

5-2024

Transitioning Coordinated Family Support Services from the For-Profit to the Nonprofit Sector

Yesenia Zavala

Follow this and additional works at: https://digitalcommons.csumb.edu/caps_thes_all

This Capstone Project (Open Access) is brought to you for free and open access by Digital Commons @ CSUMB. It has been accepted for inclusion in Capstone Projects and Master's Theses by an authorized administrator of Digital Commons @ CSUMB. For more information, please contact digitalcommons@csumb.edu.

Transitioning Coordinated Family Support Services from the For-Profit to the Nonprofit Sector

Yesenia Zavala

Nonprofit Connection Santa Cruz County- Rose Filicetti

Collaborative Health & Human Services

Department of Health Human Services and Public Policy

California State University Monterey Bay

May 3, 2024

Author Note

Yesenia Zavala, Department of Health Human Services and Public Policy, California State University Monterey Bay. Nonprofit Connection Santa Cruz County supported this research. Correspondence concerning this article should be addressed to Yesenia Zavala, California State University Monterey Bay, 100 Campus Center, Seaside, CA, 93955. Contact: yezavala@csumb.edu.

Abstract

The demand for nonprofit family support services in Monterey County exceeds available resources, leaving many without access. Coordinated Family Support Services (CFSS) in Monterey County serves individuals and families referred through the San Andreas Regional Center, which is funded by Medi-Cal and state funds. Inadequate access to nonprofit family support services affects individuals and families in Monterey County. Contributing factors to this issue include limited resources and funding, not enough community engagement and partnerships, and insufficient staffing and expertise to provide these services. Transitioning CFSS from a for-profit to a nonprofit is impractical due to financial constraints and lack of infrastructure. The project aimed to assess the feasibility of transitioning CFSS to a nonprofit model, but research through Nonprofit Connection Santa Cruz County found it unviable. The research findings conclude that transitioning CFSS is not feasible due to the availability of additional state funds for services for those without Medi-cal as well as . It is recommended to increase collaboration with community organizations and implement cost-effective service delivery models within the current for-profit model.

Keywords: nonprofit, for-profit, Santa Cruz County, Monterey County, Family Services

Agency & Communities Served

Agency

Nonprofit Connection Santa Cruz County (NPCSCC) is an agency in the Santa Cruz County area dedicated to supporting and strengthening the nonprofit sector. Founded in 2009, NPCSCC has been a vital resource for local nonprofits, providing them with the tools and knowledge necessary to thrive and positively impact the community. “The agency's mission is to build a strong and sustainable nonprofit sector by offering capacity-building programs, resources, and networking opportunities” (NPCSCC, 2021, para.1).

One of the main programs offered by NPCSCC is the Nonprofit Leadership Certificate Program, which provides nonprofit leaders with essential skills and knowledge to manage and lead their organizations effectively. This program covers planning, board governance, fundraising, and financial management, equipping participants with the tools to navigate the complex challenges of running a nonprofit organization. Also, NPCSCC offers a variety of workshops and training sessions on topics such as grant writing, marketing and communications, and volunteer management, providing valuable resources for nonprofit professionals to enhance their skills and knowledge.

NPCSCC hosts regular networking events and forums, creating opportunities for nonprofit professionals to connect, collaborate, and share best practices. These events foster a sense of community and support within the nonprofit sector, allowing organizations to learn from each other and build valuable partnerships. NPCSCC also provides consulting services to nonprofits, offering tailored support and guidance to address specific organizational needs and challenges.

The agency's commitment to supporting the nonprofit sector is evident from its range of programs and services designed to empower organizations to achieve their missions and create positive change in the community. By providing access to valuable resources, training, and networking opportunities, NPCSCC plays a crucial role in strengthening the capacity and impact of local nonprofits.

Community Served

Nonprofit Connection Santa Cruz County “NPCSCC” serves as a vital resource for the diverse and dynamic community of Monterey County, which is located on the central coast of California. While the agency's primary focus is on Santa Cruz County, its impact extends to neighboring areas, including the expansive and culturally rich region of Monterey County. The primary focus for this capstone project is the County of Monterey.

Monterey County presents a unique set of challenges and opportunities. Spanning over 3,771 square miles and home to approximately 434,061 residents (U.S. Census Bureau, 2020), the county boasts a rich ethnic and racial diversity. The population of Monterey County reflects a mosaic of identities, with 55.8% identifying as Hispanic or Latino, 38.1% as White, 7.1% as Asian, and 2.1% as African American (U.S. Census Bureau, 2020).

