

I. EXECUTIVE SUMMARY

The Asian Pacific American population in the Bay Area increased by over 100 percent between 1980 and 1990. This growth reflects changes in immigration rules giving Asians fairer access and lifting very restrictive ceilings that were imposed until the mid 1960s. Immigration from diverse Asian and Pacific Island countries has important implications for the future citizenry of the Bay Area.

Asians now constitute 20 percent of the region's population. The portion of Bay Area Asian residents living below poverty (16 percent) is comparable to the depth of poverty in the general population.

Despite this dramatic growth in population and need, Bay Area Asian non-profit organizations are underfunded according to this new analysis of public and private funding using several indicators¹:

Overall Funding, Budget Growth and Stability:

- Bay Area Asian non-profits receive one third less funding overall than non-profit agencies in general throughout the region.
- Though smaller budgets usually grow at a faster rate, Asian budgets increased at half the rate of Bay Area non-profits in general.
- The financial stability of Asian non-profits, especially those in Alameda county and those providing community services, is precarious.

Government Funding:

- Although Asians and Pacific Islanders make up 16 percent of the region's population living below poverty, Asian

agencies receive only a very small portion (6.4 percent) of one of the most flexible and locally-controlled forms of government funding (Community Development Block Grant money) awarded in the Bay Area. (CDBG is one of the likely models for the current move in Washington to convert federal funding to block grants to localities.)

- Asian non-profits receive 25 percent less of their revenue from government funding than non-profits in general throughout the Bay Area.

Foundation Funding:

- Only 0.5 percent of local foundation grant funds go to local Asian non-profits.

To address these inequities, the Asian Pacific American Community Fund* recommends:

- Providing resources and funding to existing Asian organizations which have the capacity to serve diverse client bases.
- Increasing the level of private contributions to support Asian Pacific American organizations.
- Ensuring that decision makers controlling public and private funds have a clear understanding of Asian Pacific Americans in this region and the agencies that serve them.
- Supporting and nurturing leadership development in recent immigrant communities.
- Exploring strategies to ensure more equitable distribution of regional resources.
- Assisting and supporting fundraising and development training of Asian non-profit boards and staffs.

¹For the purposes of this report, "Bay Area" refers to Alameda, San Francisco, and Santa Clara counties. A non-profit organization is defined as "Asian Pacific American" if more than fifty percent of its clients, staff, and board are composed of Asian Americans or Pacific Islanders.

*The Asian Pacific Fund was formally known as the Asian Pacific American Community Fund.

II. INTRODUCTION

The San Francisco Bay Area witnessed explosive growth in its Asian Pacific American population during the 1980s. While the Bay-Area population grew 13.4 percent, the Asian population grew more than 100 percent. In the wake of this dramatic demographic change, organizations serving Asian communities in the 1990s confront many challenges. Among them are:

- ***Greater diversity of Asian communities.***

Bay Area Asian Pacific American communities are no longer largely composed of Chinese and Japanese Americans. Immigrants and refugees from Vietnam, Cambodia, Laos, Taiwan, Korea, India, Pakistan, the Philippines, and the Pacific Islands have changed the demographics of the Bay Area's Asian population.

- ***Demand and need for services that are culturally appropriate and sensitive to various Asian ethnic groups.***

As Asian communities become more diverse, existing non-profit agencies have been challenged to meet the needs of a growing and increasingly varied client base. New organizations have emerged to meet the needs of newer populations, but their infrastructures are not always secure.

- ***Encouraging the development of leaders who reflect the diversity of Asians in the Bay Area.***

Asian community organizations have mostly been led by Chinese and Japanese Americans. As other Asian and Pacific Islander ethnic groups grow, leaders from these newer communities should be identified and nurtured.

- ***Policy changes and uncertain funding futures affecting all non-profit services and programs.***

While funding and policy changes affect all non-profits, Asian Pacific American non-profits face added problems because government officials, policy-makers, corporate and foundation officers, and the general public understand few, if any, of this community's needs.

Within this dynamic and challenging context, the Asian Pacific American Community Fund (The Fund) undertook "Bay Area Asian Non-Profits: Perceptions and Realities," an examination of the state of Asian non-profits in the San Francisco Bay Area and their ability to respond to the needs of a growing and complex Asian population. "Bay Area Asian Non-Profits: Perceptions and Realities" is meant to increase the understanding of resource providers and policy-makers who are interested in addressing the needs of the fastest growing racial group in the region.

"Bay Area Asian Non-Profits: Perceptions and Realities" reports on:

- ***The perception of leaders in the Bay Area Asian non-profit community that they are coping with increased needs and demands resulting from demographic changes, yet are not funded adequately to meet those needs.***

- ***Analyses of funding from the government, foundations, corporations, and individuals to Asian non-profits in Alameda, San Francisco, and Santa Clara counties between 1988-1996.***

Report Background

"Bay Area Asian Non-Profits: Perceptions and Realities" arose out of The Fund's interest in the well-being of non-profit organizations that serve Asian Pacific Americans in the Bay Area. The Fund recognized there was a lack of information about these non-profits and initiated this study to fill that void.

The Fund was established in 1993 to invest in the Asian Pacific American communities of the Bay Area and to provide for the diverse and emerging needs of Asians through grants and services to community agencies. The Fund currently works with 54 affiliate non-profit agencies which provide health, human, and social services; arts and cultural programs; and economic development, job training, and employment opportunities for Chinese, Filipino, Japanese, Korean, and Southeast Asian Ameri-

cans in Alameda, Contra Costa, Marin, San Francisco, and San Mateo counties. The Fund raises money from individuals, foundations, and corporations to support the work of these affiliate organizations.

Fund researchers designed a study to examine whether the revenue of Bay Area Asian non-profits kept pace with the dramatic growth in the Bay Area's Asian Pacific American population over the past decade.

This study is based on quantitative data for the years 1988-1993 for 66 Asian Pacific American non-profits.² The data was compiled from the California Nonprofit Database of the University of San Francisco's Institute for Nonprofit Organization Management. The data is augmented by qualitative data from interviews with staff members of twenty Asian non-profits in Alameda, San Francisco, and Santa Clara counties. Fund researchers also analyzed Foundation Center data to determine Bay Area-based foundation giving to Bay Area Asian non-profits. This study also analyzes one large and flexible stream of government funding. Community Development Block Grants award in Alameda, San Francisco, and Santa Clara counties during fiscal year 1990 and 1995. For further information on methodology, please refer to Appendix 1.³

III. ASIAN PACIFIC AMERICAN COMMUNITIES OF THE BAY AREA: GROWTH, DIVERSITY, NEED

Despite the long history of Asian Pacific Americans in the Bay Area, the remarkable increase in the size and diversity of the Asian population has been ignored or misunderstood; Asian Pacific American successes in business, education, and technology have masked the needs of substantial numbers of Asian Pacific American poor.

