



Non-Profits and the Economy in Northeast Wisconsin

*A survey of the economic health and future outlook
of non-profits in Brown, Kewaunee and Oconto Counties.*

April, 2010

Conducted by:

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Table of Contents

President’s Message	3
Key Findings (an executive summary)	4
Sector Snapshots.....	10
Arts and Culture	10
Community Development.....	11
Healthcare.....	11
Human Services.....	12
Youth and Education	12
A Call to Action.....	13
Online Giving Opportunities	14
Survey Sample Population (List of Organizations)	16

Table of Figures

Figure 1: Financial Health of Non-Profits	5
Figure 2: Nonprofit Revenue Trends in 2008.....	6
Figure 3: Non-Profit Projection of Funding Sources for 2010.....	7
Figure 4: Survey Respondents by Non-Profit Sector.....	10



President's Message


In times of economic uncertainty, the work of non-profit organizations becomes even more important to the well-being of our community.

Non-profits such as those in the areas of human services and healthcare provide the area's safety net of services that increasing numbers of people need during trying economic times. And non-profits in education, the arts, community development and the environment help us develop the resources necessary for our Northeast Wisconsin community to grow. However, when the community most needs the services non-profits provide, non-profits often encounter an increase in obstacles to maintaining their financial well-being.

We recently conducted the second annual survey of Northeast Wisconsin non-profits to find out how our non-profit sector has been impacted by the recession, how well they are prepared for the future, and what the Greater Green Bay community can do to help. I would like to thank Vice President of Programs, Martha Ahrendt and our Communications Manager Cathleen Zehms for their efforts in compiling, analyzing, and writing this report.

We plan to use the information we've learned from this year's survey to guide us in our support of non-profit organizations in the coming year. We hope the survey spurs a healthy discussion and exchange of ideas, and raises awareness of the important role of non-profits in our community.

For suggestions about what you can do to help the organizations that have helped so many of us, please see our "Call to Action" and "Giving Opportunities" included with this report.



David L. Pamperin
President & CEO
Greater Green Bay Community Foundation



NON-PROFITS AND THE ECONOMY IN NORTHEAST WISCONSIN

2010 Key Findings Summary

2010 Non-Profits and the Economy Survey

For almost a year and a half, we all have been living with economic uncertainty. Given the unique challenges facing non-profits in our community, the Greater Green Bay Community Foundation conducted its second annual survey of non-profits. The 46-item questionnaire—focusing on non-profit experiences in 2009 and expectations for 2010—was sent to local non-profit organizations in January 2010 as a follow-up to last year’s survey. This year’s survey was completed by 74 non-profits, including members of the Non-Profit Resource Group and others serving Brown, Kewaunee, Oconto, and Door counties.

Survey respondents represent a variety of sectors, including healthcare, human services, youth and education, and arts and culture. Respondents’ operating budgets range from less than \$250,000 to more than \$5 million, with small, medium and large organizations participating in nearly equal numbers. Over 90% of non-profits completing the survey serve Brown County and nearly half serve one or more neighboring counties (Kewaunee, Oconto, and Door). Almost three quarters (72%) of the surveys were completed by the organization’s CEO or Executive Director. Responding non-profit organizations are representative of Greater Green Bay’s non-profit sector.

Survey questions asked non-profits to comment on their actual experience of 2009 and to project expectations for 2010 and beyond. The survey measured four dimensions of non-profit welfare, including: (1) overall financial health and future outlook; (2) fundraising and donor relations; (3) social capital – defined as a non-profit’s ability to recruit and retain talent, including staff, board members and volunteers; and (4) demand for services and capacity to meet the community’s needs.

The following analysis compares and contrasts the 2008 and 2009 survey data to understand the impact of the recession that began in December 2007. The analysis also compares local experiences with national data and reports non-profit expectations for the future.

SUMMARY

In 2009, non-profits faced **complicated issues** and **made tough decisions**, but our data suggests that they made adjustments and are **better positioned** to move forward in 2010.

Overall as a group, they seem **more optimistic** despite some tough roads ahead.

Also, compared with national data, northeastern Wisconsin non-profits seem to be **faring the economic crisis** equally well or better in most key areas than nonprofits in other parts of the country.



