeling that SMC programs are the first to go when funding dries up. For such programs to have a real impact in the community, there needs to be a higher level of commitment and collaboration between these organizations and the communities in which they work.

Conclusion

Through this study, the Community Foundation for Monterey County sought to gain a better understanding of the nonprofit, government, faith-based, and community organizations that serve residents in the Salinas Valley and Monterey County. The results presented in this report offer some useful insights into the nonprofit landscape in South Monterey County and some of the challenges that organizations serving the region face. CFMC plans to use the results of this study to help planning in several important areas of its work, including identifying priorities for involvement in SMC, competitive grantmaking programs such as the Community Impact Grant Program, workshops and other technical assistance offered through the Center for Nonprofit Excellence, and furthering CFMC's mission to inspire philanthropy throughout Monterey County. This study should also serve to inform the work of nonprofits and funders working in the region.

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Appendix 1: Survey Instrument

Salinas Valley and South Monterey County Nonprofit Survey

Introduction

Thank you for taking the time to share information with us about your organization and its services to residents of the Salinas Valley and Southern Monterey County (SV/SMC).

This survey is an important step in the Community Foundation for Monterey County's (CFMC) continued efforts to better understand and partner with the communities of SV/SMC. Our aim is two-fold: to target grantmaking resources and to tailor leadership development and management assistance to nonprofit organizations throughout the county. You will also gain valuable insights about where and how services are provided in our communities through the publication of a report detailing our findings.

For the purposes of this endeavor, we have defined Salinas Valley/Southern Monterey County (SV/SMC) as the communities along the Highway 101 corridor south of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Lucas, San Ardo and Bradley) and the unincorporated communities in the southern section of the county (e.g. Jolon, Lockwood, Parkfield). While we are particularly interested in nonprofit organizations, we also want to better understand how government, faith-based, and unincorporated community-based groups contribute to these communities.

The survey will be best completed by your organization's director, or someone with an understanding of the entire organization. It will be helpful to have some basic information about your organization's budget, the SV/SMC residents that you serve, and the number of employees/volunteers that your organization has. It should take you about 15 minutes to complete.

Confidentiality
Responses to this survey will only be reported in aggregate – we will not report responses from individual organizations, but will include a list of the organizations that participated. Contact information that you provide may be used by CFMC to follow up with your organization and to reach out to you about grant, networking, and/or training opportunities.

If you have questions or concerns, please feel free to call or email us at any time. The primary contact for this project is Josh Warburg. He can be reached at (831) 375-9712 ext 110 or joshw@cfmco.org

Your Organization

*1. Please provide the following contact information for yourself (Name, Phone Number and Email Address) and your organization (Company Name and Address). This will only be used to understand where your organization is located and to contact you regarding this survey.

Name:

Organization:

Address:

Address 2:

City/Town:

ZIP:

Email Address:

Phone Number:

*2. What is your position within your organization?

Salinas Valley and South Monterey County Nonprofit Survey

Your Organization

Your responses to the following questions will help us to better understand the organizations that serve residents of the Salinas Valley and Southern Monterey County.

Reminder: we have defined Salinas Valley/Southern Monterey County (SV/SMC) as the communities along the Highway 101 corridor south of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, San Lucas, Bradley) and the unincorporated communities in the southern section of the county (e.g. Jolon, Lockwood, Parkfield).

*3. Does your organization provide services in any way to residents of the Salinas Valley/South County region described above?

○ Yes

○ No

Your Organization

Your responses to the following questions will help us to better understand the organizations that serve residents of the Salinas Valley and Southern Monterey County.

Reminder: we have defined Salinas Valley/Southern Monterey County (SV/SMC) as the communities along the Highway 101 corridor south of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, San Lucas, Bradley) and the unincorporated communities in the southern section of the county (e.g. Jolon, Lockwood, Parkfield).

*4. For how many years has your organization been active?

○ 0-4 years

○ 5-9 years

○ 10 years or more

*5. Select the option that best describes your organization

○ Nonprofit organization (incorporated)

○ Public agency (e.g. city, county, state)

○ Community-based organization (unincorporated)

○ Philanthropy or Voluntarism (e.g. foundation, voluntarism promotion)

○ Faith-based organization

○ Other (please specify)

[   ]

Salinas Valley and South Monterey County Nonprofit Survey

*6. Which of the following best describes your organization's primary services to SV/SMC residents?

( ) Arts, Culture and Humanities

( ) Education

( ) Environment or Animal-Related

( ) Health

( ) Human Services

( ) International, Foreign Affairs and National Security

( ) Public/Society Benefit

( ) Religion-Related

( ) Mutual and Membership Benefit

( ) Other (please specify)

[   ]

Arts, Humanities and Culture

*7. Which of the following best describes your organization's services related to Arts, Culture and Humanities?