The Bay Area's Asian population is larger, more diverse, and poorer than is generally recognized:

• *The Bay Area Asian population increased by over 100 percent between 1980 and 1990. Asians are now 20 percent of the region's population.*

In Santa Clara County, the Asian population grew by over 161 percent between 1980 and 1990, making it the Bay Area county with the largest Asian population. By 1990, Santa Clara was the home of 261,466 Asians, who make up 17.5 percent of the county's population.

San Francisco's Asian community grew by 43 percent between 1980 and 1990 to almost 30 percent of the county's population. San Francisco, with 210,876 Asians, is the Bay Area county with the second highest number of Asians.

In Alameda county, the Asian population grew by 124 percent between 1980 and 1990 to 192,554 (15 percent of the total county population).

• *The Bay Area's Asian population is extremely diverse and largely immigrant.*

Asian Pacific American communities are made up of people from more than 13 ethnic groups. Although some Asian Americans have enjoyed business success and have achieved high levels of education and income (fueling the popular media image of Asian Americans as model minorities), this stereotype glosses over significant poverty and disenfranchisement among Asians, especially recent immigrants and refugees.

More than 60 percent of the Bay Area's Asian population is composed of immigrants. In Alameda, San Francisco, and Santa Clara counties, Asians constitute the minority group with the largest number of foreign-born people.⁴

² The study group was not limited to agencies that are affiliates of the Asian Pacific Fund.

³ Bay Area Asian Non-Profits: Perceptions and Realities" builds on the research reported in several recent studies which have focused on non-profits in the Bay Area or philanthropy to Asian community organization. None of these studies, however, specifically examined the San Francisco Bay Area's Asian non-profit infrastructure. "Asian American Charitable Giving" (1988) by Roslyn Tonai explores demographics, attitudinal and situation factors of San Francisco-Oakland area Asian Americans who contribute to non-profits. Naomi Kimura wrote "A Study of Charitable Giving and Financial Support to Asian Pacific Human Service Organization in Los Angeles," a 1989 report for the Pacific Asian Resource Coordination Project of the Asian Pacific Planning Council. Bob Lee's "Guide to Chinese American Philanthropy and Charitable Giving Patterns (1990) describes cultural and philanthropic tradition among Chinese Americans and lists 125 Chinese American and 40 Japanese corporate and Japanese American foundations in the U.S. "Invisible and in Need: Philanthropic Giving to Asian Americans and Pacific Islander (1992), issued by Asian Americans and Pacific Islanders in Philanthropy, takes a national look at foundation funding to Asian non-profits and explains unmet community needs. "The San Francisco Bay Area Nonprofit Sector: An Update" was prepared for the San Francisco Foundation in 1992 by Jaana Myllyluoma and Lester Salamon of the John Hopkins University's Institute for Policy Studies. This study builds on prior Bay Area research done in 1982 and 1984 by Salamon.

⁴ Current legislation before the U.S. Congress to curtail services and benefits to legal immigrants has serious implications for low-income Asian immigrants. Denial of public services and benefits to immigrants will increase the demand on Asian non-profits.

• ***Large numbers of Asian Pacific Americans live below poverty.***

Asians and Pacific Islanders account for 16 percent of the Bay Area population living below poverty. In San Francisco county, there are more Asian Pacific Americans living below poverty than any other minority group.⁵ In Alameda and Santa Clara counties, Asians are the minority group with the second largest number of people living below poverty.

The percentages of Vietnamese, Cambodians, and Laotians living below poverty are three to four times higher than rates for the general population in each of the three counties. The poverty rates for Samoans are also high, with Samoan families in San Francisco and Santa Clara counties approximately four times more likely to be living below poverty than other families. Asian Indians in San Francisco also had high rates of poverty, almost double the general county rate.

• ***A very high percentage of Asians are linguistically isolated.***⁶

Large numbers of Asian Pacific Americans, across all ethnic groups, have limited English ability. This is particularly the case among Southeast Asians; according to census data, 75 percent of Cambodians and Laotians in Alameda and Santa Clara counties report that they do not speak English very well.

IV. KEY FINDINGS

Many leaders of Asian Pacific American non-profits in the Bay Area believe that given the diversity, size, and needs of the populations their organizations serve, their agencies are underfunded relative to non-Asian organizations in the region. The Fund tested this perception by

analyzing total revenues and expenses, sources of funding, and type of service provided for a subset of Asian non-profits that represent approximately 31 percent of all Bay Area Asian non-profit organizations.⁷ The Fund also examined Bay Area foundation and local government grant-making patterns to Asian community agencies. The Fund's research found:

Organizational Budget Size and Growth

• ***Bay Area Asian organizations received one-third less funding than non-profits in the Bay Area generally.***⁸

A 1992 study of 250 Bay Area non-profits reported that the average fiscal year 1989 revenue for all agencies was \$825,680.⁹ The average total revenue for all Asian Pacific American non-profits for the period 1988-1993 was \$569,748.¹⁰ Asian Pacific American non-profit organizations received only 69 percent of what other non-profits in the Bay Area received in revenue. Smaller budgets for Asian organizations translate into less service capacity to meet the needs of a growing and diverse population.

Asian organizational budget growth lags behind the growth of Bay Area non-profits in general and has failed to keep pace with the dramatic growth of the Asian population. Between 1989 and 1993, the average revenue growth rate among all Asian organizations was 27.1 percent. Between 1981 and 1989, Bay Area non-profit agency revenues in general grew at a rate of 103.7. While the Asian population grew by over 100 percent during the 1980s, the growth pattern of Asian organizations during 1989-1993 was much slower.

⁵ According to 1990 U.S. census data, 26,426 Asians live below poverty in San Francisco.

⁶ As defined by the U.S. Census Bureau, a person is "linguistically isolated" if he or she speaks a language other than English at home and does not self-identify as speaking English "well" or "very well."

⁷ The 31 percent figure is based on the working figure of 210 Asian Pacific American non-profits in Alameda, San Francisco, and Santa Clara counties. Unless otherwise noted, findings for Asian non-profits are based on mean averages for the period 1988-1993. See Appendix I for a further discussion of methodology.