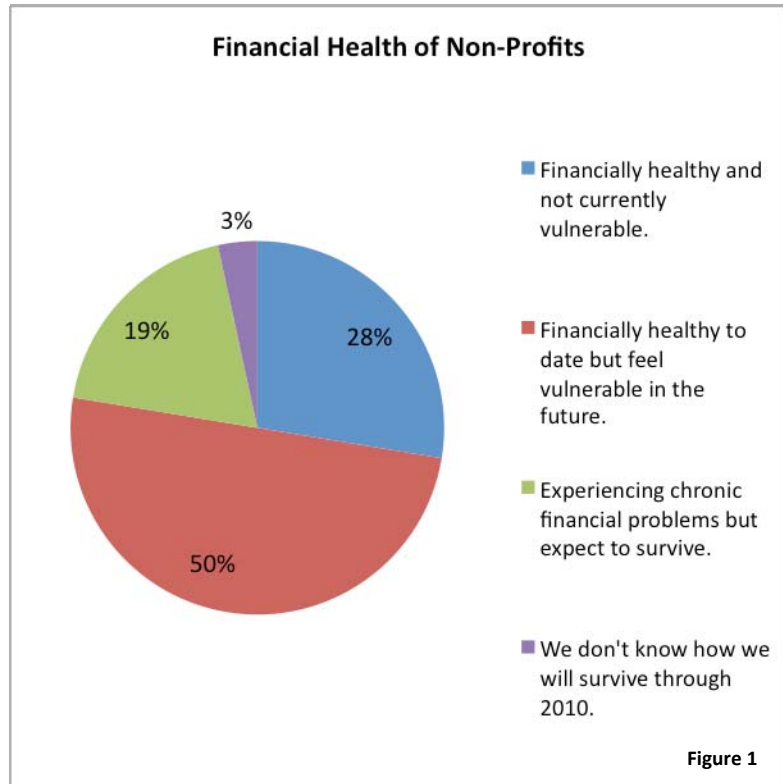
Key Findings

Highlights from the 2010 GGBCF Non-Profits and the Economy survey include the following key findings:

OVERALL FINANCIAL HEALTH & OUTLOOK

2009 was a stressful year for non-profits. In general, non-profits were asked to do more with less, as demand for their services increased and revenue decreased or stayed the same from previous years.

- Sixty five percent (65%) of non-profits responding to the survey report an increased demand for their services, echoing national trends.
- The majority of organizations (58%) continued to see their expenses increase from the prior year.
- Forty six percent (46%) report a decrease in total revenue from donations.
- Nearly a fifth (19%) of non-profits – the same percentage of non-profits responding in 2009 – continue to experience chronic financial problems.
- 45% of respondents had three months or less of cash reserves available. A national survey by the Nonprofit Finance Fund found that 61% of their non-profit respondents had three months or less of cash reserves available.¹



Nearly seventy percent (69%) of non-profits operated at a loss in 2009, fifteen percent more than reported a loss in the previous year. Non-profits tried to cope with the revenue shortage in a variety of ways:

- Forty-three percent (43%) of respondents tapped emergency cash reserves or borrowed money in 2009.
- Twenty six percent (26%) cut staff in 2009, a 7% increase from the prior year.
- Twenty-three percent (23%) increased their fundraising efforts.
- A larger percentage of organizations nationally (56%) tapped emergency reserves or borrowed money and more (35%) reduced staff than those reporting in Northeast Wisconsin.²

¹ "2010 State of the Nonprofit Sector Survey," Nonprofit Finance Fund, Mar. 2010
<<http://www.nonprofitfinancefund.org/details.php?autoID=199>>

² "2010 State of the Nonprofit Sector Survey"



Non-profits are adapting to the economic conditions that they are facing. The volatility of the economy and its impact on programs and services are apparent as local non-profits plan to re-examine their organization and programming—either to become more strategic or for mere survival.

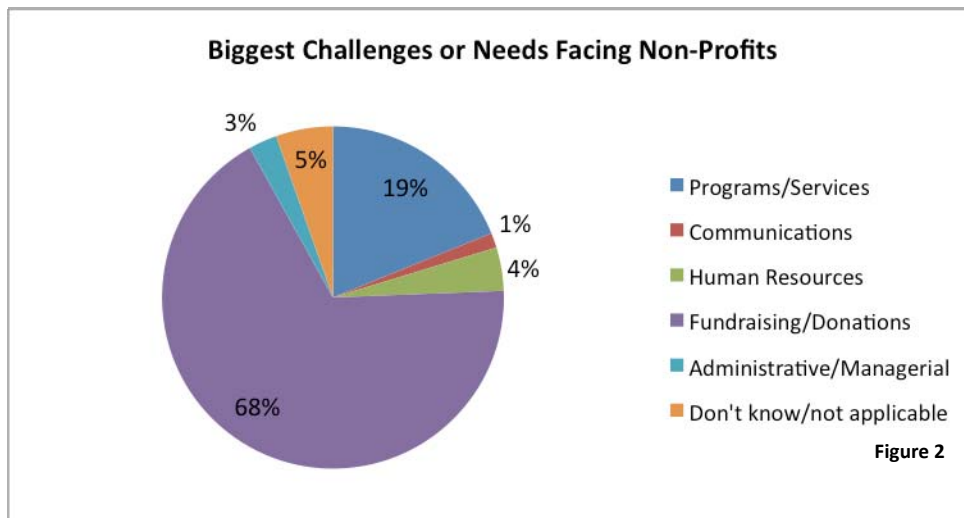
- Eighty percent (80%) of local non-profit organizations are reinventing and adapting because of budget, increased demand, or other factors.
- Sixty percent (60%) expect to expand services in the next three years.
- Fourteen percent (14%) are reexamining their offerings and will likely emerge as new organizations.
- Seven percent (7%) expect to reduce key programs in the next three years.

