

**STRENGTHENING HEALTH AND HUMAN SERVICE NONPROFITS
IN THE SAN FERNANDO VALLEY:
A FEASIBILITY AND NEEDS ASSESSMENT STUDY**

FINAL REPORT TO THE CALIFORNIA ENDOWMENT

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STARTING WITH A VISION - CAPACITY BUILDING FOR VALLEY NONPROFITS

Speaking recently in Los Angeles, philanthropists Wallis Annenberg and Teresa Heinz both talked about how *vision, leadership and accountability* all are needed by nonprofits to fulfill their missions in the community. In this report, we present our vision for how enhanced capacity-building services can benefit nonprofits in the San Fernando Valley, describe how Valley-based leadership can bring this about, and set performance standards for the new, local program we hope to create.

Looking forward just a few years, our vision is of *a San Fernando Valley where strong nonprofits provide effective services, work together frequently to improve themselves, and get the resources needed to sustain their operations as a vital part of the Valley community*. In this vision, leaders of Valley nonprofits constantly network and problem-solve with their peers, get information or education when they need it, and collaborate to improve performance and document effectiveness. Valley nonprofits, including many serving poor people and communities of color, work together with unincorporated or all-volunteer groups, and with foundations based in the Valley. They speak with a unified voice to policymakers and the Valley community about issues of concern.

Part of the vision already is here - there are some strong nonprofits in the Valley, and they do network with each other. But fully achieving the vision requires new resources, organized in new ways. What's missing is a Valley-based capacity-building program that brings existing and new resources together, using both traditional and nontraditional approaches.

Based on the feasibility study reported here, plus two previous conferences, such a new program (tentatively called "Valley Nonprofit Resources") will respond to a number of well-defined needs:

- * the need for a *localized resource* for capacity building, responsive to the needs of Valley nonprofits as they see them, offered either nearby or on-line, to reduce time and money spent on transportation
- * the need for increased *peer networking* among Valley nonprofits, promoting peer-to-peer problem solving as well as joint acquisition and use of valuable resources
- * the need to serve better *unincorporated and volunteer groups*, as well as *small foundations* based in the Valley, all of which have distinct capacity-building requirements
- * the need to serve better the changing and diverse populations of the Valley, through increasing the *cultural competence* of local nonprofits
- * the need to provide a platform on which nonprofits in the Valley can "*speak with one voice*" to the community and to policymakers about important issues
- * the need to strengthen or build *collaborations* of Valley nonprofits that can work together on particular issues, sometimes with participation of business or government partners as well
- * the need to promote increased *communication with funders* - government, foundations, business and individual donors - so that resources are made available where most needed for Valley nonprofits
- * the need to access *national resources* that build nonprofit capacity - which are emerging all the time, but are not necessarily available readily to Valley nonprofits.

Achieving this Vision This brief sketch of a local capacity-building program for Valley nonprofits and needs it can meet comes from more than four years of planning by a group of local nonprofit leaders, coordinated by four key partners - *Human Interaction Research Institute (HIRI)*, *California State University Northridge's Management and Organization Development Center (MOD)*, *Volunteer Center of Los Angeles (VCLA)*, and *MEND*. We see this vision being fulfilled in 2006 by these partners, at first with modest activities, but with potential for considerable growth.

What would this local program look like? "Valley Nonprofit Resources" initially will be a small program, staffed by a part-time program director to provide visible leadership, and a full-time program coordinator to run the program day-to-day. It will have five components: (1) a user-friendly *website* to deliver information resources and promote peer networking; (2) a *learning community* for Valley nonprofits, including regular convenings, peer networking opportunities, and easily-accessible training programs; (3) a *technical assistance resource* to provide both initial assessments and a range of consulting services; (4) a staffed, real-time *information and referral center*; and (5) a *community voice* - an annual convening and report on the Valley nonprofit sector, plus a "policy council" of nonprofits that will prepare and disseminate statements about issues of local importance - so the Valley nonprofit sector can speak with "one voice" to funders, policymakers and the public.

HIRI will have overall responsibility for the program, but each partner will have provide programming in specific areas of its expertise. For instance, in the first year MOD could offer programs on development of financial management skills, VCLA on volunteer recruitment and retention, MEND on planning for growth, and HIRI on leadership transition - all four topics identified in this study as priority needs by the Valley nonprofit community.

To illustrate this vision, a typical week of the new Valley program's activities might look like this:

* Staff retention and turnover, identified by Valley nonprofits as a key issue, is the focus of a half-day seminar (modestly-priced due to underwriting by a local corporation) - featuring experts from the corporate and nonprofit sectors, and a local funders' panel discussing support for what the experts recommend.