NPCSCC commitment to addressing health and social issues aligns with the pressing needs of Monterey County. Key statistics underscore the urgency of these issues, with 11.8% of the population under 65 years old lacking health insurance, 9.7% living with a disability, and 15.2% of the population aged 65 and over (U.S. Census Bureau, 2020). These figures highlight the critical need for accessible healthcare, support for individuals with disabilities, and tailored services for the aging population in Monterey County.

The agency collaborates with various stakeholders, including local healthcare providers, other organizations in communities in need, and government agencies, to address these challenges. Healthcare providers play an important role in delivering services to the community and work with the agency to enhance access to care for underserved populations. Community organizations, deeply embedded in Monterey County, offer valuable insights and resources to support the agency's initiatives. Government agencies possess the resources to implement policies and programs that can positively impact the health and well-being of the community.

By engaging these stakeholders, NPCSCC can harness their collective expertise and resources to develop sustainable solutions to the health and social issues prevalent in Monterey County. Through collaborative efforts and a deep understanding of the county's unique needs, the agency can extend its impact beyond Santa Cruz County, fostering positive change and enhancing the well-being of the broader central coast community.

Problem Model Background and Literature Review

Social Problem

Too many people in Monterey County are in need of access to nonprofit family support services. Inadequate provision of essential support to families in Santa Cruz and Monterey counties and their surrounding areas is a critical social problem. This includes challenges related to access to healthcare, education support, housing assistance, and other critical social services for families in need. The insufficient availability of these services can lead to disparities in health outcomes, educational opportunities, and overall well-being, particularly for vulnerable and underserved populations in the region. Additionally, the lack of comprehensive family support services can strain community resilience, diminish empowerment, and contribute to social tensions and disconnection among residents. According to the U.S. Census, in Monterey and

Santa Cruz County alone, 8.9% percent of families live below the poverty level, underscoring the pressing need for accessible family support services (U.S. Census Bureau, 2020). By transitioning Coordinated Family Support Services from a for-profit to a nonprofit agency, the aim is to address the social problem of inadequate essential support for families. This transition is geared towards enhancing the accessibility, affordability, and effectiveness of critical services for regional families, recognizing that nonprofit services are inherently better suited to meet these needs. “Nonprofit organizations play a vital role in building healthy communities by providing critical services that contribute to economic stability and mobility.” (Camper, 2016.P 1) By embracing nonprofit organizations, this transition aims to provide comprehensive support that addresses the diverse needs of families, promoting community resilience, empowerment, and social cohesion. Nonprofit services are known for their ability to prioritize the well-being of families and enable greater inclusivity, ultimately creating a stronger and more supportive community where all families can thrive. According to Data Share by Santa Cruz County, the demand for nonprofit services is important in being able to meet the community needs of Monterey County and neighboring counties (Data Share, 2024). Ultimately, the goal is to mitigate disparities in health, education, well-being, strengthen community bonds, and foster a more inclusive and supportive social environment for families in Santa Cruz County, Monterey County, and surrounding areas. The problem model illustrates the complex challenges faced by Monterey County in providing essential family support services due to limited resources, insufficient community engagement, and strained relationships, resulting in a lack of vital services and diminished empowerment among residents. Figure one below outlines the problem model.

Figure 1: Problem Model

Contributing Factors	Problem	Consequences
Limited Resources and Funding	Too many people in Monterey County are in need of access to nonprofit family support services.	Lack of Vital Services
Not Enough Community Engagement and Partnerships		Less Empowerment
Staffing and Expertise to provide these services.		Strained Relationships with the Community

Contributing Factors

Limited Resources and Funding

Funding and resource limitations present a contributing factor to the insufficient nonprofit services in the region. Nonprofit organizations in Santa Cruz and Monterey counties often face financial constraints resulting in resource limitations, which hinder their ability to expand and sustain their operations. Limited access to funding or no increase in funding from previous years, donations, and crucial resources prevents nonprofits from scaling their services, establishing new programs, and addressing the multifaceted needs of the communities they aim to serve, exacerbating the micro problems that affect various populations. According to the United Way, “Generally, many human services are flat-funded” (Whalen, 2016, para. 1). The competitive nature of grant funding and the unpredictability of donor contributions further add to the financial struggles of nonprofit organizations. According to the Monterey Community Foundation for Monterey County, “The impact of Monterey County nonprofit organizations is essential to the quality of life in our communities,” (Polnaszek, 2024, para. 1) and without the proper funding, communities are left without essential services. Many nonprofits operate on a project-to-project basis, relying heavily on short-term grants and donations, which can result in financial instability and hinder long-term planning and sustainability efforts. As a result, these organizations often find themselves unable to make strategic investments in staff, infrastructure,