⁸ Comparative figures for Bay Area non-profits are taken from: Jaana Myllyluoma and Lester M. Salamon. "The San Francisco Bay Area Nonprofit Sector: An Update." Institute for Policy Studies, The Johns Hopkins University, 1992. The most recent statistics included in this study are for fiscal year 1989. Myllyluoma and Salamon point out that because the sample of their study is too small to draw statistically meaningful conclusions, their report focuses on comparing characteristics of the Bay Area non-profit sector at the two ends of the 1980s.

⁹ Represented in 1981 dollars for comparative purposes of the Myllyluoma and Salamon study.

¹⁰ As expressed in 1981 dollars for comparative purposes.

TABLE 1: Sources of Revenue, Asian Pacific vs. Bay Area Agencies

Source of Revenue ¹	Asian Pacific	Bay Area ⁴
Direct Public Support ²	20%	17%
Indirect Public Support ³	7%	2%
Government Grants	39%	51%
Fund Raising	6%	3%
Program Services	22%	20%
Other	6%	7%
TOTAL	100%	100%

¹ Based on mean.

² Direct Public Support: contributions, gifts, grants, and similar amounts received . . . from individuals, trusts, corporations, estates, and foundations. (Taken from Instructions from IRS Form 990, Line 1a).

³ Indirect Public Support: contributions received . . . through solicitation campaigns conducted by federated fundraising agencies and similar fundraising organizations (such as United Way organization and certain sectarian federations). (Taken from Instructions for IRS Form 990, Line 1b).

⁴ See Footnote 8, page 4)

Government Funding

• Asian organizations receive 25 percent less in government grants than non-profits in general throughout the Bay Area.

Over the six-year period from 1988-1993, Asian organizations received 39 percent of their funding from government grants, compared with 51.6 percent of 1989 revenue for Bay Area non-profits generally.

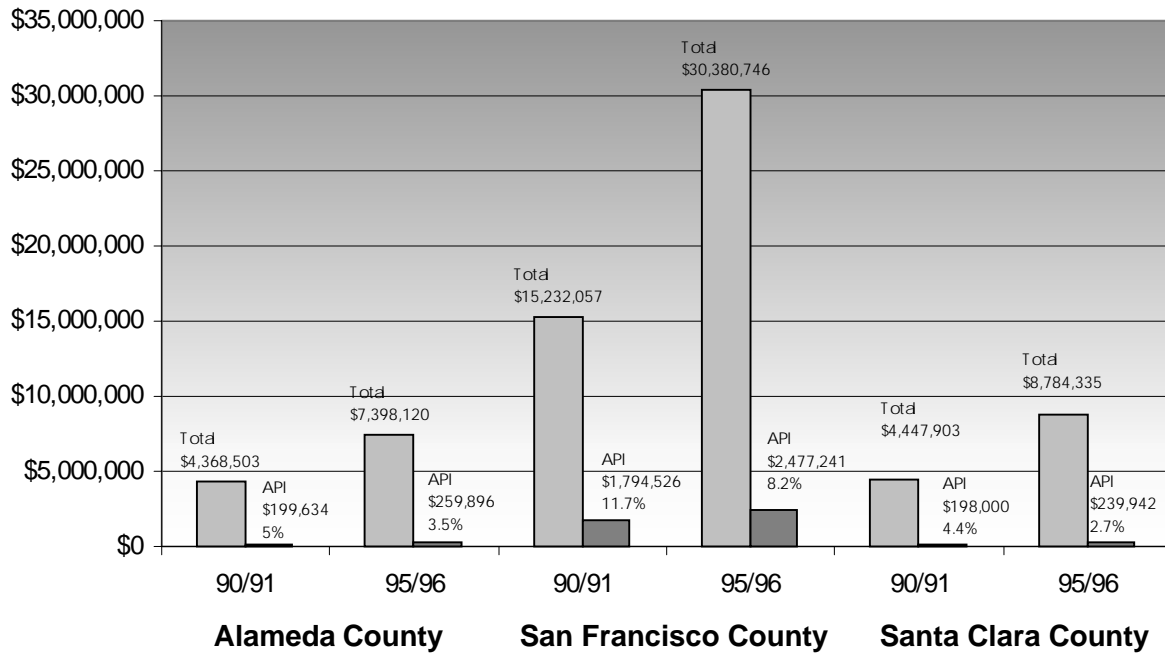
Many Asian non-profit staff who were interviewed for this study felt that government funding is not equitably distributed to Asians. Because the Asian community is perceived to be small and without problems, community-based non-profits serving Asians have not benefited as fully from government funding in general, or even from initiatives specifically targeting ethnic minorities. Alan Shinn, Executive Director of Asian Community Mental Health Services, commented that “Asian Americans are in their infancy of organizing. Other communities benefited from government programs like the ‘War on Poverty’ and were able to build their organizational infrastructures. The Asian American community came to the game too late.”¹¹

Asian non-profits that deal with federal funders report that there is a discouraging lack of understanding of Asian Pacific American needs and issues. Three of the agencies in the interview sample belong to national coalitions formed to educate federal officials and national foundations about Asian issues. Of the nine agencies in the sample group that received funding directly from federal sources (as opposed to receiving federal money administered by cities or counties), eight have received direct federal monies only within the last five years.

Some of those interviewed expressed the view that many government funders are unwilling, if not openly opposed, to providing money for immigrant services. David Kakishiba, Executive Director of the East Bay Asian Youth Center, related a conversation with a local commissioner who, when asked about funding to Asian Americans and Pacific Islanders said, “They’re all foreigners,” implying that Asians should be denied funding because of immigrant status.

¹¹ Beginning in the late nineteenth century, Chinese and Japanese American communities organized self-help groups (such as benevolent associations in the Chinese American community and prefectural associations in the Japanese American community) to address community needs, but these organizations did not seek government or other external funding.

Chart 1: CDBG Grants to Non-Profits by County and Year



Community Development Block Grant (CDBG) funding to Asian non-profits is disproportionately low given the size and need of Bay Area Asian communities.¹²

Although Asians and Pacific Islanders make up 16 percent of the region’s population living below poverty, Asian agencies received only 6.4 percent of CDBG funding awarded in the Bay Area. Chart I reports CDBG funding to non-profits in general and to Asian non-profits specifically in Alameda, San Francisco, and Santa Clara counties. Despite population increases, the percentage of CDBG money to Asian non-profits dropped in all three counties between fiscal year 1990 and fiscal year 1995.