* Matched via the program website, directors of a group of Latino human service agencies in the East Valley meet the next day to talk about challenges of turnover and retention specific to them.

* The program's website has linkages and downloadable reports on retention and turnover, so Valley nonprofits can "shop for solutions" online; a press release by the program's local policy council is distributed to the media and local policymakers, highlighting challenges and unmet needs the seminar identified.

* Foundation funding supports small grants by the program to Valley nonprofits (selected by a committee of peers) so they can hire consultants to help develop a strategic plan to handle turnover and retention.

* The program's coordinator fields calls and e-mails, asking for information, referrals and specific problem-solving on many topics - e.g., where to find a strategic planning consultant (in addition to this "real-time" interactive service, the program also has an on-line directory of capacity-building resources)

* A bulletin on the program website announces the sudden closure of a group of child care facilities in the Valley, and offers information on alternatives nonprofits can use, both for their clients and their own staff.

* At a local bank's community room, the program convenes a "donor learning group" of over a dozen local foundations for their bi-monthly breakfast and discussion about how to become better grantmakers.

STRENGTHENING HEALTH AND HUMAN SERVICE NONPROFITS IN THE SAN FERNANDO VALLEY: A FEASIBILITY AND NEEDS ASSESSMENT STUDY

Study Objectives

Health and human service nonprofits (and other types of nonprofits as well, in education, the arts, etc.) in the San Fernando Valley face many economic and operational challenges. Most are similar to challenges for such nonprofits throughout California and the nation (Bathen, 2004). The San Fernando Valley has more than 1.8 million people and well over 3,000 nonprofit organizations. It covers an area from Burbank and Glendale on the East, to San Fernando on the North, to Agoura Hills on the West. Those nonprofits contribute billions to the local economy, and constitute at least 6% of the local workforce (Costello & Manzo, 2005). While the overall economy is recovering, and may somewhat continue to do so despite recent national events such as the Hurricane Katrina disaster, nonprofits face many challenges - and those in the Valley are no exception.

Cutbacks in funding from all sources - government, business and philanthropic - is one challenge. Increasing needs for service of all sorts is another, along with changing populations. Staff turnover, rapidly evolving technology, and new social and legal challenges are just a few of the others. The bottom line is that nonprofits need all the help they can get to stay in business, and to fulfill their missions - providing good services to people and the community.

Valley nonprofits need to improve their management, operations and leadership abilities, including greater ability to deliver culturally competent services in an increasingly complex multicultural environment. While some improvements can be made internally, these nonprofits (especially smaller and struggling ones that often are the “first lines of support” for low income communities) also need outside assistance to build their capacity.

Programs and services that are usually called “nonprofit capacity building” help nonprofits get stronger, and survive in a challenging environment. Capacity building might include coaching for a nonprofit executive director facing a major organizational change; training for staff about how to implement new financial systems, or for boards about how to respond to the California Nonprofit Integrity Act; or peer-to-peer consultation about how to raise funds or deal with legal challenges. These and many other activities help nonprofits survive, provide good services, and build for a healthy future.

Nonprofits large and small are constantly finding assistance for capacity building, receiving it, and paying for it out of their own resources. However, especially in the last 15 years, there has been a growing recognition that an organized, community-wide network for capacity building, some of which is subsidized or offered free of charge to nonprofits, can offer critical support, especially for small to medium-sized nonprofits (Backer, Bleeg & Groves, 2004). Even small foundations, which after all are also nonprofits, can benefit from such services. So can unincorporated, all-volunteer agencies and task forces or other grassroots groups within a large region like the Valley.

Leaders of nonprofits in the San Fernando Valley have since 2001 participated in a four-year process to provide input about their needs for capacity building. Results from this process, including a major conference held in the Valley in April 2003, show that they want *accessible, regionally-focused,*

peer-networked information, training and technical assistance to help them strengthen their organizations, and thus improve their ability to offer effective services to their clients and community. Such interventions ultimately are aimed at improving health status and quality of life for people in the Valley, especially poor people at risk.

A statewide study by the Human Interaction Research Institute and the California Association of Nonprofits for The California Endowment makes it clear that there are real differences in capacity among nonprofits, as well as sharp differences in need. The study (Green & Backer, 2004) found that funding cuts are growing for 741 California nonprofits serving low income people at risk (including immigrants), but the cuts are not evenly distributed across nonprofits or communities. Moreover, the importance of capacity building is emphasized by the study's finding that a number of organizations serving vulnerable populations have developed innovative approaches to dealing with cuts - many of which have potential to be shared more widely.

