

# Community-Based Organizations:

## Economic and Employment Trends in Sonoma County



Spring 2004

Prepared by the  
Sonoma County Economic Development Board  
in partnership with the  
Sonoma County Workforce Investment Board

# SONOMA COUNTY ECONOMIC DEVELOPMENT BOARD

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Spring 2004

To Interested Parties:

The Sonoma County Economic Development Board (EDB), in conjunction with the Sonoma County Workforce Investment Board (WIB), is pleased to present this study of non-art, community-based organizations (CBOs) in Sonoma County.

The EDB designed this report to provide local business executives, CBO professionals, educators, government leaders, and the news media with current trends concerning the economic and employment structure and operations of CBOs.

Previous studies have been performed on the nonprofit sector as a whole; however, to allow for more comprehensive analysis of the contributions of CBOs to Sonoma County's economy, the EDB divided the industry into two sectors: non-profits that focus on cultural arts, and non-art CBOs. The EDB published "The Arts as an Industry: A Report on the Economic Impact of the Non-Profit Arts Organizations in Sonoma County" in Summer 2001. The current report focuses on the balance of the nonprofit industry, involved in such areas as youth services, health programs, and the like.

Where possible, survey results from this study are compared to a similar survey performed by the Santa Rosa Chamber of Commerce on the entire nonprofit industry in 1991. This approach allows for comparative analysis of sector trends over the last decade.

The results of this survey characterize the nature of non-art CBOs by examining their annual revenue and spending figures, total number of employees, and staff-to-client ratio. The EDB does not attempt, in this study, to estimate the direct or indirect economic impact of non-art CBOs for the entire County. Rather, we attempt to make comparisons and analyze general trends in the sector in order to improve understanding of the role of CBOs in Sonoma County.

It is hoped that this report also provides an overall picture of CBOs in Sonoma County and will raise community awareness while providing for future growth in the sector.

Thank you for your continued interest in the local economy. This and other reports are available online at [www.sonoma-county.org/edb/reports.htm](http://www.sonoma-county.org/edb/reports.htm).

Sincerely,



Ben Stone  
EDB Director

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## Executive Summary

### **I. Key Findings**

The Sonoma County Economic Development Board conducted a survey of 107 local community-based organizations (CBOs). Executive directors from 48 non-art CBOs answered the survey, for a surprisingly strong 45% response rate to a written survey.

- ◆ Government funding is decreasing at both the state and federal level
- ◆ CBO budget reductions are expected by a strong majority (62%) of respondents
- ◆ The number of people receiving services per staff worker has increased from 17 to 45 in the last 12 years.
- ◆ Respondents perceive the public has a mid-to-low awareness of CBOs

### **II. Challenges**

***Finding new funding sources.*** With the state budget crisis and decreased funds from government to sponsor nonprofit organizations, as well as a lingering recession, which has hurt corporate donations, new funding sources need to be identified in order for some CBOs to survive.

***Increase public awareness.*** One of the major concerns that many directors perceived was that the public did not have a very high awareness of various non-profits and their services.

***Meet increasing demand with decreasing resources.*** Most directors predicted decreased funding and thus face the reality of decreasing budgets. Over the last 12 years, more people have been helped with fewer staff, and this trend must continue for community-based organizations to provide the same amount of service and reach the same number of people with less money.

### **III. Opportunities**

***CBO Roundtable.*** The formation of a Sonoma County CBO Roundtable would help to create partnerships within the sector, joint public awareness campaigns, a common CBO voice to the public, and more.

***Cutting overhead costs.*** Among the several ways to cut overhead may be to share office space and consolidate programs. Not only would this decrease costs without decreasing the amount and quality of service. It would also provide CBOs with networking opportunities, access to resources, and increased collaboration. Another method may be to adopt newer, more efficient office technologies.

#### ***Increased Efficiency in Funding Priorities and Application Procedures***

***Major Funders Annual Meeting.*** This meeting would bring funders together so that they have a better understanding of how each funder allocates dollars, and how that could be leveraged.

***Meet the Funders Event.*** This annual event could be an opportunity where all the funders and CBOs could meet and discuss the various funding opportunities available.

***Funder's Matrix.*** A matrix could be available to CBOs on a website, that would show which companies typically allocate money for different types of causes. In this way, CBOs would know who to approach for funding, while also reducing the time companies spend meeting with CBOs to discuss funding requests.

## Survey Results and Analysis

This report details the results of a survey sent to community-based organizations (CBOs) in Sonoma County not involved in the cultural arts. 107 non-art Sonoma County CBOs were contacted based on a list provided by the United Way of Sonoma, Mendocino and Lake counties; 48 completed the survey for a response rate of 45%. The following analysis uses the survey results along with state and national figures to describe the nonprofit industry and its role in the economy of Sonoma County.