However, non-profits are expressing more optimism about the future, which is a change in their thinking from the beginning of 2009. By making tough decisions in 2009, such as adjusting their balance sheets, non-profit expenses are more aligned with their revenue. Fewer non-profits than last year believe they will need to reduce programs and services in the next three years and a larger percentage report that they are not vulnerable financially.

- Today, only 7% of respondents say they will need to reduce key programs and services in the next three years, while 19% believed they would need to reduce key programs and services at the beginning of 2009.
- Twenty-eight percent (28%) of non-profits report they are financially healthy and not currently vulnerable, as compared to the 19% of non-profits that indicated they were financially healthy in last year’s survey.
- About one third (32%) of non-profits expect their income from investments and endowments to increase in 2010.

FUNDRAISING & DONOR RELATIONS

Non-profits continue to struggle with fundraising, with 68% identifying this issue as the greatest challenge or need currently facing their organization. Current donors continue to support them, but non-profits face the difficulty of attracting new donors. The data suggests that current or existing donors are giving more and will be asked to do more in the future.



- The majority (60%) said individual donations either stayed the same or decreased in 2009, which is comparable to national data.³
- Over 70% of respondents identified both new donor recruitment and obtaining funding as more of a challenge than in the past, while about half report that retaining current donors is a challenge. This local experience mirrors national data. According to a Dunham and Company survey of 1000 adults, nearly 40% of Americans have reduced charitable giving and about a quarter gave nothing at all in 2009.⁴
- Forty-two percent (42%) of reporting non-profits expect individual donations to increase from 2009 to 2010.

Many non-profits did not anticipate a drop in giving from other funding sources:

- Sixty percent (60%) report a drop in corporate and business foundation giving in 2009.
- Only 43% predicted a drop in business and corporate foundation giving at the beginning of 2009

Non-profits are more optimistic about donations and fundraising in 2010 as compared to 2009.

- The Community Foundation survey asked non-profits if support would increase or decrease in several different categories of giving in 2010 compared to actual experience in 2009. On average, two-thirds of non-profits (60%) predict that support will stay the same or increase in these categories.*