This one-year feasibility study was designed to:

- (1) obtain more detailed needs assessment data about current operating challenges of nonprofits (emphasizing health and human service agencies) in the Valley, and the potential for improving their services and outcomes, by building capacity of these nonprofits to meet such challenges;
- (2) address strategy issues related to accessibility, regional focus and peer networking for enhanced capacity-building services that could be provided to these nonprofits;
- (3) examine how existing nonprofit capacity-building resources, in Southern California and nationally, can help meet identified regional needs;
- (4) explore how to integrate all these approaches to capacity building so they can better meet the needs of Valley-based nonprofits - and also of foundations in the Valley region;
- (5) develop a strategic plan for offering enhanced capacity-building services to nonprofits in the San Fernando Valley, as well as to foundations in the area;
- (6) examine alternative revenue models, leading to a business plan for supporting such a programmatic effort; and
- (7) disseminate study results, including these two plans, to nonprofit leaders and other stakeholders in the Valley, so that they can consider taking further action.

The study was conducted by the nonprofit Human Interaction Research Institute (HIRI), in collaboration with California State University Northridge (CSUN), Volunteer Center of Los Angeles (VCLA), and MEND (Meet Each Need with Dignity). An advisory committee of Valley leaders in nonprofit health and human services provided guidance and oversight throughout the study, including active support of a final dissemination phase - hopefully leading to action that will address the challenges and potential solutions identified.

The primary emphasis of this study is on health and human service nonprofits in the Valley. However, as already mentioned, the vision and model developed can apply to all nonprofits, and there is benefit to health and human services nonprofits in extending that focus. Also, this approach needs to extend its focus to the full diversity of the community - all-volunteer/unincorporated

agencies, individual volunteers, grassroots leaders and leaders in philanthropy (foundations, individual donors and their trusted advisors).

The study and its outcomes (including disseminating our “vision for capacity building” as we move towards implementation of the program described here) is intended to further engage all these stakeholders in the Valley, so that they will be full partners in whatever may emerge. As importantly, at a time when many infrastructure organizations in nonprofit capacity building, locally and nationally, are struggling for resources (Backer & Barbell, 2004), both the need for and feasibility of establishing an additional program based in the Valley must be clearly determined to justify moving ahead.

Study History

In April 2003, more than 100 nonprofit leaders, including a number who run nonprofits serving low income people at risk (offering health, social, employment & training, shelter and other types of services) in the San Fernando Valley, met at CSUN for a conference on nonprofit capacity building in the region. Partly sponsored by The California Endowment, the conference had been suggested by participants at a Fall 2001 informal convening, also at CSUN, of some of these same leaders.

The final conference session, facilitated by Paul Vandeventer of Community Partners, resulted in a consensus among those present that the San Fernando Valley region needs a more focused resource for nonprofit capacity building, one that addresses three critical issues: *accessibility* (it is 26 miles from Woodland Hills to downtown Los Angeles and 25 miles from Pacoima to downtown LA, so geographic access for nonprofits is a real issue); *regional focus* (participants spoke of regional differences and the need for “indigenous” services for the Valley); and *peer networking* (in addition to professional training or technical assistance by third-party experts, participants want the chance to link with each other for information-sharing and problem-solving).

Discussion at the conference about each of these critical issues confirmed that there are strategic advantages to a Valley-based program - though it would draw upon resources from throughout Los Angeles and indeed the entire country. Peer networking is more likely to be effective, for example, when the pool of potential peers is nearby, and familiar with each other and with local demographic and economic conditions. While this and other services for Valley nonprofit could be coordinated from a remote location, a locally-based program can concentrate on *only* the local organizations ... and a statement is made giving priority to local needs (particularly relevant to the San Fernando Valley, which came close to seceding from Los Angeles only several years ago!).

We also learned about the power of such a geographic focus from studying nonprofit capacity building centers in other areas, such as Long Beach. There HIRI has worked over several years with the Long Beach Nonprofit Partnership (described below), currently as part of a project supported by a grant to the Institute from the John S. & James L. Knight Foundation. This project (due to be completed in early 2006) is exploring how to help Long Beach youth-serving nonprofits build their capacity, particularly given the prospect of devolution of youth services formerly provided by City government. Several other geographically-focused centers for nonprofit capacity building also were studied (these are described further below).

To explore these opportunities and challenges further, HIRI joined forces with CSUN (specifically, its Center for Management and Organization Development, which provides training courses for hundreds of managers of public agencies throughout California), MEND (the largest poverty services organization in the Valley) and VCLA (already a significant provider of capacity-building services to nonprofits in the Valley). These four partners have had ongoing dialogues about service needs and models that might emerge from this preliminary work, providing another platform for planning.

