

# SOUTH MONTEREY COUNTY NONPROFIT LANDSCAPE STUDY

## Executive Summary

### Purpose

To deepen the CFMC's understanding of nonprofit organizations serving South Monterey County (SMC); support and strengthen our combined efforts in the region towards a vision of healthy, safe vibrant communities.



### Overview

The Community Foundation for Monterey County (CFMC)

- Identified 320 nonprofit, government, faith-based and civic organizations serving SMC in Fall 2013
- Surveyed those organizations to assess their characteristics, services, capabilities, needs and networks
- Conducted five focus groups with 53 leaders to discuss local assets & challenges (in Gonzales, Soledad, Greenfield, King City, and San Ardo)



### What We Learned

There are significant differences between organizations based in SMC and those located elsewhere that bring services and programs into the region.\*

- There are relatively few nonprofits based in SMC.
- Organizations in SMC are smaller with lower budgets and fewer staff.
  - Only 47% of SMC organizations have a budget of greater than \$100,000, versus 93% of organizations based outside SMC.
  - More than one-third of organizations (37%) in SMC have no full-time staff, versus 4% of organizations based outside of SMC.
- Organizations located outside SMC are mostly County agencies or large countywide nonprofits. (See figure #3)
- Despite this, local organizations tend to serve more residents in the area than organizations based elsewhere. (See figure #1)

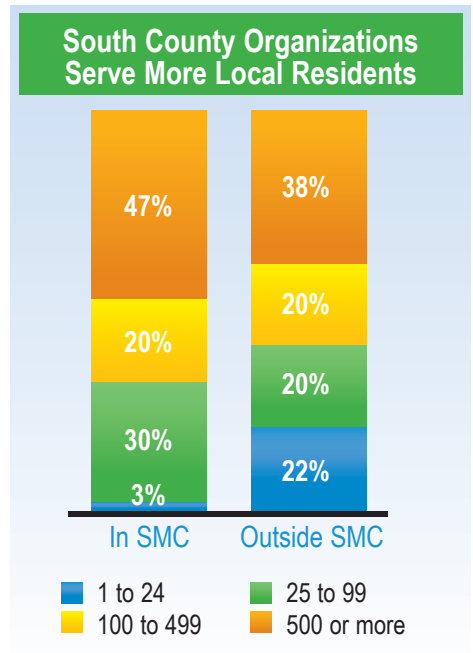


Fig. 1 Number of residents served

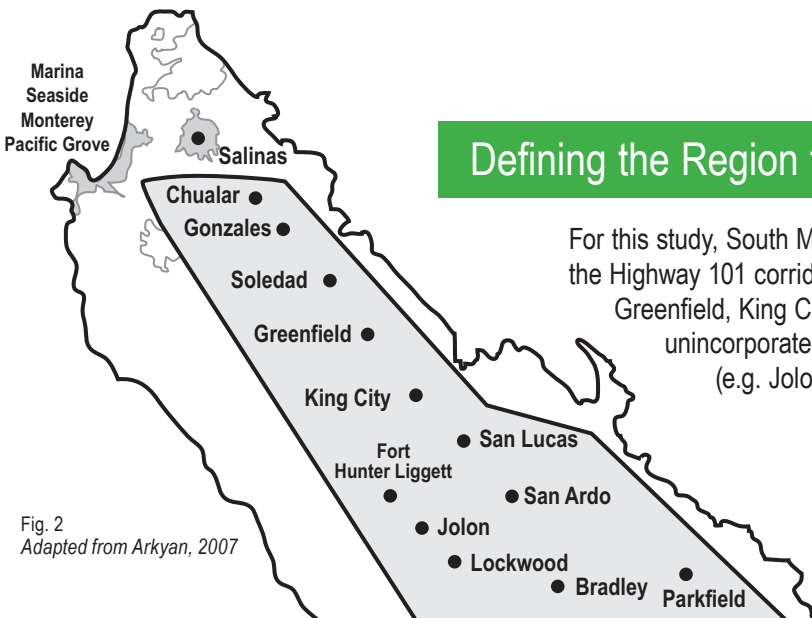


Fig. 2 Adapted from Arkyan, 2007

### Defining the Region for this Study

For this study, South Monterey County encompasses the communities along the Highway 101 corridor south of Salinas (including 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).

\*Findings are based on a 23% response rate (75 responses) to the survey and information gathered from five focus groups.

# Strengths & Challenges

**Strengths** The different communities within the region each have a strong sense of local pride and committed leadership who mobilize when a need arises.