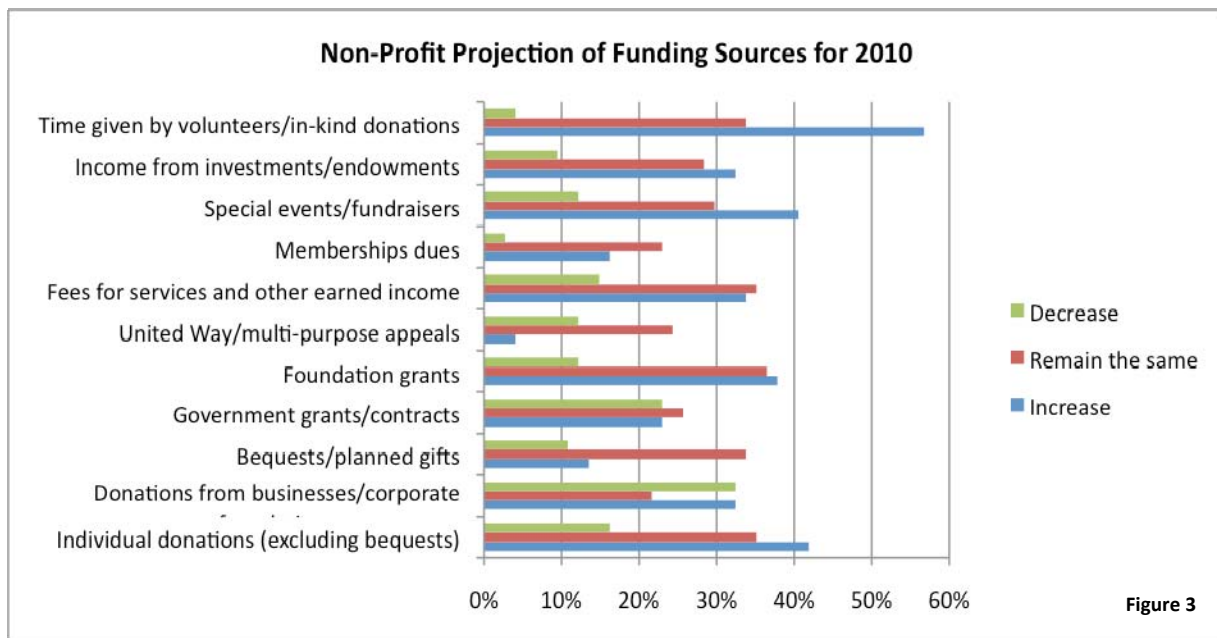


Figure 3

*Certain donation and support categories were not applicable to many survey respondents.

³ "2010 State of the Nonprofit Sector Survey"

⁴ Holly Hall, "Fund Raisers See Glimmers of Hope, But Tough Challenges in 2010," *The Chronicle of Philanthropy*, 11 Feb. 2010, 11-12



- About one-third (32%) of Northeast Wisconsin non-profits surveyed this year anticipate a drop in donations from business and corporate foundations in calendar year 2010, ten percent less than the prior year. This aligns with trends reported in surveys of grantmakers nationally. According to a Foundation Center Survey, twenty-six percent (26%) of grantmakers nationally plan to decrease their giving in 2010 and 50% plan to give only as much as they did in 2009.⁵

Non-profits increasingly rely on fundraisers and special events to offset the loss of core revenue that they had not anticipated at the beginning of 2009.

- For more than one-third (35%) of the non-profits surveyed, fundraisers are becoming critical to sustaining income rather than supplementing it.
- Forty-one percent (41%) of non-profits anticipate an increase in special event fundraising support in 2010.

SOCIAL CAPITAL AND THE ROLE OF NON-PROFITS

Twenty-six percent (26%) of all non-profit respondents report a decrease in staffing; all those reporting decreases in staffing were direct service providers. A direct service provider is defined as any non-profit that delivers services directly to the public. Loss of revenue was cited as the number one reason why direct service providers cut staffing both in 2008 and 2009.

Providing employees with benefits and training continues to be challenging for most non-profits.

- Covering employee benefit and insurance costs remains the greatest challenge for non-profit employers.
- Fifty-three percent (53%) report covering employee benefits to be more challenging than in the past.
- Twenty-three percent (23%) indicate that covering these costs is just as challenging as it has been in the past.
- Over 40% of the respondents consider strategic planning more of a challenge.
- Forty-five percent (45%) face barriers to providing training and professional development opportunities for their staff.

The majority of non-profit organizations expect an increase in volunteer hours in 2010, although non-profits indicate that the primary responsibilities for fundraising in 2009 shifted from volunteers to staff.

- Thirteen percent (13%) of respondents currently rely on volunteers – either board members or community members – for their fundraising efforts, down from over 28% of non-profits that relied primarily on volunteers for their fundraising efforts last year.
- Fifty-seven percent (57%) of local non-profits expect volunteer time to increase in 2010.

DEMAND FOR SERVICES & CAPACITY

Throughout the nation, the year 2009 saw increasing pressure on non-profits to provide more services with less funding, but local non-profits seem to be better positioned than organizations in other areas of the country to meet the need. However, local non-profits identify competition with other non-profits as a growing challenge.

⁵ Noelle Barton and Ian Wilhelm, "Foundations Remain Cautious Despite Modest Asset Gains," The Chronicle of Philanthropy, 25 March 2010: 1, 7.



- Total organizational expenses rose for 39% of reporting organizations at the same time revenue and donations dropped or remained unchanged for 61% of organizations.
- Seventeen percent (17%) of Northeast Wisconsin organizations are not confident that they will be able to meet the demand for services in 2010. Nationally, more than half of 1,300 non-profits surveyed believe they will not be able to meet the growing need for services.⁶
- Thirty-seven percent (37%) of non-profit organizations say competition with other non-profits in the delivery of programs and services is increasing.

This situation has been especially taxing for the 58 direct service providers that responded to the survey. Many direct service providers reduced staff, while the waitlists for services increased.