Input provided by the brainstorming and needs assessment process in the Valley described above, and input from the national work done by HIRI, indicate that a locally-based center or resource network could have a central coordinating role in addressing the challenges and opportunities this study identified. Learning how such a center/network would be organized, what specific kinds of services it would offer, and how it would be supported and sustained, are among the main tasks of this study. As already mentioned, another key question is: why create another entity, rather than utilizing the resources of current organizations?

The year-long project was a feasibility and needs assessment study, designed to determine whether an organized response (like creation of a resource center) responds to the needs for capacity building that have been expressed by health and social service nonprofits in the San Fernando Valley, and if so, whether such a response would be strategically sound and fiscally feasible. Results of the study can then be used to approach key San Fernando Valley nonprofit leaders in the health and human service sector (plus those in other nonprofit arenas that might also benefit from this effort), to request their support for an action plan to implement its recommendations.

Key funders, including The California Endowment, also can be approached to determine their willingness to support such a venture. A group of local foundations already have indicated a general interest in such an idea, and that they could be approached with a funding proposal now that the feasibility study is completed.

Study Activities

As mentioned, an advisory committee was formed to provide guidance and oversight to the project. The four convening members were Dr. Thomas E. Backer, President of HIRI; Marianne Haver Hill, CEO of MEND; Professor Alan M. Glassman, Director of MOD at CSUN; and James Leahy, Executive Director of the Volunteer Center of Los Angeles (VCLA). A complete list of committee members is given in Appendix C.

This committee was convened at the beginning of the project, to review the study design, make suggestions for improvement, and set up a procedure for oversight during the conduct of the study. Regular e-mail updates were provided to the advisory committee, and it was convened twice more during the course of the project (in April and October 2005).

The following seven activities were undertaken for the study:

Activity 1 - Gather needs assessment data about current operating challenges of nonprofits in the Valley (especially those in health and human services), and the potential for improving services and outcomes for low income people at risk, by building capacity to meet these challenges. A series of

telephone interviews with key leaders, and focus groups conducted at community sites (such as conference rooms of the advisory committee members), provided input about operating problems being experienced by nonprofits in the San Fernando Valley, and about options for response. Other studies, such as the Valley Care Community Consortium 2004 needs assessment, also provided input.

The study concentrated on six types of organizations:

- * community health centers, such as those operated by the Northeast Valley Health Corporation
- * mental health service providers, such as the 48 currently funded by the Los Angeles County Department of Mental Health (including adult, juvenile and children's facilities)
- * organizations providing health and human services to communities of color, such as El Proyecto del Barrio
- * organizations that coordinate or advocate for increased access to health and human services, such as Neighborhood Legal Services of LA City and MEND
- * youth development organizations that coordinate or advocate for increased access to health and human services for youth, such as Girl Scouts of the San Fernando Valley
- * organizations that serve the needs of seniors, including coordination of health and human services, such as Valley Senior Service & Resource Center or Valley Interfaith Council

Activity 2 - Address strategy issues related to accessibility, regional focus and peer networking for capacity-building services provided to these nonprofits.

Activity 3 - Determine existing resources for nonprofit capacity-building in Southern California and nationally that can help meet identified regional needs. Starting with HIRI's directory of 120 nonprofit capacity building providers in Los Angeles County, and national resources (such as websites or print publications) coming from HIRI's larger work on this subject (including its Philanthropic Capacity Building Resources database, which has descriptions of more than 300 foundation programs on this topic), a thorough search was undertaken of resources that might ultimately be useful in the San Fernando Valley. Resources for smaller foundations were identified through HIRI's related work on this topic, and through Southern California Grantmakers.

Activity 4 - Integrate approaches for better meeting the capacity building of Valley-based health and human service nonprofits (along with volunteer/unincorporated groups and smaller foundations), set in the larger context of needed community infrastructure for capacity building (Backer & Barbell, 2004).

Activity 5 - Develop a strategic plan for offering enhanced capacity-building services to health and human service nonprofits in the San Fernando Valley, including smaller foundations in the region.

Activity 6 - Explore revenue models to support the integrated approaches developed, summarized in the form of a business plan.

Activity 7 - Disseminate study results by reconvening the project advisory committee to review this report, and then presenting the revised report to a session at the California Association of Nonprofits.

Study Outcomes

Overview of Measurable Outcomes Following is a brief summary of measurable outcomes associated with each project activity, in fulfillment of the agreement made with The California Endowment, which provided a grant to support the feasibility study:

* *Advisory Committee* - A committee of 16 working members was created (see Appendix C), and met three times during the life of the project, with e-mail updates to all members in-between those meetings. It provided advice and guidance to the project (e.g., how to define the Valley geographically), and all members were included in the interview process.