or technology, which are essential for delivering high-quality and impactful services to the community. The lack of funding streams that can be relied on long term not only impedes the growth of existing nonprofits but also discourages the establishment of new organizations, ultimately limiting the overall capacity to address the diverse and evolving needs of the population not only in Santa Cruz and Monterey County but all over the world.

Not Enough Community Engagement and Partnerships

Insufficient community engagement and partnerships pose significant difficulties for nonprofits in Monterey County and its surrounding areas. For example, according to *The Foods Systems Journal*, “many NPOs, ‘collaborating with the right community partners to ensure long-term success’ was a key challenge” (Meenar, 2015, p. 88). The lack of active engagement from the community not only restricts the available resources and support for nonprofits but also affects their capacity to connect with and understand the specific concerns and priorities of the populations they serve. The absence of partnerships with local businesses, government agencies, and other nonprofit organizations has impeded the collaborative efforts necessary to address issues in the community.

Collaboration and coordination shortcomings among nonprofit organizations, government agencies, and other stakeholders contribute to the inadequate provision of services in the area. Without effective partnerships and coordinated efforts, there is a risk of duplication of services, inefficient allocation of resources, and gaps in coverage. Research conducted by the Nonprofit Alliance of Monterey County (NAMC) revealed that while there is a recognition of the importance of collaboration, many nonprofits struggle to establish and maintain effective partnerships due to resource constraints and a lack of structured platforms for meaningful connections (NAMC, 2024). This lack of collaboration hampers the ability of nonprofits to

address the diverse needs of the communities, ultimately leading to problems that impact the well-being of residents in Santa Cruz County, Monterey County, and their surrounding areas.

Staffing and Expertise to Provide Services

The lack of qualified personnel and specialized expertise stands as a significant contributing factor to the lack of nonprofit resources within Monterey County and its surrounding areas. Nonprofit entities struggle with the task of recruiting and retaining professionals, largely due to financial constraints and resource limitations. This impedes their capacity to effectively deliver services to the community. The region's nonprofit landscape faces a formidable challenge in attracting individuals with proficiencies in critical areas such as fundraising, grant composition, and program administration, all of which are pivotal for the sustenance and expansion of their endeavors. The limited pool of seasoned professionals within the nonprofit sector compounds the overall scarcity of resources and backing for vital community initiatives and services. According to the Community Foundation for Monterey County, Nonprofit management and leadership encounter substantial hurdles in addressing diversity and inclusion issues, especially in leadership positions, alongside the growing demand to serve diverse communities (Rusmore, 2024). This complicates the allocation of budgets for nonprofit organizations, making it increasingly challenging to make significant progress and ensure an adequate number of employees to advance their mission.

The need for specialized knowledge and skills within nonprofit organizations in Monterey County and its surrounding counties exacerbates the hurdles associated with attaining indispensable resources. Numerous nonprofits lack access to individuals well-versed in strategic planning, financial oversight, and marketing, all essential elements for ensuring long-term viability and advancement. In the absence of requisite expertise, nonprofits encounter challenges

in effectively articulating their mission, attracting benefactors, and implementing efficient operational protocols. Consequently, the absence of specialized competencies and acumen within the nonprofit sphere amplifies the overarching inadequacy of resources and support in addressing the multifaceted needs of the local community. According to the Council of Nonprofits, if there is a lack of people with the knowledge and skills necessary to run a nonprofit, communities will suffer from not having access to proper services (National Council of Nonprofits, 2023).

Consequences

Lack of Vital Services

Monterey County and its nearby areas are facing a significant challenge due to the lack of nonprofit agencies that offer crucial family support services. Without these services, many people and families struggle to access important resources they need, like help with unemployment, homelessness, or domestic violence. According to The Council of Nonprofits, “When nonprofits cannot hire enough employees to provide vital services, the public suffers...along with increased demands for services, there are longer waiting lists, reduced services, and sometimes elimination of services” (National Council of Nonprofits, 2024a, para. 1). The absence of these agencies also means that there aren't enough mental health resources available, leaving many people without the support they need for their emotional well-being. This gap in services is making it difficult for the community to provide comprehensive support to those who need it, which is affecting the stability and well-being of many families.