Considering the number of poor people who should be receiving CDBG support (i.e. the size of Asian Pacific American populations living below poverty in Alameda, San Francisco, and Santa Clara counties), Asian organizations are receiving only a small portion of their share

of funds (27, 39, and 18 percent in Alameda, San Francisco, and Santa Clara counties respectively). These figures are low even when considering that Asians may seek services from non-Asian agencies.

These facts substantiate the views of many staff interviewed for this study who described their struggles to educate local officials about Asian community needs. Interviewees also felt that Asians lacked clout with local government funders and failed to articulate their needs strongly enough.

Foundation Funding

Only 0.5 percent of local foundation funding goes to local Asian non-profits.¹³

One reason for this low figure may be the perception of foundation officials that Asians have few, if any, problems that philanthropy can address. Sixty percent of Asian

¹² Community Development Block Grants (CDBG) are federal funds that are locally administered to benefit low-income people. The majority of CDBG money is used to improve physical infrastructure of neighborhoods, but some money is given to non-profit organizations for public services and for capital/physical improvements. CDBG grants were selected as a stream of funding for analysis because this is a relatively new source of government money that is locally controlled. A working assumption was that this type of government funding would be easier for Asian non-profits to access given that minority community needs would be better understood by local as opposed to federal officials. Another working assumption was that Asian Pacific American community needs are relatively new and consequently CDBG money, as a relatively new source of government funding would be more accessible because it would not already be allocated. Not all CDBG funds for fiscal year 1995 have been finalized; some figures were generated from staff or community funding board recommendations.

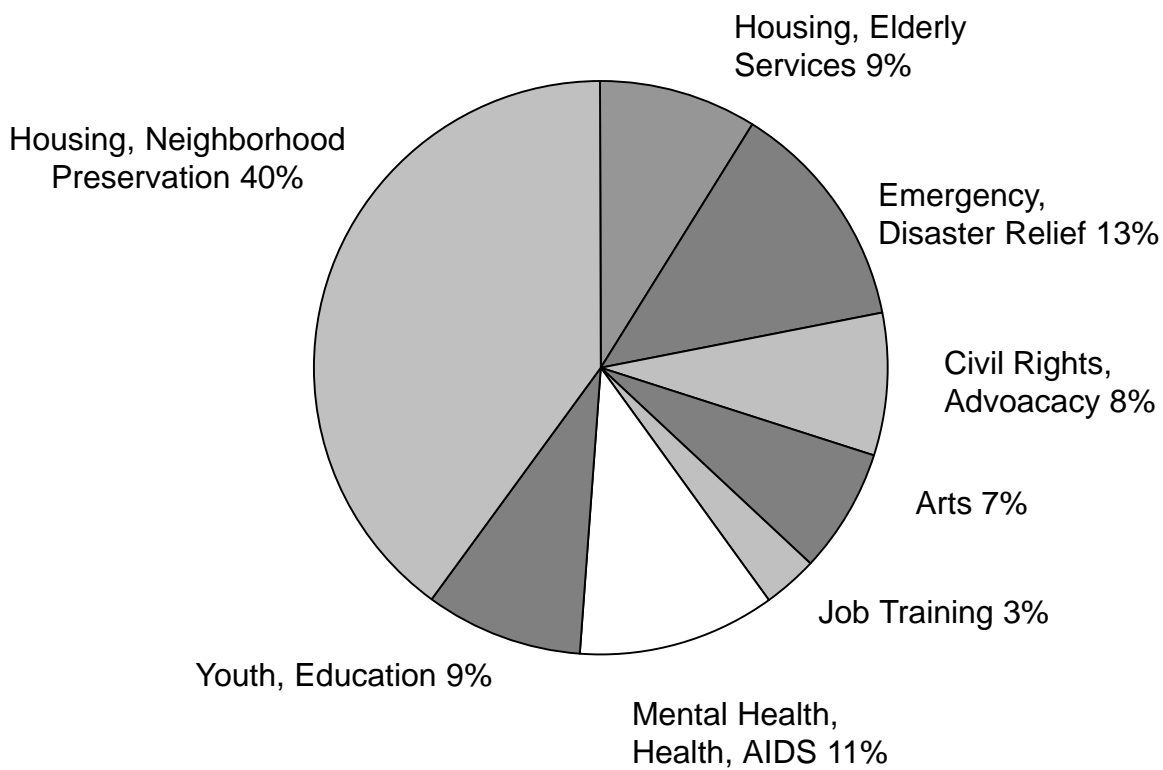
¹³ This figure is based on data from 27 Bay Area-based foundations listed in the Foundation Center’s 1995 and 1996 Foundation Directories.

agency staff interviewed indicated that the “model minority” image (i.e., the perception that Asian Pacific Americans have no serious needs) remains a serious barrier to fundraising from foundations. Among agencies that request funding from national foundations located on the East Coast, there were especially strong feelings that these funders are unaware of Asian community needs. Several of those interviewed perceived that foundations were re-

treating from funding ethnic minority and immigrant service organizations.

• *Of the very limited foundation funds given to local Asian organizations, most went to non-profits focusing on housing development and neighborhood preservation. (See Chart 2)*

Chart 2: Distribution of Northern California Foundation Grants to Asian Pacific Agencies by Program type



Major Donor Funding

• *Income from major donors (i.e. private individuals) accounts for an insignificant percentage of Asian organizational budgets.*

Based on interviews with 20 staff members of Asian non-profits, fundraising from individuals is very low. Only three of the agencies in the interview sample reported that major donor contributions accounted for more than ten percent of their budgets. Nine agencies reported

receiving one percent or less of their funding from major donors. Individual donors who do give to Asian organizations are overwhelmingly Asian Pacific American.

Financial Stability

• *The financial stability of many Asian Pacific American agencies is precarious.*

The average days cash available (a common measure of

liquidity) among Asian non-profits was 58.¹⁴ Community service non-profits appear to be the most unstable, with only 22 days cash. At the other end of the spectrum, housing and neighborhood preservation agencies have 222

days cash available. Alameda county agencies appeared to be the most precarious with only 13 days cash, while San Francisco organizations are more secure with 78 days cash. (See Table 2)¹⁵

TABLE 2: Financial Stability of Asian Agencies in "Days Cash"

By Program Type

Program Type	Days Cash
Arts	169
Job Training & Instruction	29
Mental Health, Health, Substance Abuse & AIDS	41
Youth Activities, Day Care & Education	37
Housing & Neighborhood Preservation	222
Housing & Services for the Elderly	110
Community Service Financial Assistance, Emergency and Disaster Relief	21
Civil Rights, Legal Services, Advocacy	50

By Geographic Area

County	Days Cash
Alameda	13
San Francisco	78
Santa Clara	38

¹⁴ Financial stability is measured by days cash (current cash and cash equivalents divided by daily operating costs). Median averages are reported.