* *Needs Assessment* - A total of 30 telephone interviews (five per organizational category) were conducted with key nonprofit leaders, and 6 focus groups (representing various categories) were conducted at community sites across the Valley (plus 5 telephone interviews and one additional focus group concentrating on philanthropy issues). Four additional telephone interviews were conducted to meet study objectives (see complete list in Appendix B).

In addition, regionally-focused programs for nonprofit capacity building were examined. Results from all these activities are presented below, and in the Vision that opened this report.

* *Strategy Issues* - Written summaries from the telephone interviews and from the focus groups were prepared, with each summary covering the three strategy issues described in the proposal. These are on file at HIRI, but are not included here because respondents were assured confidentiality.

* *Determine Existing Resources* - Information profiles were compiled for some 132 resources, a slight reduction from the 150 planned - in part, reflecting current limits on capacity-building resources available in the San Fernando Valley. Appendix D presents summary information for each of these resources, which collectively provide a powerful asset base for beginning to build this new program's information and referral and technical assistance components.

* *Integrate Approaches* - Five approaches to meeting capacity building needs of Valley nonprofits were identified, and are presented below, along with a synopsis of additional resources available to support nonprofit capacity building in the Valley.

* *Develop Strategic Plan* - A strategic plan is presented in the form of the vision given at the beginning of this report, and the program architecture and other implementation steps below.

* *Explore Revenue Models* - Eight alternative revenue models are also presented in this report, and their planned application is summarized in the form of an initial business plan, below.

* *Disseminate Study Results* - In addition to dissemination through the advisory committee, the California Association of Nonprofits invited a major presentation about regional capacity building initiatives at its annual conference, October 27, 2005 in North Hollywood. This report includes a

2-page “vision” for the overall dimensions of the proposed new Valley-based program, which can be disseminated more widely, instead of or in addition to the full report.

All interviews and focus groups were conducted in English; no requests for interpretation were received from any interviewees.

Definition of the Valley As defined here, the San Fernando Valley region covers an area from Burbank and Glendale on the East, to San Fernando on the North, to Agoura Hills on the West. It includes both Los Angeles City, unincorporated Los Angeles County, and six incorporated cities - Agoura Hills, Calabasas, Burbank, Glendale, Hidden Hills, and San Fernando. By this definition, the Valley includes most but not all of Service Planning Area (SPA) 2, which also covers the Santa Clarita Valley to the north.

Priority Needs for Capacity Building As defined by the nonprofit leaders interviewed for this study (these topics are also consistent with the literature on nonprofit capacity building), top needs for capacity building in the San Fernando Valley are:

* *leadership transition* - a whole generation of the Valley’s nonprofit leaders are reaching retirement age; there are both national programs, such as that of the Annie E. Casey Foundation, and state programs, such as that of the California Association of Nonprofits, to help deal with resulting issues of transition planning - these can be adapted for the San Fernando Valley

* *development of financial management skills and financial technology infrastructure* - many nonprofits, even those relatively well-established and with significant annual revenues, have limited skills for financial management compared with their counterparts in the private sector. Smaller nonprofits in particular may lack expertise in dealing with Federal, state and local government contracts they receive, resulting in cash flow and other problems. In addition, they often lack the sophisticated technology needed to develop state-of-the-art financial data

* *staff and volunteer recruitment and retention* - particularly because of high housing costs in the Valley, recruiting and retaining quality staff is a major challenge, as is effective management when turnover does occur; volunteer recruitment and management also is challenging, especially for smaller nonprofits

* *planning for growth and the financing to support it* - as populations and service needs grow, Valley nonprofits need to grow as well, which requires access to working capital for renovation or construction of physical plants, and identification of alternative financial resources such as Program Related Investments offered by some foundations; programs pioneered by national efforts such as the Nonprofit Finance Fund can help, along with “home-grown” strategies already in place by some Valley nonprofits and suitable for transfer to others

* *burnout prevention for nonprofit staff* - constant pressures of resource constraints, shifting populations and service priorities, increasing legal liabilities and so forth create a stressful environment for nonprofit staff, and especially for executive directors; strategies developed in the private sector for burnout prevention can be adapted to the nonprofit arena to help reduce the impact of these stresses

* *contribution of technology to improving all aspects of nonprofit operations* - increasingly, technology plays a role in service and physical plant management of nonprofits (e.g., use of handheld computers for recording client information and inventory control); on the horizon are technology-based systems for actual service provision that might be adapted for use by Valley nonprofits

* *knowledge about legal aspects of management* - Valley nonprofits need up-to-date knowledge about topics such as developments in workers compensation for their own employees, how to deal with employment discrimination lawsuits if they happen, and how to handle increased legal requirements for screening employees (or their family members) who might be convicted sex offenders

