

2025 Resilient Organizations Grant Program Interim Report

Overview of Grant Program

Community Foundation Sonoma County (CFSC) is pleased to share an update on the 2025 Resilient Organizations grant program, which was funded through a **public-private partnership with the County of Sonoma**. The County of Sonoma provided \$500,000 to CFSC, including 15% (\$75,000) for expenses related to developing and implementing this new grant program. CFSC added \$100,000 in funding to support grantmaking, bringing the total of funding available for nonprofits to **\$525,000**.

Following an open request for proposals (attached), CFSC received **67 applications** for a total of **\$3.8 million** in requests. Our evaluation process ensured that awarded organizations met all criteria listed in the RFP and that each supervisorial district was meaningfully represented in the funded cohort.

Through this process, CFSC granted \$525,000 to **10 organizations making strategic adaptations in the face of urgent funding and policy changes**. These organizations are utilizing the grant to implement operational adaptations to ensure the sustainability of vital community services over the coming years. From enhanced ability to bill for state funds to increased volunteer engagement and interagency partnerships, the outcomes of these investments are a testament to the **innovation and dedication of our local nonprofit community**.

As part of our support for nonprofits through this process, we received permission to share information provided in the application with **other potential funders** to support additional investments. For example, we worked with the office of Supervisor Gore to help map strategies for their giving based on information learned from the Resilient Organizations grant program. District 4 was able to provide additional support to applicants that had greater needs than Resilient Organizations could cover. We look forward to expanding these types of funding partnerships for future grant programs.

The Resilient Organizations grant program is a **significant show of support for and recognition of nonprofits as they address operational concerns brought on by ongoing changes in funding and policy**. Thank you for your partnership and for investing in the resilience of our nonprofit ecosystem.

Funded Projects

Organization	Amount	Program/Project
Ambulatory Surgery Access Coalition (Operation Access)	\$50,000	Developing a transportation program to ensure clients can access free surgeries and building external partnerships for administrative systems.
Committee on the Shelterless	\$50,000	Fully implementing CalAIM reimbursements and rolling out an electronic case management system.
Food for Thought	\$25,000	Collaborating with West County Health Centers to maintain nutrition services.
Jewish Community Free Clinic	\$75,000	Recruiting and onboarding additional medical volunteers to increase patient capacity in advance of deep cuts to MediCal benefits; scenario planning and partnership building with federally qualified health centers.
Latino Service Providers & Positive Images	\$75,000	Sharing a bilingual intern through LSP's Pro Promotor Program to staff PI's Drop-In Center; expanding bilingual service capacity; and piloting a cost-effective internship model and greater fee-for-service programming.
Nuestra Comunidad	\$25,000	Automating internal systems and leveraging technology and partnerships to maintain effectiveness and efficiency.
Redwood Empire Food Bank	\$75,000	Expanding the food distribution capacity of REFB's partner organizations to more fully absorb the human resources needed to implement community food distributions and strategic planning for efficiencies in ordering and delivery.
Sonoma Valley Community Health Center	\$50,000	Building the Resilient Sonoma Valley System of Healthcare to support people in maintaining insurance requirements, coordinating partnerships, and adjusting operations to conform to new government requirements.
The Living Room	\$50,000	Scaling food recovery programs to ensure zero waste, fully implementing CalAIM reimbursements, and leadership/staffing investments.
TLC Child & Family Services	\$50,000	Incorporating and training staff in a new electronic health records system that can be utilized to bill the state for services under Enhanced Care Management.

Data on Nonprofit Funding Challenges

Through the application process in fall 2025, we learned that many organizations were already experiencing revenue reductions and anticipated additional losses in 2026. While average revenue reductions were limited for the cohort overall, there were profound reductions for some individual organizations, especially in the **food, shelter, and healthcare sectors**. This information suggests that **targeted investments** will continue to be an important aspect of any funding response.

Revenue data collected in 2025 indicated that:

- About **half** of applicants to the Resilient Organizations program anticipated reduced revenue in 2025 compared to 2024.
- The percentage change in revenue from 2024 to 2025 ranged from a decrease of **337%** to an increase of 80% with an **average percentage decrease of 12%**.
- The average difference between expected revenue in 2025 compared to realized revenue in 2024 is an increase of about \$57,000. To help account for large outliers, we also calculated the **median** difference, which showed a **decrease of \$15,000**.

Some organizations have greatly reduced revenue, and some have increased revenue, but **most organizations are somewhere in the middle**. About half of the organizations were anticipating somewhere between -10% and +10% percentage change in revenue in 2025 compared to 2024.

In addition, a 2025 national survey of nonprofits conducted by the Center for Effective Philanthropy reports that nonprofits have experienced the following nationally:

- 34% lost federal funding
- 29% lost state funding
- 46% have concerns about the risk of their organizations needing to close or merge
- 35% lost funding from foundations and individual donors
- 29% have reduced staffing
- 42% reported pressure to reframe public descriptions of their work
- 81% have or anticipate increased demand for services
- 60% initiated new collaborations
- 61% said the current context poses moderate to significant risk for them to continue to operate

The Resilient Organizations grant program is not only an opportunity to support nonprofit resilience and innovation, but it is also an opportunity to **gather and respond to data on nonprofit challenges**, so we can collectively support our nonprofit community during a time of significant uncertainty and change.

In Their Own Words

We asked our grantee partners to share a brief update for the Board of Supervisors at this time, which is approximately four months into the 12-month grant period. Full responses from those who were able to respond in a limited timeframe are included below:

Committee on the Shelterless

COTS is utilizing Resilient Organizations funding to support systems infrastructure and improve operational resilience. This grant has allowed COTS to officially begin implementation of an Electronic Health Record (EHR). COTS has become one of the County's largest Medi-Cal billers for unhoused individuals, and utilizing an EHR will allow COTS to increase earned revenue, while decreasing administrative overhead. This infrastructure will support COTS' continued growth and resilience for decades to come. System implementation will be completed in July 2026. Thank you for supporting this critical project!