- A core of dedicated staff, volunteers and donors actively contribute to positive community change.
- People are often involved in multiple organizations and causes.
- Leadership is action-oriented. They step up and come together to solve problems when the community identifies a need.
- Nonprofits and community groups work closely with cities, school districts, faith community and countywide agencies.
- Survey results suggest that most respondents rely on locally based organizations for advice. However, larger outside organizations are also seen as important partners.

**South County leaders** are looking for broad support from within and outside the region, to build more opportunities for youth, coordination of community initiatives, and a long-range vision for the next generation of community leaders.

**Challenges** Organizations serving SMC are typically under-resourced and face special challenges related to distance, communication, funding, and staff retention. (see figure #3)

Areas needing strengthening include:

- Long-range visioning and strategic planning
- Coordination and communications infrastructure
- Fundraising and ability to attract support, especially from within SMC
- Broad geographic distances in rural communities increase cost of doing business
- Effective use of technology for community building and communications

**37%** of organizations said that **greater contributions from individuals and businesses are critical to continuing their mission.**

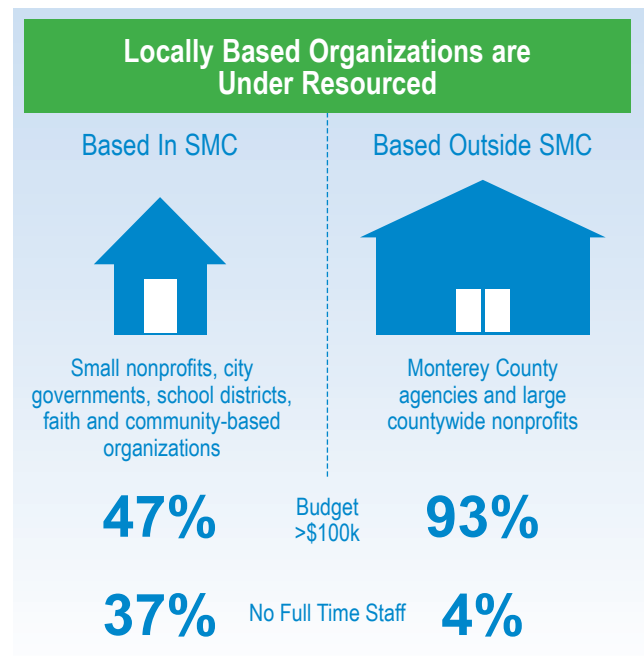


Fig. 3 Budget & Number of Full-time Employees

## Leaders Want to See

- More opportunities for youth leadership, enrichment, employment
- Pipeline of next generation of community leaders
- Coordination and convening to connect organizations
- Stronger long-term commitment to programs by outside organizations
- Expansion of philanthropic resources in region