The shortage of nonprofit agencies providing family support services is making existing social and economic inequalities worse. Families dealing with financial difficulties, substance abuse, or challenges in education are especially affected by the lack of these services, as they don't have the necessary help to improve their situations. Additionally, the absence of these

services is making it harder for the community to address long-standing issues like generational poverty and limited access to education and healthcare. “Nonprofit organizations have formally existed to dismantle systems that cause harm, fill in service gaps that are not covered by the public sector, and provide aid to those in the community who need it most” (Instrumental Team, 2023, para. 4). This lack of support not only impacts the immediate well-being of individuals and families but also makes it harder for the community to grow and thrive in the long run.

Less Empowerment

The absence of nonprofit agencies providing family support services in Monterey County has led to a significant decrease in the community's ability to address social and economic challenges, impacting individual empowerment. “[T]he promise of the nonprofit sector is its ability to change lives, for the better” (M. J. Murdock Charitable Trust, 2024, para. 2). Without these agencies, people and families lack the support they need to improve their situations, which can make them feel less capable and less independent. Additionally, the lack of these services limits people's access to education, job training, and other opportunities that could help them lead better lives. This shortage of resources also makes it harder for the community to advocate for change and address larger issues, ultimately reducing the overall empowerment of individuals and the community.

The nonprofit agencies offering family support services within Monterey County have less access to important resources, further weakening the community's power and the ability of individuals to succeed. Families facing financial hardship, domestic difficulties, and other challenges are especially affected by the lack of support, making it harder for them to overcome these obstacles.

It has commonly been suggested that in modern cities, individual or household deprivation (for example, low income or education) is amplified by area-level deprivation (for example, lack of jobs or good schools) in ways which damage the health of the poorest and increase health inequalities (Macintyre, 2008, para. 1).

This limited access to vital services not only reduces the community's ability to empower individuals and families but also contributes to existing social and economic inequalities, making it difficult for people to improve their lives and opportunities.

Strained Relationships with Community

Monterey County doesn't have enough nonprofit services, especially those that help families. This means that many families can't get important resources like counseling, help with childcare, and education for parents. As a result, families are facing more challenges, which is causing extra stress and tension at home. Without these important nonprofit services, the community is finding it hard to build strong, supportive families, and relationships among residents are suffering. According to the *Nonprofit and Voluntary Sector Quarterly*, “Nonprofit activity produces social benefits, brings engaged actors in social networks, and promotes a sense of community and belonging by instilling shared values and norms, resulting in community trust and support back to the nonprofit” (Lim et al., 2023, para. 1). In this case, the lack of nonprofits within the community further exacerbates this issue of people not being able to access services that will allow them to receive the help they need.

The lack of nonprofit services in Monterey County has affected community relationships. Because the important nonprofits that help families are not there to support such individuals, the responsibility of supporting struggling families has fallen heavily on individual community members and local organizations. This pressure has affected the community, as people and

groups are finding it hard to provide the necessary support. As a result, the absence of nonprofit family services has made it difficult for the community to come together and offer the strong network of help and care needed to maintain strong relationships and a united social community. According to an article in the *Journal of Public Administration Research and Theory* “As an important component of civic infrastructure, nonprofits should improve a community’s subjective well-being through three mechanisms: service provision, advocacy, and the development of social capital” (Ressler et al., 2021, para. 3). Service provision involves direct assistance to individuals and families. Advocacy aims to address systemic issues and promote policy change that benefit the community. By taking care of social capital, nonprofits can help build trust within the communities they serve. Overall, a sense of community is essential to a thriving society which is why nonprofits organizations play an important role in enhancing any community's quality of life.

Project Description and Implementation Process

Project Description

This project will analyze whether transitioning Coordinated Family Support Services into a nonprofit organization would be viable for an established for profit agency. The project will be implemented by interviewing Rose Filicetti and analyzing whether transitioning Coordinated Family Support Services would be a viable option for an established for profit business to transition to the nonprofit sector.