¹⁵ Comparable figures for Bay Area non-profits in general were not available.

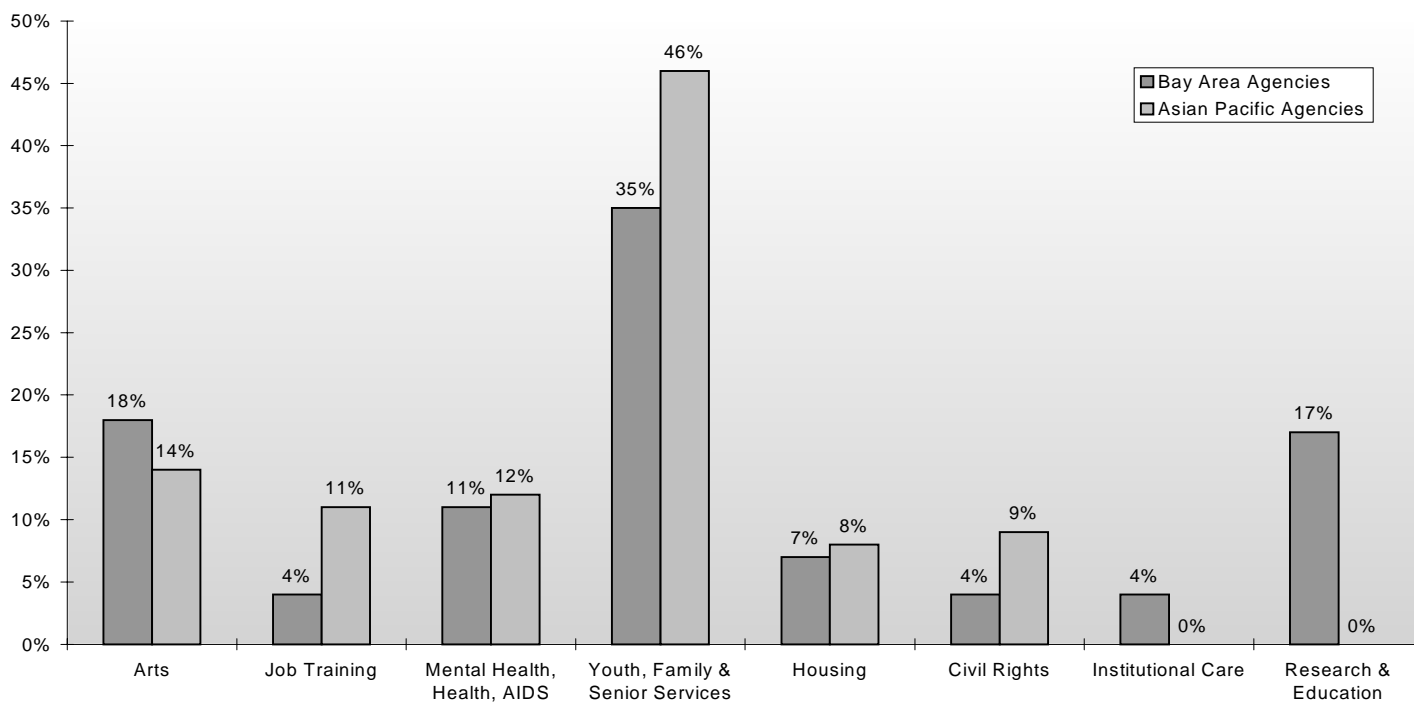
Geographic and Service Characteristics

• *Alameda and Santa Clara now have larger Asian populations than San Francisco county (accounting for 32 and 39 percent of the 3-county Asian population). Still there are more Asian non-profits in San Francisco.* Of the 66 agencies analyzed in this study, fifteen (or 23 percent) were in Alameda, eleven (or 17 percent) were in Santa Clara county, 40 (or 61 percent) were in San Francisco county.

• *The Asian non-profit community differs from the general Bay Area non-profit community in that there are more legal service civil rights, job training and youth/family/senior service organizations in Asian Pacific American communities. (See Chart 3. Note: The youth/family/senior service category was the most difficult to interpret.)*

Given the large number of Asian immigrants, it is not surprising that there are more legal service and job training organizations in Asian communities than in the general non-profit environment

Chart 3: Distribution of Agencies by Program Type, Asian Pacific & Bay Area



¹⁶ This finding is limited to those agencies with current service programs whose data was available.

Budget Size and Revenue Characteristics by Type of Service Provided

• *Budget sizes of Asian organizations vary according to the type of service provided.*

Organizations providing services and housing for the elderly consistently had the largest average budgets, followed by non-profits in the health and mental health field. Arts and cultural organizations consistently had the smallest average budgets. (See Table 3)

Program Type	Average Agency Revenue
Arts	\$230,785
Job Training & Instruction	\$552,959
Mental health, Health, Aids, Substance, & Rehabilitation	\$1,401,902
Youth Activities, Day Care, Education	\$380,272
Housing & Neighborhood Preservation	\$827,549
Housing & Services for the Elderly	\$2,219,970
Community Services, Financial Assistance, Emergency & Disaster Relief	\$401,873
Civil Rights, Legal Services, Advocacy	\$533,507

¹ Based on mean.