- Sixty-seven percent (67%) of direct service providers report an increased demand for their services last year. This follows the 76% of non-profits who reported a rise in demand in 2008.
- Forty-five percent (45%) of non-profits report that meeting the needs and interests of current clients or members is more challenging than in the past.
- 50% of non-profit providers report a client backlog and 34% of non-profits said they have waitlists of six months or more for services.

Conclusion

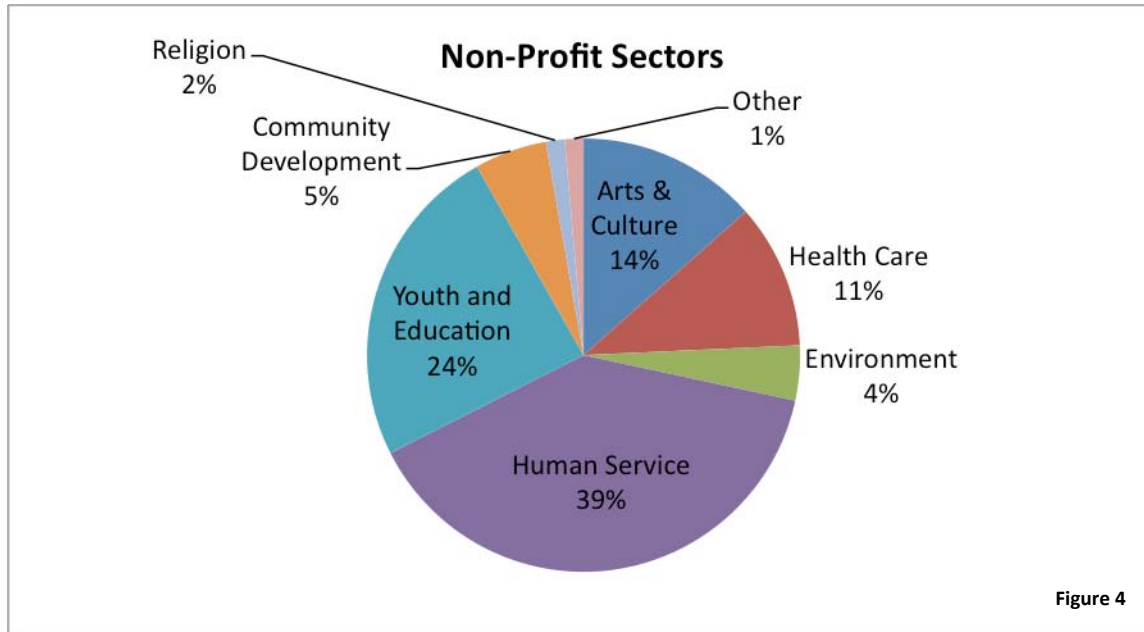
Non-profits lived through a lot of turmoil in 2009 due to economic conditions. They faced complicated issues and made tough decisions, but our data suggests that they made adjustments and are better positioned to move forward in 2010. Overall as a group, they seem more optimistic despite some tough roads ahead. Also, compared with national data, northeastern Wisconsin non-profits seem to be faring the economic crisis equally well or better in most key areas than non-profits in other parts of the country.

⁶ “2010 State of the Nonprofit Sector Survey”



Sector Snapshots

Survey respondents spanned a wide range of non-profits that self-identified their area of core service and focus. The results of the survey suggest that these different sectors in some ways mirror all of their non-profit counterparts, but in other ways, face particular challenges as a group.



Non-profits from the sectors of Arts and Culture, Human Services, and Youth and Education made up over two-thirds of the survey respondents, representing the three largest sectors in the sample population.

Arts and Culture

Music, the visual arts, drama and literature provide a meaningful reflection of the place in which we live. Arts and culture organizations provide vehicles for these expressions to occur, inspiring a climate of creativity, entrepreneurship, collaboration, leadership and cultural diversity.

Most of the arts and culture non-profits who responded to our survey are mid-sized organizations with annual operating budgets ranging between \$250,000 and \$1 million. The youngest organization was founded eleven years ago and the oldest was founded over 50 years ago.

Non-profits from the arts and culture sector struggled to find revenue sources this past year, even more so than their counterparts in other sectors. Fundraising and donations was identified as the biggest challenge or need. On average, for the majority of arts organizations, funding from the prior year decreased in six of ten identified areas of giving. Funding from individual donations decreased for 50% of arts and culture respondents, in contrast to the 34% of total non-profits reporting a decrease in individual donations. Arts and culture organizations saw decreased funding from foundation grants, with 70% reporting decreased levels of support.