### **I. Background - Important Component of U.S. and State Economy**

In 1997, a total of 1.14 million CBOs in the United States reported revenues of \$621 billion, or 6.2% of the economy's GDP.<sup>1</sup> By 2002, more than 1.5 million tax-exempt groups, with collective assets of \$2.3 trillion, filed federal tax returns.<sup>2</sup>

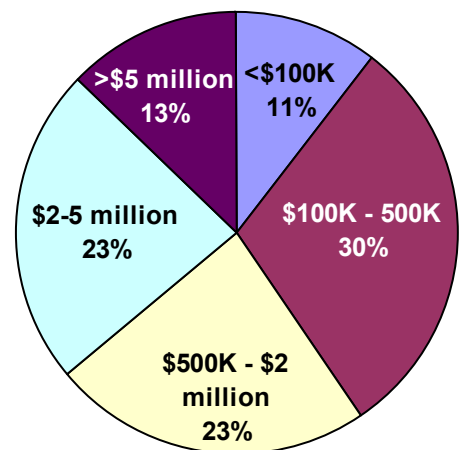
At the state level, California reported about 125,000 CBOs in 2000. The assets for these nonprofit organizations totaled \$220 billion, with expenses of \$64 billion and a combined income of \$108 billion in that year.<sup>3</sup>

### **II. Annual Revenue and Annual Expenditures in Sonoma County**

Reported annual revenue for the 48 non-art CBO respondents (referred to as respondents throughout this report) was an estimated \$110.1 million in the last fiscal year. Total spending for these respondents was \$106.2 million. The average respondent reported a revenue of \$2.3 million and expenditure of \$2.2 million. The majority of CBOs reported no significant profits or losses; however, of those that did, the larger CBOs were more likely to report a gain and the smaller CBOs were more likely to report a loss.

Despite the mean of a more than \$2 million operating budget, few organizations actually had budgets this size, demonstrating the diversity of both large and small CBOs here.

**CBOs Responding by Budget Size**



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#### NOTES

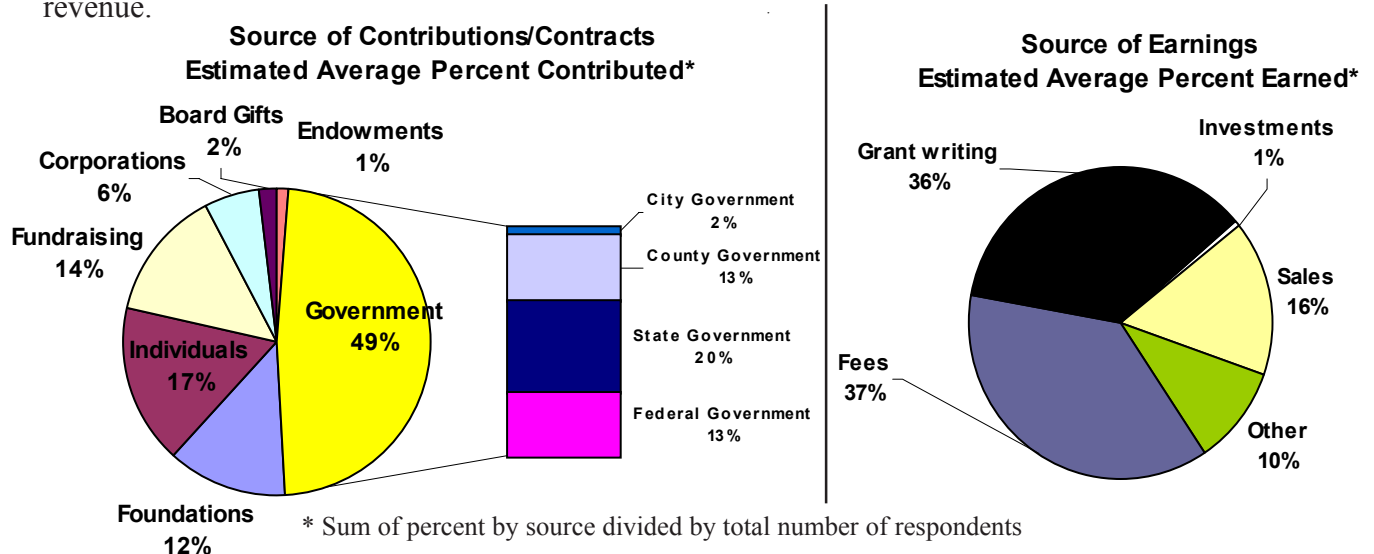
1. Scott, Jason A. "After the Bubble: Investing in Internet-Based Social Enterprise in Challenging Times-Recommendations for Foundations, Philanthropists, and Social Investors Interested in Supporting the Internet-Based Earned-Revenue Activities of Nonprofit Organizations." Printed in *The Giving Forum*. "Philanthropy Facts and Figures." 2002.

2. Internal Revenue Services. "Tax Stats at a Glance." 2003.

3. US Internal Revenue Service Return Transaction File, 1999 as adjusted by the National Center for Charitable Statistics with further adjustments by the California Association of Nonprofits.