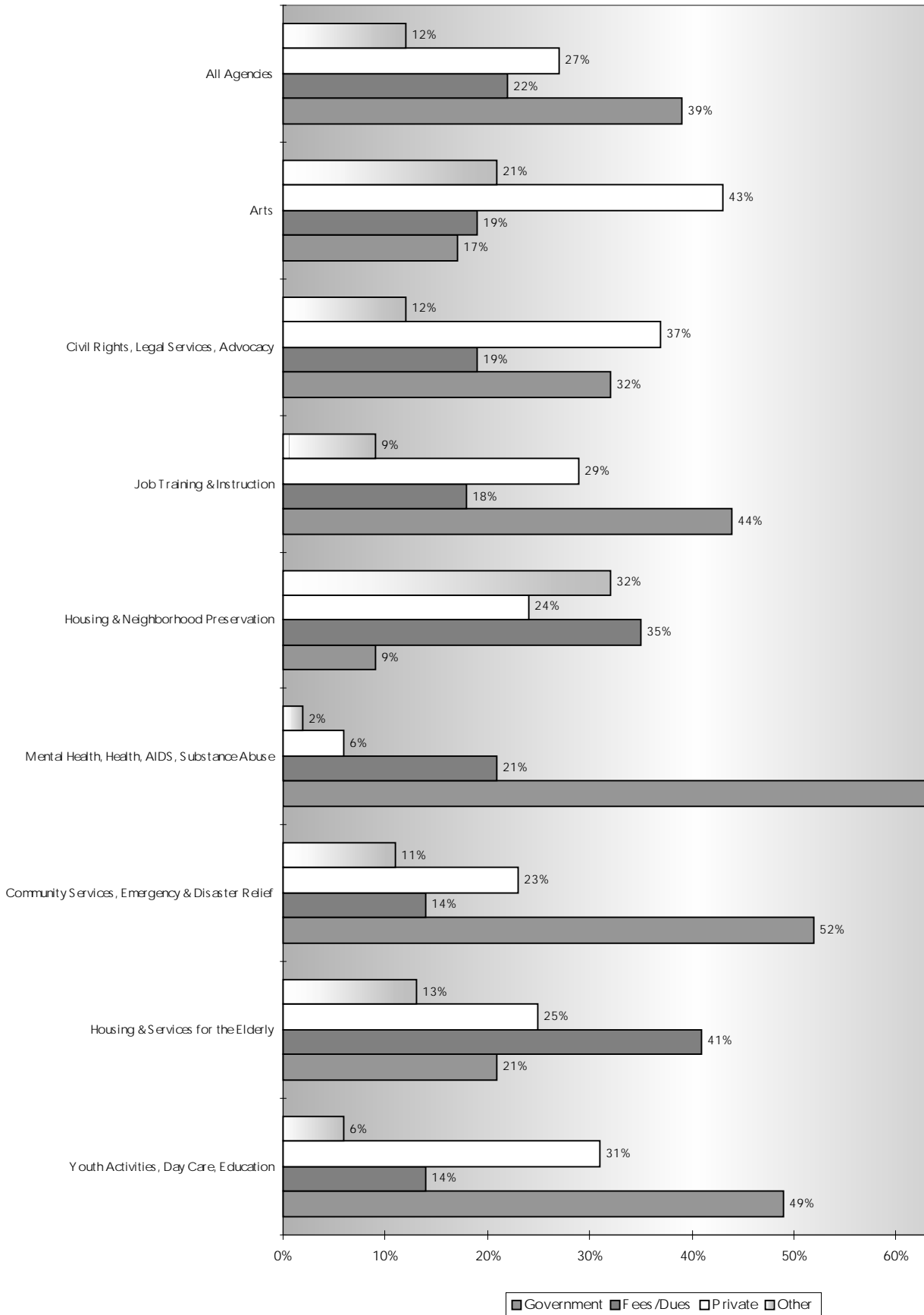
• *Sources of revenue for Asian non-profits vary widely depending on type of service provided.*

Legal and advocacy organizations receive a much lower percentage of their budgets from government sources. (See Charts 4a and 4b)

Organizations providing services and housing for the elderly rely mostly on program fees, while health and mental health non-profits receive most of their funding from government grants. (See Charts 4a and 4b)

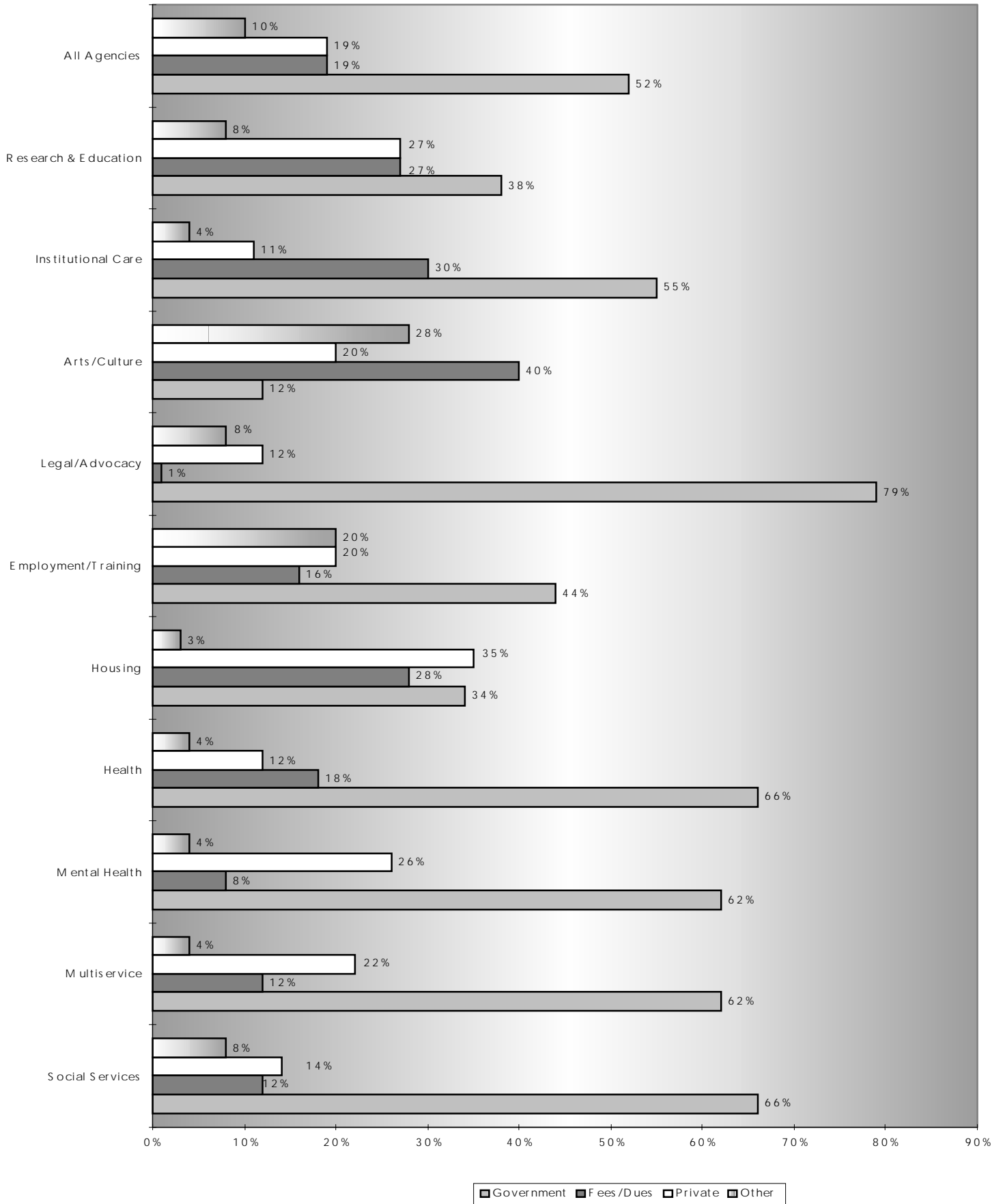
Arts and cultural agencies generate more revenue through direct public support.