Food for Thought

Resilient Organizations funding has enabled Food For Thought to launch a new Produce Prescription pilot program serving families and birthing people in the rural Lower Russian River region. Developed in response to community-identified needs through Project 100, the program increases access to fresh fruits and vegetables for those experiencing nutrition insecurity during pregnancy and the postpartum period. Participants and their families receive weekly produce alongside nutrition support in both English and Spanish, helping to promote healthy pregnancies and improve nutrition security for families facing systemic barriers to care and healthy food access. The pilot is referral-based through trusted local health care partners and will run through May 2027.

Jewish Community Free Clinic

- We have already added several new (volunteer) providers and nurses and our recruitment efforts are bearing fruit.
- We have worked on JCFC's workflows with the goal of optimization and capacity expansion.
- We have already made internal changes that have resulted in increased capacity.
- JCFC has established weekly coordination meetings with Santa Rosa Community Health to develop a shared referral pathway model, improving patient navigation and continuity of care between the free clinic and FQHC system. This model will be explored with other clinics once optimized with SRCH.
- A survey has been distributed to FQHC partners to assess capacity and identify emerging gaps, forming the foundation for a coordinated county-wide healthcare response roadmap.
- Plans are being made to help patients who call every day who have lost their insurance coverage. We are working on patient navigation and referral pathways.

Latino Service Providers & Positive Images

With support from the Resilient Organizations grant, Latino Service Providers and Positive Images have begun implementing the shared Pro Promotor intern model and strengthening cross-organizational capacity. Early efforts have focused on building the foundation for long-term impact. This has included cross-training staff across both organizations. For example, LSP staff recently provided Question, Persuade, Refer (QPR) suicide prevention training to the full Positive Images team and youth leaders, helping expand shared skills and responsiveness to community needs.

In addition, LSP has begun the recruitment and interview process for the Pro Promotor intern, with both teams working closely together to define the role, align expectations, and ensure strong supervision and support across both sites.

These early steps are already strengthening coordination between our organizations, increasing shared knowledge and preparedness, and laying the groundwork for expanded bilingual resource navigation and support for Latine and LGBTQIA2S+ community members in Sonoma County.

We appreciate the opportunity to share this update and are grateful for the Community Foundation and the County's investment in collaborative, community-centered solutions.

Operation Access

Operation Access Sonoma has had to adapt to be resilient in the face of funding challenges, threats to our immigrant patients from the federal government, and strains in the overall health care system.

Grant funds are being used to sustain and expand our donated care partnerships with all the major health systems, allowing Operation Access to coordinate free care for uninsured people. We secured a renewed partnership from all three Providence Sonoma hospitals for the next 4 years (twice the length of the previous partnership term).

Funds are also being used to streamline and automate the flow of information with community clinic partners that send patient referrals to Operation Access. Referrals can now be sent via direct message from electronic medical records. We launched the automatic transfer of Operation Access appointment and outcome information to a platform that is shared with community clinic medical records on March 25, making workflows more efficient and improving the quality of care.

Finally, we have maintained our policy of accepting all eligible referrals for uninsured Sonoma residents up to 400% FPL, regardless of immigration status. Our 100% bilingual staff has developed its intake and outreach messages to encourage patients under threat from the government to seek health care through Operation Access. Over 94% of our Sonoma patients have followed through with the appointments we schedule for them, aided by providing transportation whenever that is a barrier.

Redwood Empire Food Bank

Our grant through the Resilient Organizations Fund is helping us achieve our goal to expand the service capacities of our partner organizations in Sonoma County. In addition to operating 300+ direct food distributions in Sonoma County each month, we are also the primary food source for 100+ service organizations operating their own hunger relief programs locally. In order to ensure the long-term sustainability of our community's nutritional safety net, we are assessing ways that we can empower our partners to increase their activities, allowing us in turn to shift resources away from the operations of distributions and toward the acquisition of food. A portion of funding through this grant award supports the salaries of three Redwood Empire Food Bank staff – our Director of Partnerships, our Director of Programs, and our Director of Supply Chain & Analytics – as they develop a strategic plan to identify the partners with the greatest potential for expanded services, and to determine the methods by which each partner can expand their services: some partners may be able to increase the number of days each week their pantry is open, while other partners may be able to fully adopt the model which we follow with our own distributions. Additional grant funding is supporting equipment purchases - over the course of developing the strategic plan, the three directors leading this project identified specific pieces of equipment which identified partners will be able to use to grow their service footprints – these include refrigerators and freezers to expand perishable food storage capacity, and technology to support our partners' ability to track their clients more accurately. During a time of increased need and diminished resources, the Resilient Organizations Fund is having a significant impact on our ability to secure the long-time accessibility of hunger relief services for every person experiencing food insecurity in Sonoma County.

TLC Child & Family Services

With support from the Resilient Organizations grant, TLC Child & Family Services is strengthening our capacity to meet the growing behavioral health needs of youth and families across our community. These funds have expanded cross-training efforts among staff in our behavioral health, foster care (FFA), and transition-age youth housing (THP) programs, allowing for more integrated and responsive care. As a result, four additional THP staff, along with one FFA staff member, are now trained to provide California Advancing and Innovating Medi-Cal (CalAIM) services, including Enhanced Care Management (ECM), expanding access for transition-age youth who are current or former foster youth and those who have experienced homelessness. This investment is helping TLC build a more resilient, coordinated system of care, enabling us to maximize existing resources while ensuring that youth and families receive the behavioral health and case management support they need to thrive.