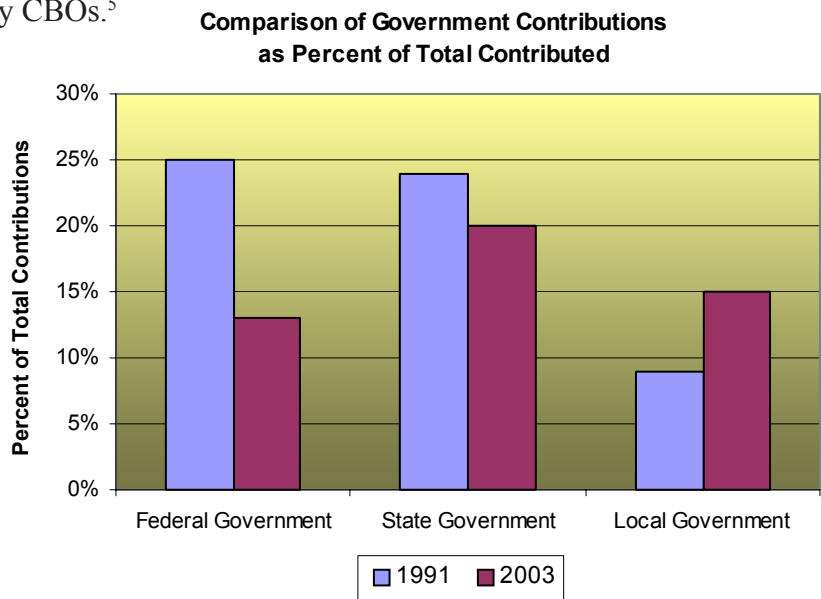
### III. Breakdown of Annual Revenue

CBOs generally derive their income from two sources: contributions and earnings. This breakdown comes from the CBO survey done in 1991 by the Santa Rosa Chamber of Commerce. Funding from the government (“contributions”) usually comes in the form of some type of contract. Other contributions include support from foundations and endowments, individual and corporate donations, as well as general fund-raising efforts. “Earnings” are generally those funds derived from grants and income from organization events or products. Survey respondents were asked to separate their annual revenues into these two categories (percent contributed and percent earned). The charts below equal 100% for each of the two categories, rather than percentage of total annual revenue.



Almost half of the contributed revenue was provided by government funds, of which the largest portion was from the State, followed by donations from individuals, foundations, and fund-raising. Nonprofit executives expected that foundation monies, grants and individual donations would decrease dramatically after September 11, 2001,<sup>4</sup> but these categories still contributed significantly to overall revenue for Sonoma County CBOs.<sup>5</sup>

As predicted in the Santa Rosa Chamber’s 1991 report, the amount the government contributed to CBOs shows a 10% decrease. However, while the share of money received from both federal and state government significantly decreased, an increase is reported from local government. In addition, an increase in fund-raising efforts may help make up the decrease in government funding. Also, since the 1991 survey, the percentage of money from foundations has risen.

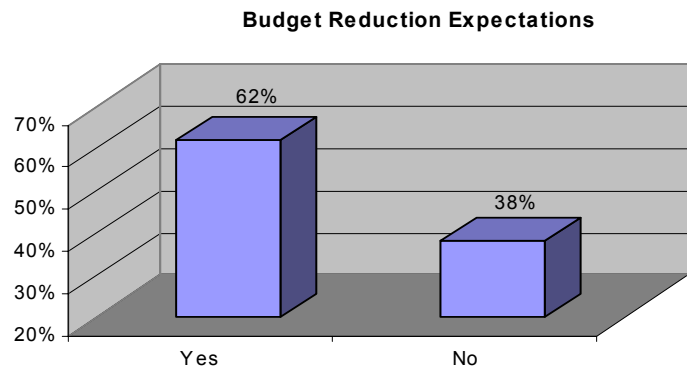


4. King, Karen Ph.d. “The Impact of the Terrorist Attacks of September 11, 2001 On Fund Raising by Nonprofit Organizations”. [http://plsc.uark.edu/plsc5133/Classnotes/impact\\_of\\_the\\_terrorist\\_attacks.htm](http://plsc.uark.edu/plsc5133/Classnotes/impact_of_the_terrorist_attacks.htm).

5. Wirthlin Worldwide. Independent Sector Survey. March 2004. <http://www.independentsector.org/sept11/survey.html>.

The earnings portion was mainly provided by grants and fees charged to clients. The CBOs surveyed do not usually organize events and performances, so earnings represented a smaller percentage of overall revenue than contributions.

The majority of respondents expect smaller budgets, with an average decrease of 9.9% in the next fiscal year. Considering the budget deficit facing California and that state government contributes 20% of total contributed revenue, the actual budget reductions may be considerably higher.



On a brighter note, the Charitable Aid Relief and Empowerment (CARE) Act of 2003, aimed at increasing charitable giving, was passed by the U.S. Senate on April 9, 2003.<sup>6</sup> This bill allows taxpayers using the short form to deduct charitable contributions up to \$250. In addition, many CBO executives reported that they are refocusing on obtaining grant monies and support from private foundations.

#### IV. Staff and Volunteers

One of the most important aspects and a driving force behind CBOs is the amount of work done by volunteers. As a percentage of the total staff, volunteers make up about 85% of the CBO workforce in Sonoma County.