* *training for boards of directors* - under the California Nonprofit Integrity Act, and other recent legal and regulatory mandates, boards of directors have significantly increased responsibility and liability, yet many remain unaware of these developments

* *outsourcing of human resources functions, and other innovations in back office management* - while routine human resources functions such as payroll have been outsourced by many nonprofits, new opportunities for financial and management efficiencies through outsourcing are emerging all the time, along with opportunities for back office consolidation that allow nonprofits in a region like the San Fernando Valley to save energy and money

* *development* - Valley nonprofits need assistance in increasing their in-house skills for grantwriting, for approaching donors and advisors, for endowment building, and for exploring alternative financing (such as a California State Office of Statewide Health Planning bond program, which health nonprofits may access for major sources of capital funding)

* *identifying resources for culturally-competent grantwriting* - in particular, when applying for funding that requires addressing issues of cultural diversity, Valley nonprofits need staff and/or consultants with genuine grantwriting skills in this area

* *collaboration with other nonprofits, funders and community organizations* - Valley nonprofits have many opportunities to collaborate with other organizations in the community, but need help in deciding which collaborations to become part of, how to participate in an effective fashion, and how to deal with a troubled or ineffective collaboration should problems arise

* *information about other nonprofits and their services, to be used for referral, collaboration purposes* - many Valley nonprofits simply do not know about other nonprofit organizations in their immediate area, what services they provide, and how it might be possible to link, refer to or collaborate with them

* *transportation services for clients* - Valley nonprofits may not always have up-to-date information about transportation options their clients need both to get to them and to get to other services they require

* *cultural competency (including hiring and retaining bilingual staff)* - as populations shift in the Valley, nonprofits will start seeing more clients in their designated areas of service who come from different cultural backgrounds, and will need to learn how to communicate with and provide services to these individuals

* *media relations* - many Valley nonprofits have had relatively little experience in dealing with either electronic or print media, yet their fund-raising and service outreach activities could benefit from effective media contacts

* *linkages to funders* - Valley nonprofits often are not well-informed about foundation, corporate or individual donor funders that might be interested in supporting them, and how to apply for funding; they also want ways to connect with funders such as “meet the funder” seminars, or organized site visits for funders to selected Valley nonprofits

* *capacity building to help nonprofits with advocacy* - Valley nonprofits want more training about how to conduct appropriate advocacy activities, how to link with advocacy organizations, and how they can “speak with one voice” to policymakers, funders and the community at large - all without jeopardizing their nonprofit status

All of the above priorities came from health and human service nonprofits, the emphasis of this study, though they are likely just as relevant to arts, education, environmental, social justice or other types of nonprofits in the region. At the same time, the health and human service institutions involved in this study indicated they have needs quite specific to the type of services they provide, e.g., to improve infection control procedures, to deal with the impact of emergency room and hospital closures in the area, etc. Because there are already resources for responding to these more specific technical issues, such as the Valley Care Community Consortium, the emphasis of the planned program will be on management and overall organizational needs for capacity building, but connections to VCCC and other resources will be emphasized, so that Valley health and human service institutions can have ready access to them.

In addition, study participants suggested that larger health institutions can benefit by their contacts (through capacity building efforts) with smaller nonprofits that serve specific communities or ethnic groups, so that they can learn better how they can respond to the needs of these populations. Smaller nonprofits in the human services area also need specific assistance in responding to new legal requirements, such as those required under Megan's Law for dealing with employees (or the family members of employees) who may be sex offenders.

Knowledge Base on Capacity Building The principal approaches to capacity building that undergird the program model presented here were identified both through the interviews and focus groups already discussed, and through HIRI's knowledge of the literature and best practice base, coming from more than 15 years work on this subject. Some of the key resources consulted are summarized briefly here.

The recent research literature includes descriptions of several regional initiatives for capacity building. Telephone interviews and site visits helped to provide more background on these, useful in constructing the model proposed here.

* *Southern California Center for Nonprofit Management* - The oldest and largest organization serving nonprofits in Southern California, CNM has a variety of training programs and information services available, as well as technical assistance resources and partnerships with other capacity building providers (e.g., N-Power, a major technology provider). CNM also conducts research on issues in nonprofit capacity building, including a study cited elsewhere in this report. CNM is based in downtown Los Angeles, where it maintains a training facility, and it is networked with other Management Service Organizations throughout California and across the country.

* *Long Beach Nonprofit Partnership* - this regional initiative provides a wide range of workshops, promotes technical assistance consultation, publishes a newsletter, and offers a platform for peer networking among nonprofit leaders in the City of Long Beach. In Southern California, it is the organization most similar to the program being proposed for the San Fernando Valley.