The nonprofit organization will then be established if the transition is found viable, and collaborative partnerships with service providers will be developed. Target individuals and families in need will be identified, and a system for assessing needs and delivering services will be created. Throughout the process, efforts will be made to raise awareness about the availability

of services. By following, the project aims to achieve short-term outcomes such as increased accessibility of support services, leading to long-term impacts such as improved community resilience.

Project Justification & Benefits:

Taking Coordinated Family Support from the Profit Sector to the Nonprofit Sector aims to enhance the effectiveness and reach of family support services, ultimately benefiting families in need. Coordinated Family Support Services expects to accomplish a more efficient and equitable delivery of family support services after implementing this transition. Leveraging the expertise and resources of the profit sector within the nonprofit sector is anticipated to improve outcomes for families seeking support. By integrating successful practices from the profit sector into the nonprofit sector, the agency aims to create a more robust and comprehensive network of support for families, ultimately addressing their diverse needs more effectively.

Transferring Coordinated Family Support Services from the profit sector to the nonprofit sector can align with best practice standards for nonprofits such as “specific legal obligations vary state by state, so many state associations of nonprofits share resources on state-specific legal requirements, as well as promote ‘best practices’ to raise awareness about how ethical, accountable, and transparent practices make nonprofits more effective” (National Council of Nonprofits, 2024b, para. 1) through mission alignment, community focus, access to diverse funding sources, tax benefits, accountability, transparency, and volunteer engagement. However, it is essential to address the challenges of navigating regulatory requirements, building organizational capacity, and securing sustainable funding to ensure a successful transition and continued high-quality service delivery.

Also, the broader community and surrounding communities are likely to experience positive impacts. The project has the potential to create a more seamless and integrated approach to family support services, leading to improved outcomes for families in Santa Cruz County and its surrounding areas. By leveraging the expertise and resources of the profit sector within the nonprofit sector, the community can benefit from more comprehensive and coordinated support services for families, addressing their diverse needs more effectively. Ultimately, the project has the potential to contribute to the overall well-being and stability of families within Santa Cruz County and its surrounding communities.

Expected Outcomes & Assessment Plan

The primary focus of the project was to investigate the implications of relocating coordinated family support services from the for-profit sector to the nonprofit sector in Monterey County and its surrounding communities. By examining the potential positive or negative impacts on the support system for families in these regions, the aim was to assess the effects of this transition. To evaluate the consequences of shifting coordinated family support services, a series of questions were posed during an interview with Rose Filicetti from Nonprofit Connection in Santa Cruz. This interview sought to gain insight into Filicetti's perspectives within the nonprofit sector and how she believed such a transition would influence coordinated family support services and the communities they serve. Through her thoughts, emotions, and observations, the interview aimed to reveal a comprehensive understanding.

As part of the assessment plan for my capstone project, a critical expectation was to determine the viability of transitioning my agency from the for-profit model to a nonprofit model through rigorous analysis and evaluation of various factors such as financial sustainability,

mission alignment, and stakeholder feedback. After careful consideration of all relevant data, I am pleased to report that the decision has been made to maintain the current for-profit structure. This outcome aligns with the strategic goals and values of the organization. Moving forward, the focus will be on optimizing the existing model for continued growth and impact in a sustainable manner.

Implementation Process

The capstone project implementation process involved several key activities outlined in the Project Implementation Plan Table in Appendix A. This included research on transitioning from the 1) for-profit sector to the 2) nonprofit sector or 3) foundation subsidiary, preparation for interviews, conducting meetings, transcribing interviews, data analysis and coding, deriving conclusions and insights, and delivering the results.

The participants in this process included interns and the Executive Director of Nonprofit Connection Santa Cruz County (as an Advisor). The intern was responsible for conducting research, preparing for interviews, and coding data, while interviewee provided guidance and support throughout the project. The detailed task list in Appendix A provides a breakdown of specific tasks involved in each stage of the implementation process, ensuring clarity and accountability for all involved parties.