CBOs contribute to the economy by providing employment. In 2000, a total of 889,614 employees, or 1 out of every 17 paid workers, was involved in the nonprofit industry in California and \$28 billion was spent on wages. More people were employed by nonprofits than by either of the state’s other top employers, the state government and the state’s construction industry.<sup>7</sup>

In Sonoma County, less than one-seventh of the CBO staff was reported to be part-time or full-time paid employees. Volunteers are key to fulfilling the mission of these organizations and to providing services to patrons. The ratio of employees (both full-time and part-time) to volunteers nationwide and in this survey is approximately 1:7.<sup>8</sup>

The value of CBO volunteers can be calculated. The *Independent Sector* says that if paid, the average hourly wage for volunteers in 2003 would have been \$17.19 as determined by the Bureau of Labor Statistics through averaging hourly earnings of all nonagricultural, non-supervisory workers. Increasing this figure 12% to include fringe benefits, according to the *Independent Sector*, the annual wages for volunteers nationwide would be more than \$266 billion.<sup>9</sup>

6. OMB Watch. “Senate Passes CARE Act 95-5.” April 9, 2003. <http://www.ombwatch.org/article/articleview/1452/1/47>. Allows non-itemizing taxpayers (those who take the standard deduction) to deduct their charitable contributions. Specifically, the bill allows non-itemizers to deduct up to \$250 for cash contributions made to charity in excess of \$250 (dollar amounts are doubled for joint filers). This provision would be in effect for the 2003 and 2004 tax years only. Additionally, the bill would allow tax-free distributions from Individual Retirement Accounts (IRAs) for donations to charity for taxpayers age 70 ½ and over.

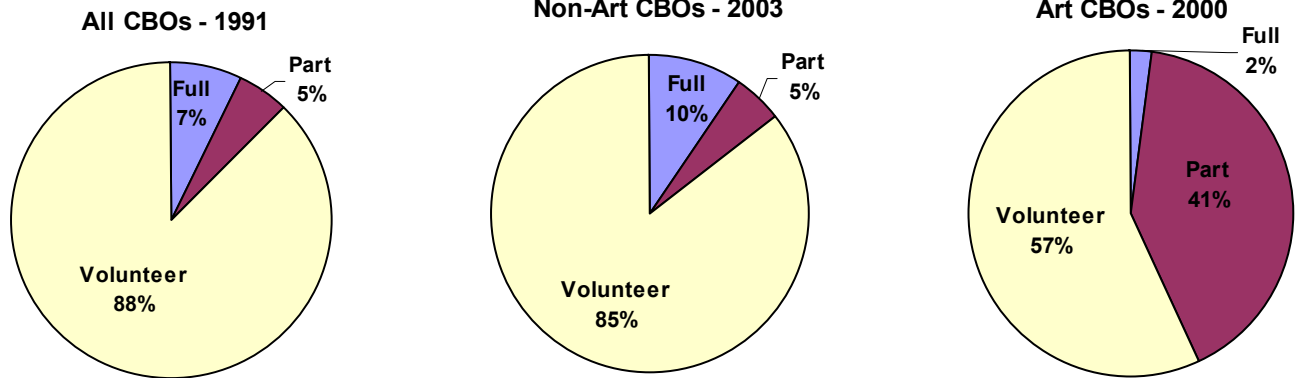
7. Economic Census. “Share of Workers in Nonprofit.” *Covered Employment and Wages Program* (ES -202).

8. Independent Sector. *Giving and Volunteering in the United States*. “Engaging Youth in Lifelong Service.” <http://www.independentsector.org/programs/research/engagingyouth.html>

9. Independent Sector. *Giving and Volunteering in the United States*. “Value of Volunteer Time.” [http://www.independentsector.org/programs/research/volunteer\\_time.html](http://www.independentsector.org/programs/research/volunteer_time.html).

In comparison to 1991, results show a slight increase in the percentage of staff who are full-time and a corresponding decrease in the percentage of staff who are volunteers. Currently, for every one full-time staff worker, there are approximately nine volunteers. In 1991, for every full-time staff member, there were approximately eleven volunteers. In comparison, the non-arts organizations report a much higher percentage of volunteers and full-time employees than the art CBOs, which reported a significantly higher percentage of part-time staff.

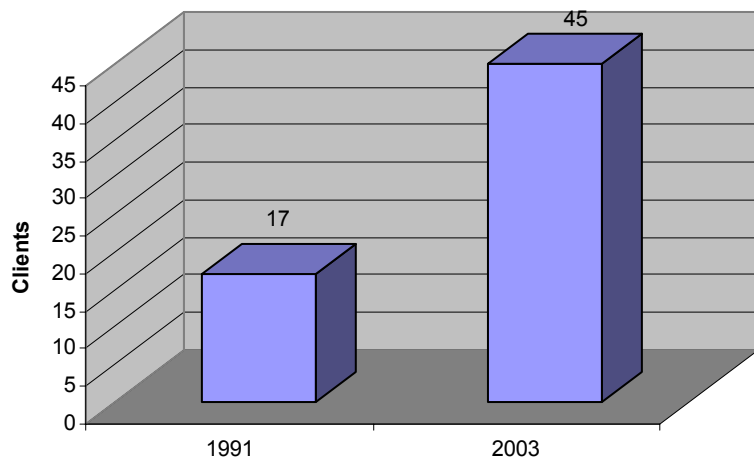
### Staff Distribution



### V. People Served

The ratio of staff-to-clients served is 1:45, which includes volunteers as staff. This data also supports the 1991 Chamber nonprofit survey predictions that demand for services would grow at an annual rate of 10%, widening the staff-to-client ratio. The number of clients may include repeat patrons. In comparison, the 1991 survey found that the staff-to-client ratio was 1:17.