# South Monterey County Quick Facts

## Demographics

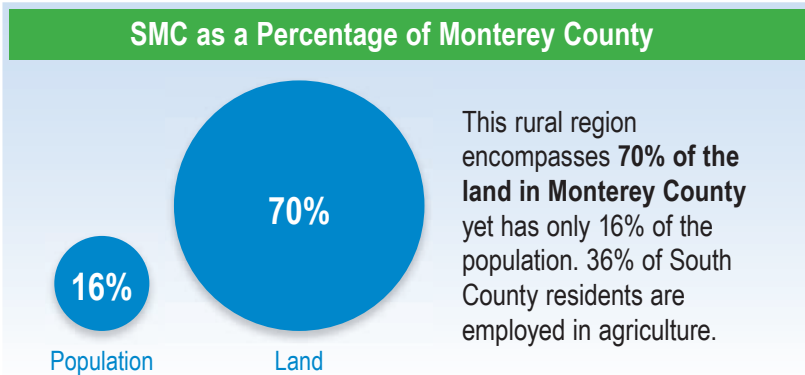


Fig. 4

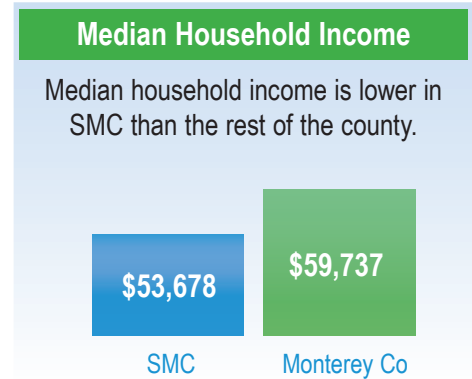


Fig. 5

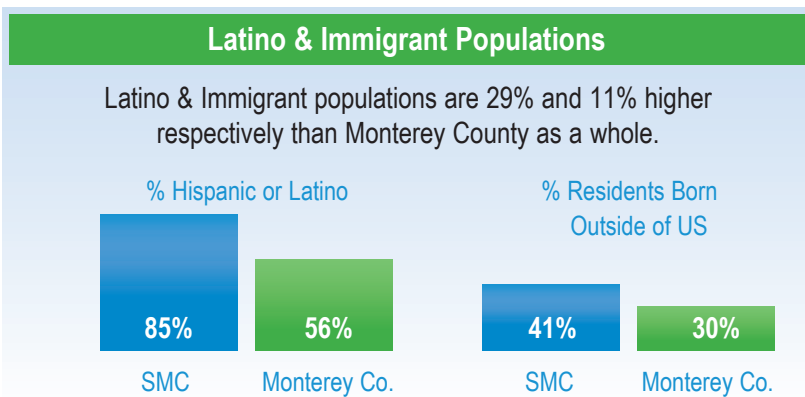


Fig. 6

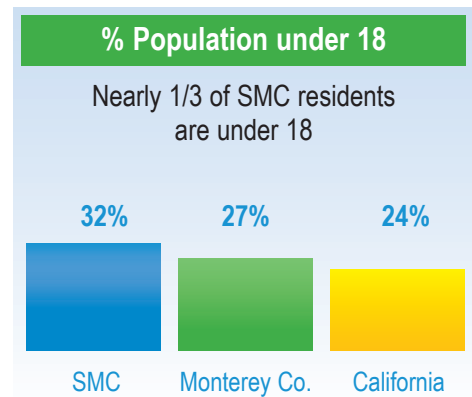


Fig. 7

## Education

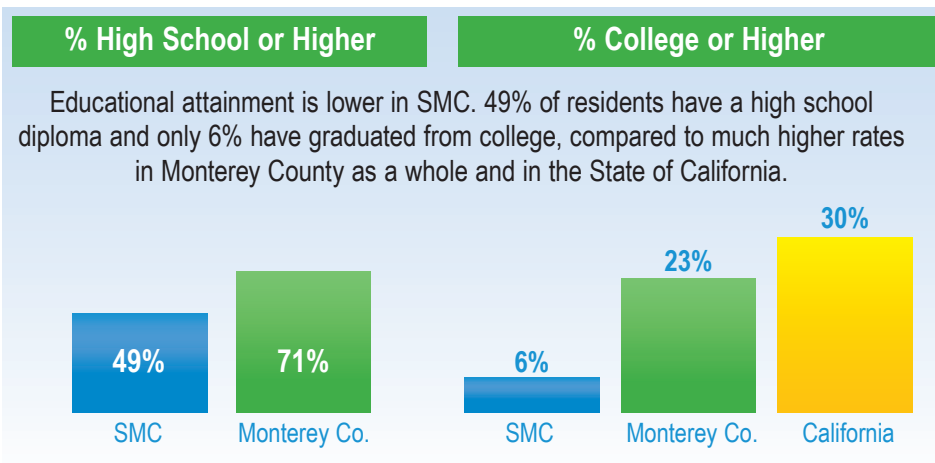


Fig. 8

Source: US Census Bureau, 2014

The **population is younger** with a greater percentage of Latino residents, has less educational attainment, and lower average income than the rest of Monterey County.

# Conclusion & Next Steps

## Conclusion

Nonprofit organizations in South Monterey County's rural communities benefit from action-oriented leadership, a strong core of committed staff and volunteers, and good working relationships with cities, schools and countywide agencies. At the same time, organizations are under-resourced and have identified a need for strategic planning and visioning, wider community engagement, and greater investment in coordination and communications. Leaders call for more youth development resources to engage the next generation and want to see longer-term commitments from organizations and supporters to create sustainable community change.



San Ardo focus group was one of five locations

Josh Warburg

## Next Steps

The Community Foundation for Monterey County is using information from this study and our ongoing relationships in the region to:

- Continue to make South County a priority in our grantmaking and increase connections with local organizations
- Bring tailored training and workshops to South County organizations through the Center for Nonprofit Excellence
- Share our findings with other philanthropic organizations to encourage co-investment
- Partner with South County communities to create affiliate funds to facilitate philanthropy and meet local needs

To download the full report visit [www.cfmco.org/southcountystudy](http://www.cfmco.org/southcountystudy).

## Community Foundation for Monterey County in South County

In 2013, the CFMC **granted \$630,000 to 37 organizations** and programs that serve the people of South County. This investment represents **16 % of the CFMC's competitive grant funding**.

The CFMC was named 2014 **South County Nonprofit of the Year** by the Greenfield Chamber of Commerce.

The **Southern Monterey County Foundation**, an affiliate fund of the CFMC, was established in February 2014 by leaders from in and around King City to direct philanthropic resources and make grants to meet the needs of King City and points south.



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*To inspire philanthropy and be a catalyst for strengthening communities throughout Monterey County*