Decreases in funding had an impact on the financial health of these organizations. Sixty percent of arts organizations say they are financially healthy but feel vulnerable in the future, and 40% say they are experiencing chronic financial problems but expect to survive. No arts and culture organizations indicate that they are currently healthy and not vulnerable, compared with 27% of total non-profits completing the survey that indicate they are currently healthy and not vulnerable.

Community Development

Community development organizations work to promote local business, support local neighborhoods, and attract people to our communities.

Community development organizations represent a relatively small percentage (5%) of respondents to our survey, but we were able to draw some conclusions based on the group response. Their operating budgets range from \$250,000 to \$999,000 and the organizations have been in existence from 15 to 45 years.

All community development organizations report a decrease in total revenue from donations, with decreases in gifts and income from individuals, business/corporate foundations, and investments/endowments. Total expenses exceeded total revenue for all of the community development organizations in the past 12 months. Despite these struggles, all expect to survive and 75% of these organizations expect to expand programs in the next three years.

Healthcare

The healthcare sector provides a service which we all need, yet increasingly -- whether due to a layoff, an increase in insurance costs, or a decrease in benefits -- we struggle to pay for. The healthcare organizations responding to our survey range in size with operating budgets of less than \$250,000 to more than \$5 million. The organizations range in age from less than ten to more than 100 years old.

An increase in demand for services appears to be more acute for local healthcare non-profits than total respondents to the survey. All healthcare respondents report that demand for services increased in 2009, yet for 75% of healthcare organizations, staffing remained the same. Seventy-five percent say meeting the needs of current clients is more of a challenge than it has been in the past, compared with 44% of all non-profits completing the survey.

No healthcare organizations report decreases in donations from individuals, and for 50% of healthcare organizations, individual donations increased in calendar year 2009. However, all healthcare respondents say that recruiting new donors was more of a challenge than in the past. Sixty-three percent say that retaining their current donors is somewhat more of a challenge. Eighty-eight percent said obtaining funding was more of a challenge.



Human Services

Human service agencies are not only direct providers of resources; they also serve as a starting point for helping people connect with a multitude of public assistance programs. The human services organizations responding to our survey comprise the biggest segment of respondents (39.2% of total non-profits completing the survey.) They have operating budgets ranging from less than \$250,000 to more than \$5 million and range in age from 11 to 95 years.

Of the twenty-nine human service agencies responding to the survey, twenty-two report that demand for services has increased in comparison to the previous year, yet for 59% of these organizations overall revenue decreased in 2009. Staffing levels fluctuated dramatically across the sector, with 79% of non-profits reporting an increase or decrease in staff (35.7% increased and 42.9% decreased.) Covering employee benefit/insurance costs is more of a challenge for 69% of organizations in this sector.

Given the demands of increased demand and fluctuating staff levels, it is not surprising that 69% of human services organization report that providing programs/services is the biggest challenge or need facing their organization. This is considerably higher than non-profits across the sectors, with 18.9% reporting this as the biggest challenge or need they face. However, human service organizations seem to have found ways to adjust to the increase in demand: less human services organizations have a wait list for services than total non-profits responding to the survey. (Thirty-six percent vs. 50% of non-profit organizations overall.)

Youth and Education

These agencies serve as extensions to our primary, secondary, and post-secondary institutions and also provide learning and literacy services for adults.

Fundraising has proven to be more challenging for these non-profits than for non-profits across the spectrum. Nearly 90% report fundraising/donations as the biggest challenge or need they currently face, compared with 68% of all non-profits completing the survey.

However, overall youth and education organizations fared better financially than organizations from other sectors. For 50% of non-profits in the area of Youth and Education, expenses did NOT exceed revenue; compared with 31% of total non-profits completing the survey. Half of the non-profits in this sector that borrowed money in the past 12 months used the funds for facility construction/renovation or to start a new program. Sixty seven percent of youth and education organizations expect to expand in certain key areas in the next three years, as compared to 60% of non-profits completing the survey.



A Call to Action

We are proud to be a part of a community that has supported non-profits and the work they do in a time of great need. Your continued support is instrumental in increasing the quality of life for everyone. We believe everyone can help because we all have something important to share.

The Community Foundation now offers the public a powerful new tool for giving on our website. Online Giving Opportunities allows anyone to contribute any amount of money to an issue they care about using their credit card. Specific giving opportunities are listed on our website at www.ggbcf.org/givingopportunities.