Clients served per staff member

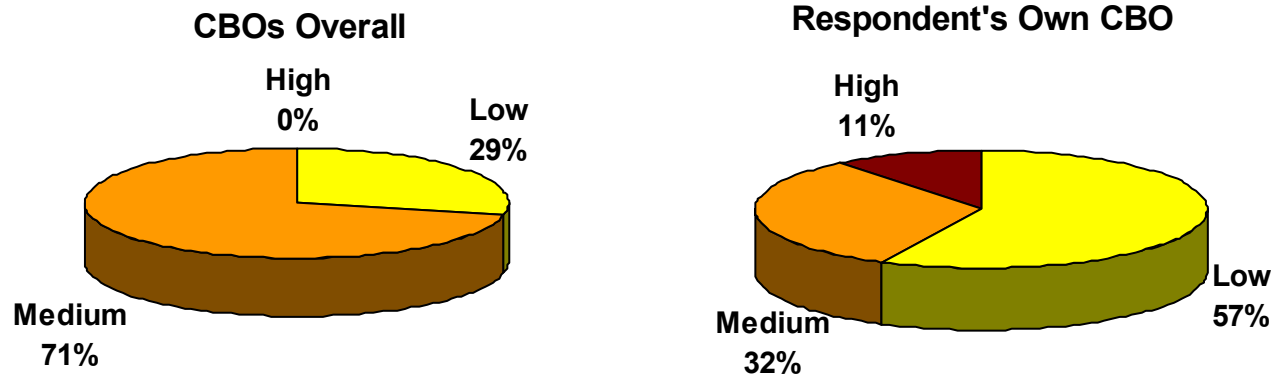


In Sonoma County, many more clients are served than 12 years ago, by increasing the number of clients served per staff member. The art CBOs in the 2000 survey reported serving 127 customers for every staff member, a reflection of the different nature of cultural arts CBOs, often incorporating performances and exhibits, as opposed to the social service CBO survey reported here.

### VI. Awareness

Although organizations report they provide services more than 680,000 times each year, many respondents believe that the public has only a medium level of awareness of CBOs. While a few respondents believe their CBO is better known to the public, many more believe their organizations are less well known than CBOs in general.

## Perception of the Public Level of Awareness



### Challenges

Many challenges currently face non-profits. In 2003, CBO executives cited these top challenges:

- Finding funding
- Increasing public awareness
- Meeting demand with limited resources

***Finding funding.*** Specifically, respondents are tackling the transition from government-based funding to private-based funding. Many find that connecting the mission of their organization to foundation or grant requirements is difficult, thereby limiting their private-based funding opportunities.

***Increasing public awareness.*** While literature and informational sessions are currently provided to address the lack of public awareness, this outreach is expensive, and marketing may be the first program to suffer during budget cuts.

***Meeting demand with limited resources.*** Another issue frequently mentioned is fulfilling the needs of groups with the available resources. This includes the obstacle of recruiting and retaining qualified employees and volunteers. As requests for services increase, organizations must have staff to address clients' needs quickly while maintaining the quality of service. In addition, staff turnover potentially wastes training dollars and time.

Comparatively, the local nonprofit sector's main concerns identified in 1991 were:

- Expanding programs to meet demand
- The availability of new funding sources
- Finding the resources to attract, recruit and retain qualified staff
- Developing a sufficient core of volunteers

Thus, similar challenges have existed for the nonprofit sector over the past decade.

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## **Opportunities**

In reviewing the data received from the survey the EDB has identified a few key opportunities to assist CBOs to strengthen and grow their organizations.

### **I. CBO Roundtable**

By forming a CBO Roundtable, the local sector can collaborate to identify and mitigate shared challenges and expand collaborations with businesses, educational institutions, and governmental organizations. The objective could be to create more partnerships, to jointly research funding sources, mechanisms and priorities, and to build a stronger nonprofit presence in Sonoma County.<sup>10</sup> The CBO Roundtable would also act as a spokesperson for the nonprofit sector and as a data clearing-house for local organizations, addressing major issues such as increasing public awareness.

### **II. Major Funders Annual Meeting**

Bringing together all of the major funders (e.g. corporations, foundations, and local government) once a year to discuss current allocations may be extremely valuable. Individually, funders know where their money is allocated, but few may know how their contributions are related to other Sonoma County major funder contributions. Having this communication could be useful in understanding the source and use of contributions here. In addition, this meeting may open opportunities for donors to collaborate and leverage their impact.

### **III. Reducing Costs**

1. *Shared Space*. Costs may be reduced through shared facilities and/or shared staff and administrative resources. Shared CBO office space could be an opportunity for several CBOs to work together. According to the *Decatur Business Incubator*, such shared space could provide community-based organizations with a place to work, equipment, mentoring assistance, and capital, especially for fledgling nonprofits.<sup>11</sup>

In addition, business plans, training techniques and tactical skills could be learned through collaborative mentoring sessions. By sharing resources and expertise, the CBOs can then focus on income strategies and service quality.

Shared facilities also help successfully develop community-based organizations by easing funding transitions (dependency on government funding to actively seeking private funding), and increasing efficiency of operations. The objective can be to produce stable and sustainable CBOs that are financially viable and freestanding. Subsequently, the CBOs can create jobs, revitalize neighborhoods and strengthen the local economy.<sup>12</sup>

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10. Economic Development Board. "The Arts as an Industry: A Report on the Economic Impact of the Non-Profit Arts Organizations in Sonoma County." Summer 2001.