( ) Cultural and Ethnic Awareness

( ) Arts Education

( ) Film, Video or Radio production

( ) Visual Arts

( ) Museums

( ) Performing Arts (dance, theater, music)

( ) Literature/Language Arts

( ) Other (please specify)

[   ]

Education

Salinas Valley and South Monterey County Nonprofit Survey

＊8. Which of the following best describes your organization's services related to Education?

○ Early Childhood Education

○ Elementary or Secondary School

○ Vocational or Technical School

○ Higher Education

○ Graduate or Professional School

○ Other (please specify)

[   ]

○ Adult Education

○ Library

○ K-12 Tutoring/Enrichment

○ Parent Support/Involvement

Environment or Animals

＊9. Which of the following best describes your organization's services related to the Environment or Animals?

○ Pollution Reduction

○ Natural Resources Conservation and Protection

○ Environmental Beautification

○ Environmental Education

○ Animal Protection and Welfare

○ Wildlife Preservation and Protection

○ Veterinary Services

○ Animal Training

○ Other (please specify)

[   ]

Health

Salinas Valley and South Monterey County Nonprofit Survey

*10. Which of the following best describes your organization's services related to Health?

○ Hospital

○ Primary Health Care / Clinic

○ Reproductive Health Care

○ Nursing

○ Substance Abuse Prevention or Treatment

○ Other (please specify)

[   ]

○ Mental Health Treatment

○ Public Health

○ Crisis Intervention

○ Counseling

○ Medical Research

Human Services

*11. Which of the following best describes your organization's services related to Human Services?

○ Crime Prevention

○ Offender Rehabilitation

○ Law Enforcement

○ Legal Services

○ Employment Preparation and Procurement

○ Emergency Food Programs

○ Shelter/Housing Assistance

○ Disaster/Safety Education

○ Other (please specify)

[   ]

○ Recreation and Sports

○ Youth Development

○ Children and Youth Services

○ Family Services

○ Residential Care

○ Independent Living Support

○ Seniors and Aging

Public/Society Benefit

Salinas Valley and South Monterey County Nonprofit Survey

✱12. Which of the following best describes your organization's services related to Public/Society Benefit?

○ Civil Rights, Social Action or Advocacy

○ Voter Education and Registration

○ Community and Neighborhood Development

○ Economic Development

○ Business and Industry

○ Other (please specify)

[ ]

○ Grantmaking/Philanthropy

○ Leadership and Voluntarism Promotion

○ Government and Public Administration

○ Military and Veterans' Organization

○ Public Transportation

Your Organization

Reminder: we have defined Salinas Valley/Southern Monterey County (SV/SMC) as the communities along the Highway 101 corridor south of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, San Lucas, Bradley) and the unincorporated communities in the southern section of the county (e.g. Jolon, Lockwood, Parkfield).

13. Briefly describe the services that your organization provides to SV/SMC residents.

[ ]

✱14. Where is your organization's headquarters?

○ In the Salinas Valley and Southern Monterey County Region

○ Outside of the Salinas Valley and Southern Monterey County Region

Your Organization

Reminder: we have defined Salinas Valley/Southern Monterey County (SV/SMC) as the communities along the Highway 101 corridor south of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, San Lucas, Bradley) and the unincorporated communities in the southern section of the county (e.g. Jolon, Lockwood, Parkfield).

✱15. How does your organization provide services to residents of SV/SMC?

○ Through satellite locations in SV/SMC

○ By traveling to communities in SV/SMC

○ Residents from SV/SMC come to our locations outside of SV/SMC

○ All of These

Salinas Valley and South Monterey County Nonprofit Survey

*16. Which SV/SMC communities does your organization serve? (check all that apply)

- ☐ Bradley
- ☐ Chualar
- ☐ Correctional Training Facility Soledad
- ☐ Fort Hunter Liggett
- ☐ Gonzales
- ☐ Greenfield
- ☐ Jolon

- ☐ King City
- ☐ Lockwood
- ☐ Parkfield
- ☐ Salinas Valley State Prison
- ☐ San Ardo
- ☐ San Lucas
- ☐ Soledad

*17. How many SV/SMC residents did your organization serve during your previous fiscal year?

- ○ 1-24
- ○ 25-49
- ○ 50-99
- ○ 100-249
- ○ 250-499
- ○ 500 or more

*18. Which age group(s) does your organization serve? (check all that apply)

- ☐ Infant and Early Childhood (0-5)
- ☐ Children (6-12)
- ☐ Youth (13-17)
- ☐ Adults (18-64)
- ☐ Seniors (65+)

*19. Which gender does your organization primarily serve?