* *Center for Nonprofit Leadership and Management* - based at Arizona State University, and the result of a year-long feasibility study, this statewide initiative includes a number of activities, such as an association for nonprofits in the state (Alliance of Arizona Nonprofits), and the Arizona Nonprofit Weekly Review, an electronic newsletter.

* *CONNECT: Partnership for Nonprofit Solutions* - this project supports leadership development and provides capacity building and technical assistance to more than 2,000 nonprofit organizations in Orange County, California. CONNECT offers a variety of information resources on capacity-building assistance, including a consultant database and a clearinghouse of resources and best practices.

CONNECT convenes the Nonprofit Assistance Roundtable, a network of TA providers and consultants that coordinates capacity-building services in the area. It also offers a Circuit Rider Program to help local nonprofits with their technology needs. Finally, CONNECT has a range of human resource development programs - training for nonprofit staff and boards, the Leaders Connect learning group, a coaching program through Executive Services Corps, a Young Nonprofit Professionals Network and an AmeriCorps Program for volunteer services.

* *Upstate Alliance for Nonprofit Excellence* - based in Upstate New York, this regional initiative also has many features in common with the planned San Fernando Valley program: it was begun through informal interactions and gatherings of nonprofit leaders, and then was developed through a year-long feasibility study (conducted at about the same funding level as the Valley study).

The Upstate Alliance also benefitted from several background studies conducted by graduate students at a local university (one of them is reported below). The Alliance created a successful website, and is exploring a blended funding model (though recent reports indicate that securing ongoing funding for the Alliance is proving difficult). It has proposed an innovative program, called the Resource Exchange, which would permit regional nonprofits to identify and trade various kinds of resources among themselves.

Brenner et al (2005) conducted a study for the Alliance which resulted in proposing a model for capacity building services the authors called "BOOST!" Its three major components are learning workshops, external collaborations, and bi-annual conference - activities which are part of the proposed program model. The Brenner study also suggested five essential qualities of effective capacity building, which may also have relevance to the structure of the proposed program's activities: (1) good instructor-participant interaction, (2) rigorous efforts to promote wider application of lessons learned, (3) extension of learning periods (beyond the classroom), (4) development of networks of individuals from the for-profit and nonprofit sectors to support capacity building, and (5) accommodation of various learning styles.

Other programs reviewed for the study included a consulting center created by the Triangle Community Foundation, which helps individuals, families and private foundations and corporations develop and operate customized giving programs. This center has provided inspiration for activities (more modest in scope) being considered to serve philanthropy in the San Fernando Valley.

Several research studies also were reviewed, such as a Center for Nonprofit Management/Gianneschi Center study of Southern California nonprofits (Costello & Manzo, 2005). This study estimated that the nonprofit industry in Southern California has annual revenues of \$34 billion. Background materials also were reviewed for a presentation on place-based capacity building delivered by Peter York of the TCC Group at the July 2005 Alliance for Nonprofit Management conference.

National resources, such as the body of assessment tools stored on the website of the Upstate Alliance for Nonprofit Excellence, can be tapped for development of new programming. So can national online resources like Capaciteria, a new nonprofit capacity building website.

Five Basic Approaches to Capacity Building As a result of data gathered and the literature reviewed (some of which also is presented in Appendix A to this study), a number of decisions were made about how to shape the planned program. Results from these decisions are summarized in the “Vision” presented at the beginning of this report, and in the sections that follow.

At the conceptual level, the five following “capacity-building models” (basic approaches to capacity building to be implemented by the planned Valley program) were identified:

* user-friendly **website** with a rich and varied set of information resources and linkages on it, formatted for “24/7” easy access and offered free of charge.

* **learning community** for Valley nonprofits with several components - peer networking (including a possible successor to the Valley Nonprofit Alliance, so that nonprofit leaders would have support for maintaining a regular chance to convene and talk about common concerns), and a variety of training programs offered at multiple community sites for ease of access.

* **technical assistance resource** to offer both initial assessment of needs for capacity building, and a range of consulting services (either offered by staff or consultants of the project, or connected through referrals, some with and some without financial support to pay for the technical assistance).

* **information and referral center** to offer custom-tailored responses to Valley nonprofits’ needs in real time, either by phone or online, and staffed by a knowledgeable person serving as the project coordinator (in some cases, a referral might be to another component of this program; in others it might be to an existing Los Angeles area resource such as the Center for Nonprofit Management, or to a national resource, such as the Nonprofit Facilities Fund).

* **community voice** to help Valley nonprofits communicate with each other about critical issues, e.g., through an annual “state of the nonprofit sector” report and convening (modeled after the UCLA Center for Civil Society’s report and conference); and through a “Valley nonprofit policy council” (modeled after the California Association of Nonprofits’ similar council) which can release statements to help Valley nonprofits “speak with one voice” on issues of importance to local policymakers, funders, and the community at large.