11. Decatur Business Incubator. <http://www.digitaldecatour.com/agencies/incubator.html>.

12. Searchweb services.com. "Definition of incubator."

Lastly, a CBO-shared office facility would encourage a “critical mass” situation that could produce increased awareness in the community and better quality service to clients.

2. *Adopting Technology.* Another way to cut costs and increase productivity is better use of office technology and the Internet. Expanding or refining the use of office technology can broaden the reach of CBOs into new constituencies and improve their efficacy. The following lists a few of the potential options available to CBOs:<sup>13</sup>

**E-commerce**

Make existing processes and earned-revenue streams more efficient through online processes, as well as creating an easier method of collecting contributions.

**Customer Relationship Management**

Help track and manage relationships with external customers and vendors such as members, partner organizations and government agencies through integrating reporting, communications, memberships, programs and delivery of services.

**Online training**

Provide training, technical assistance, staff development and education through professional training sessions online. This could include both client and staff training.

**Volunteer database**

Create online access to volunteer opportunities and available volunteers, creating better matches, and therefore, better relationships between the volunteer and organization.

The transition to better use of available technology can frequently be eased by establishing partnerships with technology companies and other non-profits. One example of this type of integrative technology is NPower, recently offered for free by Microsoft through a grant to Seattle nonprofits.<sup>14</sup> As described by its mission, NPower is a federation of independent, locally based nonprofits providing accessible technology help that strengthens the work of other nonprofits.<sup>15</sup> A similar program could be developed for Sonoma County CBOs.

3. *Consolidate Programs.* A third opportunity to help cut administrative costs and take advantage of economies of scale is to consolidate programs with similar missions. If two separate organizations have similar programs serving similar people, it could be beneficial for these two groups to work together and coordinate/consolidate their efforts.

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13. Scott, Jason A. “How Nonprofits Can Use Internet Technology to Earn Revenue, Part 2: Profiting from the Web.” *After the Bubble: Investing in Internet-Based Social Enterprise in Challenging Times-Recommendations for Foundations, Philanthropists, and Social Investors Interested in Supporting the Internet-Based Revenue Activities of Nonprofit Organizations.* Reprinted at techsoup.com. March 12, 2002.

14. Microsoft Corporation. “Microsoft and NPower Bring Power of Tech to Nonprofits Across the Country with Six New Affiliates.”

15. <http://www.npower.org>.

#### **IV. Increasing Efficiency in Funding Priorities and Application Procedures**

One opportunity to help CBOs is to have a website where major contributors are listed based on the programs that they fund and that includes application and funding deadlines. Many corporate sponsors often contribute funds to specific needs such as workforce development, education, the disadvantaged, or the environment. This streamlining of funding procedures will help decrease the number of phone calls and letters funders receive, and allows CBOs to learn which funders are the best to target.

A second opportunity would be a *Meet the Funders Event*. This annual or semiannual event would bring funders together in a career fair-type atmosphere where CBO leaders could have easy access to all funders at one time and would also save time for funders.

## **Methodology**

The Community Based Organizations Survey was sent to 107 Sonoma County community-based organizations identified by the United Way of Sonoma, Mendocino and Lake. Many of these organizations are the same organizations that were surveyed in the 1991 Santa Rosa Chamber of Commerce's survey. 48 responses were received for a response rate of 45%.

Please note that the data in this report is based on information self-reported by survey respondents, whose responses were not verified by the EDB. This study relied on local CBOs responding to a survey that was mailed to them. This process invites a few potential problems, most notably the possible skewing of results. It is possible that the manner in which the information was gathered encouraged a certain segment of the industry population to respond while possibly discouraging other segments. For example, newer CBOs that were not around during the 1991 survey did not get mailed a survey. This was done in an effort to make accurate comparisons with the "snapshot" obtained in this survey with the "snapshot" from 1991.

As mentioned earlier in this report, the EDB chose to split the nonprofit sector into two groups: nonprofit arts organizations and non-art community based organizations. Non-art CBOs, the group highlighted in this report are defined as those non-profits working in social services and programming.

Although the terms CBO and nonprofit are used interchangeably in this report, CBO is used to acknowledge the changes that have recently occurred within the industry.

"The Arts as an Industry," produced by the Sonoma County Economic Development Board in 2001 and a 1991 report by the United Way, based on the Santa Rosa Chamber of Commerce Nonprofit Survey, were drawn on quite heavily for the preparation of this report. The survey, as well as the analysis and recommendations, were modeled on these informative papers. "The Arts as an Industry" can be found at <http://www.sonoma-county.org/edb/pdf/2000ArtsReport.pdf>. Copies of the summary of the 1991 survey can be obtained from the Santa Rosa Chamber of Commerce. The remainder of the research was performed online. A copy of the survey is attached.

The information and analysis that was completed for this report and the art CBO report weighted each organization equally regardless of size; bigger organizations had the same weight as smaller organizations. It was our intention to obtain averages that provide a general "snapshot" of various issues for the CBO industry in Sonoma County. Accordingly, the averages have not been weighted by any factor or interest.

All information and numbers, while not guaranteed, have been secured from resources believed to be reliable and the most recent available.

## **Acknowledgments**

The Sonoma County Economic Development Board and the Sonoma County Workforce Investment Board (WIB) thank all the organizations that participated in the survey and report.