Rose Felicetti, the founder and Executive Director of the Nonprofit Connection Santa Cruz County was chosen for her exceptional accomplishments and leadership in the nonprofit sector. As the founder and Executive Director, she has demonstrated a solid commitment to serving the community of Santa Cruz County. Her dedication has made a significant impact on the nonprofit landscape, making her an exceptional choice for this interview. The phenomenological interview orientation for the interview will be used with Rose Felicetti. This approach has been selected due to its ability to delve deeply into the personal experiences,

perspectives, and meanings that shape an individual's understanding of the world. By adopting a phenomenological approach, the aim is to uncover insights that Rose Felicetti possesses regarding her journey as the founder and Executive Director of the Nonprofit Connection Santa Cruz County. This orientation will comprehensively explore her motivations, challenges, and successes, offering a unique and authentic glimpse into her valuable contributions to the nonprofit sector. During the interview, the interviewer will record Rose Felicetti's responses. This will ensure accurate capturing of her insights, allowing for a comprehensive review and analysis later. Once the interview is complete, the interviewer will transcribe the recorded responses. Once the interview is complete, the interviewee will code and analyze the data, identifying recurring themes, patterns, and significant points within her narrative. This analysis process will provide a deeper understanding of Rose Felicetti's experiences and perspectives. Finally, based on the findings from the coding and analysis, the interviewer will draw meaningful conclusions that shed light on her remarkable journey as the founder and executive director of the Nonprofit Connection Santa Cruz County.

The plan for the transition research project from the for-profit sector to the nonprofit sector will involve a multi-step process to gather insights and analyze data. Firstly, an interview with Rose Felicetti, founder of the Nonprofit Connection Santa Cruz County, will be conducted to explore the feasibility and implications of such a transition, focusing on key considerations and potential challenges. The interview session with Rose Felicetti will be recorded for accuracy and later transcribed to facilitate data analysis. Subsequently, the transcribed data will undergo coding to identify recurring themes, specific words, and patterns related to transitioning between sectors. Through the data analysis, meaningful insights will be extracted to inform decision-making and strategic planning. The project will conclude with a comprehensive report

highlighting key findings, recommendations, and implications for transitioning from the for-profit sector to the nonprofit sector, based on the insights gained from the interview with Rose Filicetti.

Project Results,

The findings of the capstone project indicate that transitioning from the for-profit sector to a nonprofit entity may not be a viable option. Through research, interviews, and data analysis, it became evident that the challenges and complexities associated with such a transition outweigh the potential benefits. Factors such as financial sustainability, organizational structure, and regulatory requirements emerged as significant barriers, suggesting that alternative strategies may be more suitable for achieving the desired goals. Despite initial considerations, the project's outcomes highlight the importance of thorough evaluation and strategic planning when contemplating major organizational transitions.

Conclusion and Recommendations

The expected outcome of the project was to assess the feasibility of transitioning Coordinated Family Support Services (CFSS) from the for-profit sector to the nonprofit sector, with the aim of enhancing the accessibility and effectiveness of family support services in Monterey County. The success of the project was assessed based on several measures including financial feasibility, logistical feasibility, and potential impact on service accessibility and effectiveness. Data was collected through a combination of literature review, stakeholder interviews, financial analysis, and feasibility assessments. Stakeholder interviews provided qualitative insights into the perceived challenges and opportunities of transitioning CFSS to the nonprofit sector. Financial analysis assessed the economic viability of the transition, while

feasibility assessments evaluated the logistical challenges and potential impact on service delivery.

The project found that transitioning CFSS from the for-profit to the nonprofit sector was not feasible due to significant barriers, including financial constraints, logistical challenges, and a lack of supportive infrastructure. While the transition did not achieve the expected outcome of enhancing the accessibility and effectiveness of family support services, the project provided valuable insights into the complexities and limitations of such a transition. Based on the results, it can be concluded that maintaining the current for-profit model is the most viable option for meeting the community's needs for family support services in Monterey County.

It is recommended that the agency explore alternative approaches to enhance the current for-profit model, such as increasing collaboration with community organizations, implementing cost-effective service delivery models, and leveraging technology to improve efficiency. Additionally, further research and evaluation may be needed to identify other potential strategies for addressing the identified barriers and improving access to family support services in Monterey County.