Chart 4a: Source of Agency Revenue by Program Type, Asian Pacific Agencies¹



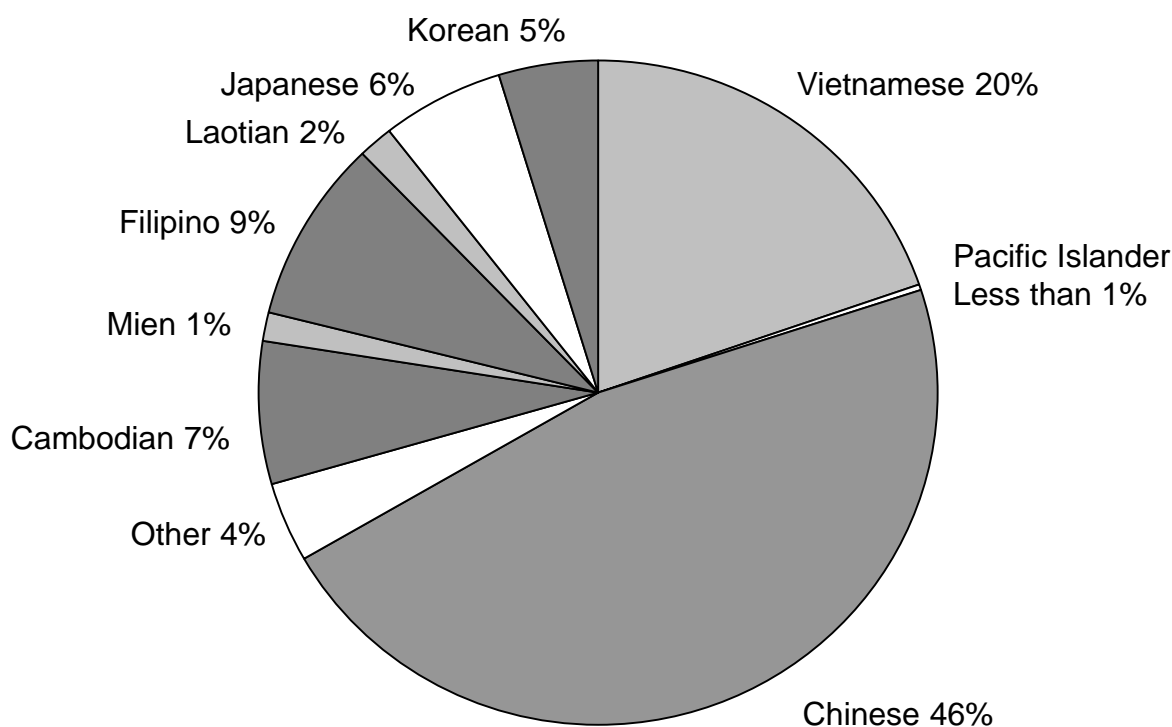
¹ Charts 4a and 4b were based on reports which used IRS 990 reports as a source. Revenue categories are defined by IRS instructions for the 990. The reader is cautioned that grouping agencies by program service type required independent interpretations by each study team and the results are not purely comparable.

Chart 4b: Source of Agency Revenue by Program Type, Bay Area Agencies¹



¹ Refer to note for Chart 4a.

Chart 5: Ethnic Groups of Clients Served by Asian Agencies



Client and Staff Characteristics

Clients using Asian community organizations are mostly immigrants and are ethnically diverse.

Many Asian agencies were founded, to serve the needs of earlier immigrant communities of Chinese (specifically Cantonese) and Japanese Americans. With the dramatic changes in demographics among Asian Americans and Pacific Islanders, notably the growing populations of Filipinos, Vietnamese, Chinese from Taiwan, Hong Kong, and the People's Republic of China, Koreans, Cambodians, and Laotians, many Asian non-profits that historically serve one ethnic group have responded to the needs of these different populations through program and staff changes to address the varying issues of these different populations.

Most clients are Asian immigrants; nineteen of the 20 agency staff members interviewed reported that 50 to 100 percent of their clients are immigrants. Some organizations, although initially addressing Asian community needs, now serve multi-ethnic populations including African Americans, Latinos, and European Americans. (See Chart 5)

• Few Asian non-profit staff members and boards have substantial fundraising experience and knowledge.

Of the twenty organizations included in the interview sample for this study, only five have development directors or other staff (excluding the executive director) devoted to fundraising. Almost all of those interviewed for this study indicated that they or their staffs (even development staff) had little or no fundraising experience before starting their jobs with the agency. Those who had some experience were limited to writing grant proposals and event planning.

V. CONCLUSIONS AND RECOMMENDATIONS

Asians are a substantial and growing presence in all aspects of San Francisco Bay Area life. Yet their impact and contributions are not reflected in the health and well-being of Asian community agencies serving poor and disenfranchised Asian citizens.

As the Asian Pacific American population has grown-at all levels of the economic spectrum-Asian community agencies have attempted to respond to new demands, but this report makes clear that public and private funding is lagging far behind community needs. Judging from the levels of funding given to Bay Area Asian organizations, the existence of Asians in need is not well understood by resource providers and policy-makers.

Recommendations:

- Provide resources and funding to existing Asian organizations which have the capacity to serve diverse client bases.
- Increase the level of private contributions to support Asian Pacific American organizations.
- Ensure that decision makers controlling public and private funds have a clear understanding of Asian Pacific Americans in this region and the agencies that serve them.
- Support and nurture leadership development in recent immigrant communities.
- Explore strategies to ensure more equitable distribution of regional resources.
- Assist and support fundraising and development training of Asian non-profit boards and staff.

APPENDIX I

Several methods of data analysis were used in this study. The following is a summary of methodologies.