Special thanks to Mr. Wes Winter, Director of the Volunteer Center of Sonoma County for providing the opportunity to preview the survey with the CBO and funders community at the March 2004 nonprofit conference.

In addition, special thanks to Yale Abrams for his support and help in obtaining the 1991 summary report, which was used to compare current data and obtain sector trends.

As always, the support of the WIB and cooperation of its director, Jerry Dunn, have been instrumental in the successful completion of this project.

This report was prepared by Adam Grosch and Nikhila Raj, research coordinators for the Sonoma County Economic Development Board.

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Ben Stone  
Director  
Sonoma County Economic Development Board

**2003 CBO Survey:**

Name of respondent:

Title:

Organization:

Address:

Phone:

E-mail address:

Fax:

Website:

1. Year operation began in Sonoma County: \_\_\_\_\_

2. Capacity of your organization: \_\_\_\_\_

3. Number of people your organization serves annually: \_\_\_\_\_

4. Services offered (Check all applicable):

- |                                      |  |  |   |
|--------------------------------------|--|--|---|
| <input type="checkbox"/> Counseling  | <input type="checkbox"/> Residential   | <input type="checkbox"/> Child care      | <input type="checkbox"/> Activism         |
| <input type="checkbox"/> Youth       | <input type="checkbox"/> Elderly       | <input type="checkbox"/> Art/Performance | <input type="checkbox"/> Minority Support |
| <input type="checkbox"/> Faith-Based | <input type="checkbox"/> Environmental | <input type="checkbox"/> International   | <input type="checkbox"/> Food/Clothing    |
| <input type="checkbox"/> Health      | <input type="checkbox"/> Volunteer     | <input type="checkbox"/> Animals         | <input type="checkbox"/> Education        |
| <input type="checkbox"/> Technical   | <input type="checkbox"/> Informational | <input type="checkbox"/> Research        | <input type="checkbox"/> Programs         |
| <input type="checkbox"/> Other _____ |  |  |   |

5. Top three most used services (Please be specific):

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

6. Number of full time employees: \_\_\_\_\_

7. Number of part time employees: \_\_\_\_\_

8. Number of volunteers: \_\_\_\_\_

9. Who is your target audience(s)? Please check all that apply.

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Men                   | <input type="checkbox"/> Women                 | <input type="checkbox"/> Youth; ages ____ - ____ |
| <input type="checkbox"/> Elderly               | <input type="checkbox"/> Ethnic minorities     | <input type="checkbox"/> Mentally challenged     |
| <input type="checkbox"/> Physically challenged | <input type="checkbox"/> Alternative lifestyle | <input type="checkbox"/> Religious minority      |
| <input type="checkbox"/> Low income            | <input type="checkbox"/> Homeless              | <input type="checkbox"/> Emotionally challenged  |

10. Annual Budget (In Thousands):

- |                                |                                   |                                    |                                |
|--------------------------------|-----------------------------------|------------------------------------|--------------------------------|
| <input type="checkbox"/> 0-50K | <input type="checkbox"/> 50K-100K | <input type="checkbox"/> 100K-500K | <input type="checkbox"/> 500K+ |
|--------------------------------|-----------------------------------|------------------------------------|--------------------------------|