References

- Camper, N. (2016, March 7). *A Strong Nonprofit Sector is Key to Thriving Communities*. The Aspen Institute. Retrieved May 3, 2024, from <https://www.aspeninstitute.org/blog-posts/a-strong-nonprofit-sector-is-key-to-thriving-communities/>
- Instrumental Team. (2023, July 12). *How do nonprofit organizations help the community?* Instrumental. Retrieved February 16, 2024, from <https://www.instrumentl.com/blog/how-nonprofits-help-communities>
- Lim, S., Min, B. H., & Berman, D. G. (2024). The nonprofit role in building community social capital: A moderated mediation model of organizational learning, innovation, and shared mission for social capital creation. *Nonprofit and Voluntary Sector Quarterly*, 53(1), 210-235. <https://doi.org/10.1177/08997640221146965>
- Macintyre, S., Macdonald, L., & Ellaway, A. (2008). Do poorer people have poorer access to local resources and facilities? The distribution of local resources by area deprivation in Glasgow, Scotland. *Social Science & Medicine*, 67(6), 900–914. <https://doi.org/10.1016/j.socscimed.2008.05.029>
- Meenar, M. R. (2015). Nonprofit-driven community capacity-building efforts in community food systems. *Journal of Agriculture, Food Systems, and Community Development*, 6(1), 77–94. <http://dx.doi.org/10.5304/jafscd.2015.061.006>
- M. J. Murdock Charitable Trust. (2024). *Empowering individuals: The promise of the nonprofit sector*. Retrieved February 16, 2024, from

<https://murdocktrust.org/2019/06/empowering-individuals-the-promise-of-the-nonprofit-sector/>

National Council of Nonprofits. (2023, March 22). *Nonprofit workforce shortages: A crisis that affects everyone*. Retrieved February 9, 2024, from

<https://www.councilofnonprofits.org/reports/nonprofit-workforce-shortages-crisis-affects-everyone>

National Council of Nonprofits. (2024a). *The nonprofit workforce shortage crisis*. Retrieved February 16, 2024, from

<https://www.councilofnonprofits.org/nonprofit-workforce-shortage-crisis>

National Council of Nonprofits.. (2024b). *Principles & practices: "Best practices" for nonprofits*. Retrieved February 23, 2024, from

<https://www.councilofnonprofits.org/running-nonprofit/governance-leadership/principles-practices-best-practices-nonprofits>

Nonprofit Alliance of Monterey County. (2024). *Home*. Retrieved February 9, 2024, from

<https://nonprofitalliancemontereycounty.org/>

Nonprofit Connection Santa Cruz County (NPCSCC). (2021). *Home*. Retrieved December 10, 2023, from <https://NPCSCCconnectscc.org/>

Polnaszek, S. (2024). *Nonprofit staffing challenges, local solutions*. Community Foundation for Monterey County. Retrieved February 18, 2024, from

<https://www.cfmco.org/nonprofit-staffing-challenges-solutions/>

Ressler, R. W., Paxton, P., Velasco, K., & Eichsteadt, J. C. (2021, May 17). Nonprofits: A public policy tool for the promotion of community subjective well-being. *Journal of Public*

Administration Research and Theory, 31(4), 822–838.

<https://doi.org/10.1093/jopart/muab010>

Rusmore, K. (2024). *Nonprofit staffing challenges: What you can do*. Community Foundation for Monterey County. Retrieved February 9, 2024, from

<https://www.cfmco.org/nonprofit-staffing-challenges-opportunities/>

United States Census Bureau. (2020). *Explore census data*. Retrieved September 26, 2023, from

<https://data.census.gov/>

Whalen, J. (2016, Jan 07). *United Way CEO: Nonprofit funding not enough*. TCA Regional News. Retrieved February 10, 2024, from

<https://www.proquest.com/docview/1754027312/fulltext/B754DBA8C44F48EAPQ/1?accountid=10355&sourcetype=Wire%20Feeds>

Appendix A

Capstone Project Implementation Plan

Tasks	Timeline/ Deadlines	Parties Involved	Materials/ Services Needed	Deliverables
Research transition from the for-profit sector to the nonprofit sector	2/20/2024	Yesenia Zavala	Laptop, Access to Internet, Access to CSUMB Library	Research
Interview Preparation	2/19/2024	Yesenia Zavala	Laptop, Interview Guide, Recording Equipment	Completed interview guide, confirmed interview
Meeting to Conduct Interview	2/24/2024	Rose Filicetti, Yesenia Zavala	Zoom link set up, Laptop	Recording of meeting
Transcript of Interview	2/26/2024	Yesenia Zavala	Zoom Recording, Laptop	Transcribed interview Document
Data Analysis and Coding	3/4/2024	Yesenia Zavala	Zoom recording, compatible laptop	Coded chart Interview
Conclusion and Insight	3/8/2024	Yesenia Zavala	Yesenia Zavala	Analysis Report Coded Interview
Deliver Results	4/3/2024	Rose Filicetti, Yesenia Zavala	Report	Agency Informed of Results