- ○ Males
- ○ Females
- ○ Both males and females equally

Salinas Valley and South Monterey County Nonprofit Survey

✱20. Which races/ethnicities do you primarily serve? (check all that apply)

☐ African-American/Black

☐ Asian-American

☐ Caucasian/White

☐ Hispanic/Latino

☐ Indigenous Mexican (e.g. Mixtec, Triqui, Zapotec)

☐ Native American

☐ Pacific Islander

☐ Other (please specify)

[   ]

✱21. Which economic group(s) do your programs primarily serve? (check all that apply)

☐ Low income

☐ Middle income

☐ Upper income

22. What was your organization's operating budget for the most recent fiscal year?

○ $0-9,999

○ $10,000-24,999

○ $25,000-99,999

○ $100,000-499,999

○ $500,000-999,999

○ $1,000,000-1,999,999

○ $2,000,000+

✱23. How many paid full time equivalent (FTE) employees does your organization have? (FTE = 35 hours worked per week)

○ 0

○ 1-4

○ 5-9

○ 10-24

○ 25-49

○ 50+

Salinas Valley and South Monterey County Nonprofit Survey

＊24. How many people volunteered with your organization during the last year?

○ 0

○ 1-4

○ 5-9

○ 10-24

○ 25-49

○ 50+

Your Strengths and Challenges

25. Indicate how well you believe your organization is performing in each of these areas.

	Strong	OK	Needs Strengthening	I Don't Know	Not Relevant
Vision and Planning	○	○	○	○	○
Organizational Leadership	○	○	○	○	○
Programs and Services	○	○	○	○	○
Evaluation and Learning	○	○	○	○	○
Fund Development (overall)	○	○	○	○	○
Fund Development (from SV/SMC)	○	○	○	○	○
Board Development	○	○	○	○	○
Board Membership from SV/SMC	○	○	○	○	○
Financial Management	○	○	○	○	○
Community Engagement	○	○	○	○	○
Technology and Infrastructure	○	○	○	○	○

26. Fund development is a challenge for most nonprofits. If your organization could improve one area of your ability to raise funds or revenue, what would it be?

27. If you could improve one aspect of your organization, apart from fund development, what would make the most difference in helping you to advance your mission?

Your Network

We are interested in learning how organizations interact with each other in Salinas Valley and Southern Monterey County, and who are important sources of support and advice.

Salinas Valley and South Monterey County Nonprofit Survey

Reminder: we have defined Salinas Valley/Southern Monterey County (SV/SMC) as the communities along the Highway 101 corridor south of Salinas (e.g. Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, San Lucas, Bradley) and the unincorporated communities in the southern section of the county (e.g. Jolon, Lockwood, Parkfield).

28. Please provide the names of up to 10 individuals or organizations in the SV/SMC region that your organization works with on a regular basis. (for individuals, please include their organization if applicable)

1
2
3
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9
10

29. Please provide the names of up to 10 individuals or organizations who you rely on for advice or support

1
2
3
4
5
6
7
8
9
10

30. Who are the 5 most important organizations providing services to the SV/SMC residents you serve?

1
2
3
4
5

Appendix 2: Survey Respondents

Adobe Home Health
Ag Against Hunger
Alzheimer's Association
Arts Council for Monterey County
Asamblea de Poder Popular
Ballet Folklórico Tapatío
Boy Scouts
California Agricultural Leadership Foundation
CALSTAR
Catholic Charities
Center for Community Advocacy
Central Coast Center for Independent Living
Central Coast HIV/AIDS Services
Central Coast Youth Sports Organization
Children's Hospice & Palliative Care Coalition
CHISPA
City of Gonzales
City of Gonzales Recreation
City of King
Community Action Partnership of San Luis
      Obispo County Inc.
Compassionate Care Alliance
Door to Hope
First Night Monterey
Hartnell College
Health Projects Center
HELP
Hope Services
Kidpower
Kinship Center
Legal Services for Seniors
Loaves, Fishes & Computers
Monterey County Agricultural and Rural Life
      Museum
Monterey County Free Libraries
Meals on Wheels of the Salinas Valley, Inc.
Monterey County Behavioral Health Dept.
Monterey Bay Youth Camp
Monterey County Office of Emergency Services
Monterey County Rape Crisis Center

Monterey County WIC Program
Monterey Jazz Festival
Multiple Sclerosis Quality of Life Project
National Coalition Building Institute
NCGA Foundation
Padres de Niños Especiales del Sur del Condado
Peace of Mind Dog Rescue
Peacock Acres
Pesticide Watch Education Fund
Rancho Cielo
Salinas Valley Fair
St. Luke's Church Episcopal
Sol Treasures
Soledad Historical Society
Soledad Police Department
Soledad-Mission Recreation District
South County Autism Awareness Project
South County YMCA
South Monterey County Emergency Response
      Team Assoc.
South Monterey County Joint Union High School
      District
Southern Monterey County Rural Coalition
St Matthew's Episcopal Church
St. Luke's Church Episcopal
St. Theodore Church
Sun Street Centers
Sunrise House
The Leukemia & Lymphoma Society
Tolosa Children's Dental Center/Partnership for
      the Children
Trinity Episcopal Church
True Life Christian Fellowship
United Farm Worker Foundation
United Way Monterey County
Valley Health Associates
Ventana Wildlife Society
Voices for Children CASA of Monterey County
Youth Music Monterey