In September 2010, Online Giving Opportunities will be extended to include local non-profit organizations. The general public will be able to find information about and donate directly to non-profits with funds at the Greater Green Bay Community Foundation using a credit card or check.

There are many additional ways for individuals to make a difference in our community:

- Call your favorite charity and make a contribution to help them serve their clients.
- Support our arts and culture organizations through membership and ticket purchases.
- Donate your time and talents to one or more local charities.
- Donate food to area food pantries or clothes to people in our community at places such as the Salvation Army or Goodwill.
- If you are a business that makes products, consider making a product donation that will help a non-profit so they can serve more people.
- Corporations can assist non-profits by providing expertise to help charities perform administration and management functions.
- We have great business neighbors in Green Bay that continually step forward to help charities who are helping others. Each of us can support those businesses by giving them our business.
- We have non-profit organizations like the Volunteer Center, the United Way, and the Community Foundation that can help you find a local cause you are passionate about.

The Community Foundation will continue to support the work of local non-profits by connecting donors who care with non-profits who are making a difference in our community. Visit our Greater Green Bay Community Foundation Web site for more information about how you can help at www.ggbcf.org



Online Giving Opportunities

The Greater Green Bay Community Foundation's new online platform, Giving Opportunities, provides the general public with the opportunity to donate to the issues they are most passionate about supporting. Through a simple online credit card transaction on the foundation website, anyone can donate to a range of funds that:

- Support projects and programs for women and girls, children, or the elderly;
- Help alleviate homelessness, poverty, or crime;
- Support the development of arts and culture; or
- Support programs that care for our environment.

Through Giving Opportunities, our Field of Interest Funds bring together the resources of people from different backgrounds, perspectives and expertise to fund creative solutions to the most pressing social issues in Northeast Wisconsin.

The following Giving Opportunities are currently available online at: www.ggbcf.org/givingopportunities.

The Bridging Communities Fund

The Bridging Communities Fund focuses on increasing the quality of life of the elderly in Northeast Wisconsin by providing grants through an application process to non-profits who deliver services and programs for that population.

The Fund for Greater Green Bay

The Fund for Greater Green Bay helps increase the quality of life and creates a better future for our entire community by supporting measurable strategies in a range of interest areas including arts and culture, education and learning, the environment, health, human services, and neighborhoods and community. The Community Foundation awards grants through an application process to local non-profit organizations for projects primarily serving the residents of Brown, Kewaunee, and Oconto Counties.

The Women's Fund for Greater Green Bay

The Women's Fund of Greater Green Bay supports programs and projects that develop leadership and build self esteem in women and girls living in Northeast Wisconsin.

The U.S. Oil Open Fund for Basic Needs

The Basic Needs Giving Partnership provides grant funding through an application process to established non-profit organizations that have a proven record of success in maintaining solid, critical programs that address the root causes of poverty and prevent persons in episodic crisis from becoming persons of chronic need.

The Crime Prevention Fund for Greater Green Bay

The Crime Prevention Foundation of Brown County supports programs which successfully engage a variety of at-risk populations such as children and teens to help prevent crime. Funds are distributed through an application process.



Online Giving Opportunities (continued)

School Spirit Educational Endowment Funds

The School Spirit Educational Endowment Funds provide educators in the Green Bay Area Public Schools with mini-grants to explore creative ways of delivering educational experiences. Teachers, staff, students, and parent associations can apply for grants through an application process.

The Educating for Excellence Fund

The Educating for Excellence Fund supports programs that educate school-aged children using a variety of methods in a broad range of subject matters. Grants are given to educational non-profits including but not limited to schools through an application process.

The Children's Fund for Greater Green Bay

The Children's Fund for Greater Green Bay helps children succeed, grow, and learn by supporting organizations that serve children. The fund targets programs providing opportunities and services primarily for at-risk children. Funds are distributed through an application process.

Ashwaubenon Educational Foundation

This granting program supports the development and continuation of innovative opportunities to enhance Ashwaubenon Public School student experiences in order to develop them as model community and world citizens. Funds are available to educators and other community members working with the Ashwaubenon Public School District staff to provide opportunities.

The Legacy Fund

The Legacy Fund, the Greater Green Bay Community Foundation's administrative endowment, provides support for the ongoing operations of the Foundation.

COMING SOON! In fall of 2010, the Community Foundation's Online Giving Opportunities will change the face of fundraising for non-profit organizations. The general public will be able to find information about and donate directly to more than 100 non-profit funds at the Greater Green Bay Community Foundation using a credit card. Non-profits will be able to link directly to their donation on the Community Foundation's website, streamlining the giving process for their supporters.