Identification of Study Sample

Researchers used the following criteria in determining if an organization was to be included the study:

1. Agency has 501 (c) (3) non-profit status.
2. Agency's clients, board, and staff are at least 51 percent Asian.
3. Agency's annual budget is at least \$25,000.
4. Agency is based in Alameda, Santa Clara, or San Francisco counties.
5. Agency has clients and is not devoted to advocacy or membership services.

To identify the universe of Bay Area Asian non-profit organizations that met these criteria, The Fund began with a list of 150 non-profits provided by the United Way of the Bay Area, which identified Bay Area organizations whose clients, boards, and staffs were at least 51% Asian.

Fund researchers combined the United Way list with a list provided by the Asian Foundation for Community Development. The Asian Foundation's list included any organization or project that served Asians in a significant way, regardless of whether 51 percent of the organization's or project's clients, boards, and staff were Asian. Groups included in this list were not all 501 (c) (3) non-profit organizations. A volunteer conducted a telephone survey of projects and organizations on the combined United Way and Asian Foundation list to determine if each met the study's criteria.

The phone survey yielded 210 organization. The names of these organizations were given to the University of San Francisco's (USF) Non-Profit Institute, which com-

pires a database of all non-profits in California. The Institute was able to determine that 140 of the 210 organizations had registered as 501 (c) (3) organizations with the State of California.

Statistical Data Analysis of 990 Income Tax Records

Microsoft Excel was used to organize 990 tax data generated from the USF database. Agencies with only one year of data or outdated data were eliminated from the data set. This yielded 66 agencies and 243 observations. All of the agencies in the data set had two to four years of data from 1988-1993. Yearly changes were computed using annual inflation factors for the Bay Area region (including Santa Clara county) as provided by the Bureau of Labor Statistics, and adjustments were made for agencies with data in non-consecutive years. All of the figures in tables and charts were adjusted to 1988 dollars using SPSS.

Due to small sample sizes and high variability, statistically meaningful models could not be computed. For example, regression models explained less than 5 percent of the variation in most cases. Each agency would have its own regression plot (different slopes and intercepts) and aggregating this set could not be estimated. Further, the high variability of the data-many outliers and extremes-reduced the feasibility of using regression models or finding statistically significant differences by data type: year, geographic area, agency type, and agency size.

Another limitation was missing data. Many agencies had data for non-consecutive years. A few agencies had no data for the distribution of revenue and expenses. Most of the agencies had funding from the public and government, with few agencies receiving funds entirely from either the public or the government. As a result, percentage changes for some agencies could not be computed due to a division by zero error.

Nonetheless, many conclusions can be drawn from overall tabulation of the data. Graphs of the data by service type and geographic region, for example, show patterns.

Mathematical expressions of these trends could not be accurately derived due to the outliers and extremes. To eliminate the influence of extremes and outliers, medians - a distribution-free statistic - were sometimes used in the analysis.

Analysis of Foundation Funding

Foundation funding figures are based on data compiled by the Foundation Center and published in its 1995 and 1996 Foundation Directories and “Grants for Minorities” which covers the period June 1993-September 1994. The Foundation Center tracks approximately 1,000 community, corporate, and private foundations nationally, including most of the largest foundations in the country.

Based on annual reports and other information voluntarily provided to the Foundation Center by foundations, the Foundation Center staff determines by the description of each grant whether the grant is to a minority organization or serves a minority population. Minority populations, as defined by the Foundation Center, include - African Americans, Asian Americans, Gays and Lesbians, Hispanics, and Native Americans.

For this study, researchers determined which foundations included in “Grants to Minorities” were based in the Bay Area (Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara counties). Researchers then determined the total amount of grants given by these foundations for the period covered in “Grants to Minorities” as well as the total amount given to agencies whose clients, boards, and staffs were at least 51 percent Asian or agencies who were using the grant to benefit Asians significantly. These figures were used to determine the percentage of overall local foundation funding to local Asian non-profits.

Analysis of Community Development Block Grant (CDBG) Distribution

CDBG award lists for fiscal year 1990 and fiscal year 1995 were gathered from Alameda, San Francisco, and

Santa Clara county offices which oversee county-wide CDBG distribution. Lists for the same fiscal years were also gathered from municipalities within Alameda, San Francisco and Santa Clara counties which are authorized to distribute CDBG funds.

These lists were divided by county, and all grants not given to non-profit organizations were eliminated (administrative expenses, for example). From these edited lists, a total amount given to non-profit organizations by county was determined. Researchers identified grants to agencies whose clients, boards and staffs were at least 51 percent Asian or agencies who were using the grant to benefit Asians significantly. These grants were added to determine a total amount given to Asian organizations and projects. The sum of grants awarded to Asian organizations and projects was divided by the total amount given to non-profits to determine the percentage of funding going to Asian organizations and projects.

Gathering and Analysis of Qualitative Data

An Advisory Group was specially convened to help shape the parameters and the basic questions for this study. This group included staff of local foundations and government offices who now or in the recent past set policy and made funding decisions affecting Bay-Area communities. The Advisory group also included non-profit organization staff and a veteran journalist, all of whom are particularly knowledgeable about the Asian communities of the Bay Area.

Advisory Group members were given the list (compiled from the United Way of the Bay Area and the Asian Foundation for Community Development) of 210 non-profits that were identified as Asian. Advisory Group members were then asked to select from this list ten organizations that they would recommend be included in the interview sample, taking into consideration geographic representation, services provided, ethnic groups served, organizational age, and budget size.

Staff representatives from 20 organizations were interviewed between July 1995 and December 1995. Each interview was conducted at the organization's office and covered a standard set of questions regarding the agency's background, funding sources, changes in funding, and experiences with foundation and government funders. In addition, Fund researchers collected budget data for fiscal years 1990 and 1995 and data on client composition for each of the agencies in the interview sample.

Interview Sample Group

Although the Advisory Group considered geography, agency size and age, type of service provided, and population served in determining the interview sample group, the organizations ultimately included in the interview sample are generally well-known and well-established in their respective communities. One organization that was recommended by the advisory group went out of business before an interview could be conducted. Another agency recommended for an interview declined to be interviewed, in part, because of leadership turnover.

The agencies in the interview sample group have been in existence, on average, for 22 years. The oldest organization has been providing services for 49 years, the youngest for 10 years. Most of the organizations had been in existence for at least 20 years.

All of the agencies in the interview sample had at least one professional staff person. Half of the executive directors interviewed had been in their positions for ten years or longer. Six of the executive directors in the sample group had been in their positions four years or less.

APPENDIX 2

Advisory Group

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Mayor's Officer, San Francisco

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Anni Chung (Self Help for the Elderly, San Francisco)
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