11. Total Annual Revenue in Dollars: \$ \_\_\_\_\_

**Estimated Percent Contributed From:**

Foundations: \_\_\_\_\_ Corporations: \_\_\_\_\_

Individuals: \_\_\_\_\_ Board Gifts: \_\_\_\_\_

Fundraising: \_\_\_\_\_ Endowment: \_\_\_\_\_

City Govt.: \_\_\_\_\_ County Govt.: \_\_\_\_\_

State Govt.: \_\_\_\_\_ Federal Govt.: \_\_\_\_\_

**Estimated Percent Earned From:**

Investments: \_\_\_\_\_ Fees: \_\_\_\_\_

Sales: \_\_\_\_\_ Grant writing: \_\_\_\_\_

Other: \_\_\_\_\_

12. Total Annual Spending in Dollars: \$ \_\_\_\_\_

**Estimated Percent Directly Spent On:**

Salaries/Fees: \_\_\_\_\_ Supply/Equipment: \_\_\_\_\_

Rent/Utility: \_\_\_\_\_ Insurance: \_\_\_\_\_

Travel: \_\_\_\_\_ Programs: \_\_\_\_\_

Printing/Marketing: \_\_\_\_\_ Miscellaneous: \_\_\_\_\_

Fundraising: \_\_\_\_\_ Other: \_\_\_\_\_

**Estimated Percent Indirectly Spent On:**

Employee Earnings: \_\_\_\_\_ Vendors: \_\_\_\_\_

Events: \_\_\_\_\_ Other: \_\_\_\_\_

13. Do you anticipate budget reductions in your next fiscal year?  Yes  No

If so, please estimate the percentage reduction to overall budget: \_\_\_\_\_%

14. Do you think the public has a high/med/low awareness of local CBO's? (Circle One)

15. Do you think the public has a high/med/low awareness of *your* CBO? (Circle One)

16. Top three challenges to your organization (Please be specific):

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

# County Contracts with CBOs

## *Alphabetical*

<b>Community Based Organization</b>	<b># of Contracts</b>	<b>Amount of Contracts</b>
Alliance Medical Center	3	\$68,587
Alzheimer's Association	1	\$5,000
American Lung Association	2	\$18,000
American Red Cross	1	\$3,600
Ananda Institute	1	\$14,300
Becoming Independent	3	\$27,240
Boys and Girls Club of Cloverdale	1	\$15,000
Bucklew	3	\$1,204,445
Burbank Housing - Sea Ranch Corporation	1	\$100,000
Burbank Housing Development Corporation	5	\$993,044
California Human Development Corporation	11	\$507,863
California Parenting Institute	12	\$564,249
Campobello CDRC	1	\$59,000
CARE Children's Counseling Center, Inc.	5	\$417,700
Catholic Charities	9	\$353,434
Children & Family Circle	1	\$10,000
Church of the Incarnation	2	\$24,000
CIL/PSI Special Services, Inc.	2	\$492,148
Circuit Rider Productions	5	\$282,114
Cloverdale Community Partnership	1	\$10,000
Cloverdale Senior Center	1	\$6,648
Committee on the Shelterless	5	\$172,550
Communique	3	\$7,350
Community Action Partnership	13	\$755,297
Community Child Care Council of Sonoma County	3	\$326,898
Community Housing Development Corp. of Santa Rosa	1	\$361,051
Community Resources for Independence	2	\$95,700
Community Support Network	7	\$1,587,167
Council on Aging	1	\$824,418

# County Contracts with CBOs

## *Alphabetical*

<b>Community Based Organization</b>	<b># of Contracts</b>	<b>Amount of Contracts</b>
Court Appointed Special Advocates (CASA)	2	\$10,000
Cultural Arts Council of Sonoma County	1	\$4,416
Drug Abuse Alternatives Center	25	\$4,974,149
Early Learning Institute	1	\$141,000
El Nido Teen Center	4	\$111,500
Face-to-Face	2	\$591,530
Family Education Center	1	\$25,000
Family Service Agency	1	\$85,030
Food For Thought	1	\$340,826
Friends House	1	\$37,282
Friends Outside in Sonoma County	2	\$27,200
Garbage Reincarnation, Inc.	1	\$206,964
Goodwill Industries of the Redwood Empire	7	\$1,630,092
Granparents Parenting Again	1	\$5,100
Henry Ohlhoff House	1	\$121,545
InterFaith Shelter Network	4	\$93,200
Interlink	1	\$25,000
Jewish Family & Children's Services	3	\$85,210
Kid Street Theater - After School Program	1	\$5,000
La Luz Center	1	\$5,000
Latino Commission on Alcohol & Drug Abuse Services of Sonoma County	7	\$405,643
Law Enforcement Chaplaincy Services of Sonoma County	1	\$15,000
League of Women Voters	1	\$3,000
LifeWorks	1	\$15,000
Mendocino Family and Youth Services	3	\$29,500
New Directions Adolescent Services, Inc.	1	\$499,353
Northcoast Opportunities	1	\$122,543
Occidental Area Health Center	1	\$2,198
Petaluma Health Center	2	\$228,100

# County Contracts with CBOs

## *Alphabetical*

<b>Community Based Organization</b>	<b># of Contracts</b>	<b>Amount of Contracts</b>
Petaluma People Services Center	10	\$561,789
Pleasant Hills Memorial Park	1	\$12,500
PsychStrategies, Inc.	1	\$135,700
R House	3	\$799,719
Rebuilding Together - Petaluma	1	\$5,000
Redwood Community Health Coalition	2	\$194,825
Redwood Empire Food Bank	1	\$41,000
Restorative Resources	2	\$153,000
River Child Care Services	3	\$31,169
Rohnert Park Boy's and Girl's Club	1	\$5,125
Routes for Youth	3	\$138,000
Russian River Health Center	1	\$2,205
Saint Paul's Episcopal Church - The Wallace House	1	\$5,000
Santa Rosa Treatment Program	2	\$785,390
Sebastopol Area Senior Center	1	\$6,647
Senior Advocacy Services	2	\$291,200
Service Outreach Motivation Empowerment	2	\$30,000
Social Advocates for Youth	22	\$1,550,896
Sonoma County Adult and Youth Development	10	\$327,311
Sonoma County Indian Health Project	3	\$76,482
Sonoma County Legal Aid	2	\$115,000
Sonoma County Legal Services Foundation	3	\$20,278
Sonoma Valley Community Health Center	2	\$202,867
Springs Unity Partnership	1	\$10,000
St. Joseph's Medical Access	1	\$225,000
St. Vincent's Foster Family & Adoption Agency	1	\$50,388
Sunburst Projects	2	\$104,540
True to Life Children's Services, Inc.	1	\$146,845
United Against Sexual Assault	2	\$22,500

# County Contracts with CBOs

## *Alphabetical*

<b><u>Community Based Organization</u></b>	<b><u># of Contracts</u></b>	<b><u>Amount of Contracts</u></b>
Victor Treatment Center	1	\$319,719
Vietnam Veterans of California	2	\$45,950
Vintage House Senior Center	1	\$6,647
Volunteer Center	4	\$1,322,445
West County Community Services	9	\$370,973
West County Health Centers	1	\$139,375
Women's Recovery Services	10	\$537,327
YWCA	9	\$416,441
<b>GRAND TOTAL:</b>	<b>309</b>	<b>\$28,361,437</b>