Survey Sample Population

The organizations listed below were emailed an invitation to complete our anonymous online *Non-Profits and the Economy Survey*. The sample population includes all members of the Non-Profit Resource Group – a networking forum and professional development association that includes Green Bay’s most active non-profits – and select organizations from Brown, Oconto and Kewaunee counties. Responses were collected between January 19 and February 8, 2010.

Adolescent Parenting Coalition, Inc.
Aging and Disabilities Resource Center
Altrusa International, Inc. - Green Bay
Alzheimer’s Disease and Related Disorders
Association of Greater Wisconsin, Inc.
American Foundation of Counseling Services, Inc.
American Red Cross, Lakeland Chapter
ASPIRO, Inc.
Baird Creek Preservation Foundation
Bay Area Agency on Aging
Bay Area Humane Society & Animal Shelter, Inc.
Bay Beach Wildlife Sanctuary
Beacon House, Inc.
Bellin College of Nursing
Bellin Foundation
Bellin Health Hospital Center
Big Brothers / Big Sisters of NE WI
Boy Scouts of America - Bay Lakes Council
Boys & Girls Clubs of Green Bay, Inc.
Breast Cancer Family Foundation
Breast Cancer Family Foundation
Bridge Between Retreat Center
Brown County Historical Society
Brown County Library Development
Brown County Oral Health
CASA of Brown County Inc.
Catholic Charities
Cats Anonymous
Cedar Center Arts
Cellcom Green Bay Marathon
Center for Childhood Safety
Children’s Museum of Green Bay, Inc.
Children’s Promise
Christian Foundation
Clarity Care
Community Memorial Hospital
Cornerstone Community Center
De Pere Rapides Youth Soccer Club
Door Co Economic Development Corporation
Door County YMCA
Downtown Green Bay
East Shore Industries, Inc.
Ecumenical Partnership for Housing
Einstein Project
Encompass Child Care, Inc.
Ethan House, Inc.
Family and Childcare Resources of NE Wisconsin
Family Services
Freedom House Ministries, Inc.
Friends of the Brown County Library
Gathering Place, Inc., The
Gillett Historical Society
Gillett Public Library
Girls Scouts of Northwestern Great Lakes
Golden House
Goodwill Industries of North Central Wisconsin
Greater Green Bay Habitat for Humanity
Greater Green Bay YMCA
Green Bay Botanical Garden
Green Bay Boy and Girl Choir
Green Bay Civic Symphony
Green Bay Community Theater
Green Bay Symphony Orchestra
Hand in Hand Child Development Center, Inc.
Happily Ever After Animal Sanctuary
Heritage Hill Foundation
Home Respite Care, Inc.
Howe Neighborhood Family Resource Center
Integrated Community Solutions
Jackie Nitschke Center, Inc.
Junior Achievement of Brown County Kewaunee
County 4-H Leaders Association, Inc.
Legal Action of Wisconsin, Inc.
Libertas Treatment Center
Literacy Green Bay
Literacy Partners of Kewaunee County
Love Life Ministries Lutheran Social Services
Manna for Life
Marinette County Elderly Services
Marion House
Mediation Center of Greater Green Bay
Meyer Theatre
N.E.W. Community Clinic



Survey Sample Population

N.E.W. Curative Rehabilitation, Inc.
N.E.W. Zoological Society, Inc.
National Railroad Museum, Inc.
NeighborWorks
Neville Public Museum
New Community Shelter
NEWIST/CESA #7
Northeast Wisconsin Land Trust
Northeastern Wisconsin Arts Council, Inc.
NWTC Educational Foundation
Oconto County Commission on Aging, Inc.
On Broadway Inc.
Options for Independent Living
Pauls Pantry -- Fort Howard Steel
Planned Parenthood of WI of Gr. Green Bay
Powerlink Ministries, Inc.
Prevent Blindness - Wisconsin
Pulaski Community School Music Boosters

Reading Connections Inc.
Salvation Army
Scholarships, Inc.
Special Olympics Wisconsin - Northeast Area
St. John the Evangelist Homeless Shelter
St. Mary's Hospital Medical Center
St. Vincent Hospital
United Hmong and Asian American Community Center
United Way of Brown County, Inc.
Unity Hospice
Vision 360 Ministries, Inc.
Volunteer Center
Weidner Center Presents
Wellness Center of Door County, Inc.
Wise Women Gathering Place
YWCA of Green Bay-De Pere

Contact

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Please visit our website, www.ggbcf.org, to learn more about the Greater Green Bay Community Foundation.