Under the vision presented here, the Valley program will be a *virtual organization with a dispersed physical presence*. The program headquarters will be housed in HIRI’s Encino offices, with training programs offered at the CSUN MOD Center, VCLA in Panorama City, and MEND in Pacoima (thus providing good geographical coverage of major areas of the Valley). Following is a more detailed overview of specific activities that are likely to be part of each of the new Valley program’s five major components:

*** website**

- program description, with easy-access crosswalk to all components
- online “signup sheets” for peer networking activities on topics of identified interest
- information on funding, services, and emerging issues in capacity building (such as performance standards for nonprofits)
- links to other resources (e.g., research data such as County household surveys, school district data, and reports from research centers at California State University Northridge, USC and UCLA)
- downloadable products in a resource library
- bulletin board with local news and announcements, and a calendar of local training activities
- searchable capacity building resource directory, updated annually
- library of self-assessment tools for capacity building, both self-administered and external (a “job mart” presenting employment listings might be added in the future)

*** information and referral service**

- electronic newsletter sent monthly, free-of-charge to nonprofit subscribers
- telephone and online information and referral, with timely responses provided by the program’s coordinator

*** learning community**

- peer networking structure, both for individual contacts and for small-group convenings on topics of interests (which might be a successor to the currently-inactive Valley Leadership Alliance)
- nurturing and expansion of local nonprofit collaborations (e.g., an existing informal group of 8 female Valley nonprofit CEOs, which meets on an ad hoc basis)
- special convenings and seminars on topics of importance identified by the community (sometimes given through conferences such as California Association of Nonprofits, UCLA Center for Civil Society, etc.) (in the future, a distance learning program with online courses might be added)

*** technical assistance**

- needs assessment for capacity building tailored to each requesting nonprofit, ranging from online tools for self-assessment to site visit by a consultant
- technical assistance on selected topics, by program partner staff, consultants, and/or nonprofit peers
- technical assistance through referrals to outside resources (some with program funding attached, to partly or completely subsidize the consultation)
- executive coaching by phone for nonprofit leaders (including peer-to-peer coaching)

*** community voice**

- annual conference and report on the state of the nonprofit community in the Valley
- through the program’s Valley nonprofit policy council (a volunteer group of nonprofit leaders), release of statements on issues of concern to the Valley nonprofit community (local services, funding and budget cutbacks, regulation of nonprofits, etc.) with dissemination to policymakers, funders and the media

The program also will serve as an *intermediary* between the Valley nonprofit community and local funders, policymakers and community leaders. The program’s conferences and training workshops will include funders’ panels, and it can host periodic “meet the funder” sessions (which have been found very helpful in other communities) to bring together funders and nonprofits for more general purposes of learning and networking. Because the program also will offer direct services to Valley-based small foundations and individual donors, additional pathways for interacting with funders are likely to emerge. Similar approaches to building communication with the nonprofit community can be encouraged over time with local policymakers (City Council members, County supervisors, etc.) and with community leaders (homeowners associations, grassroots groups, and so forth).

Finally, the new Valley program can serve in an intermediary role with respect to other nonprofit capacity building initiatives in Southern California. For instance, The California Endowment is about to open a new conference center in downtown Los Angeles, as part of an increased commitment to nonprofit capacity building. The program might help to introduce Valley nonprofits to this facility, e.g., through tours that could even begin at the North Hollywood Metro station, since the Endowment's facility is across the street from the Union Station Metro stop. Over time, the program can facilitate a variety of connections with both foundation and government capacity building initiatives, ranging from offering grant program information on its website, to facilitating collaborations among Valley nonprofits for joint funding applications.

Eventually these connections could even expand to supporting development of common grant application forms and project evaluation systems that might be used by Valley nonprofits, in partnership with local funders. However, these more complex activities probably will need to be deferred until more basic aspects of the program are well-established, and also might need to be carried out in collaboration with other capacity-building programs in Southern California, like the Center for Nonprofit Management and the Long Beach Nonprofit Partnership.

Resources to Implement These Approaches To support these activities, affiliations will be developed and maintained with many of the 132 resources cited in Appendix D. These are valuable service, information and funding sources for Valley nonprofits, and for the new program in doing its work. Connections also will be made with groups representing the business community, such as Valley Industry and Commerce Association, Economic Alliance of the San Fernando Valley, Valley Economic Development Center and the United Chambers of Commerce of the San Fernando Valley. These connections can be used both for fundraising purposes for this project, and to promote involvement of business volunteers in direct capacity-building services, e.g., offering training programs in areas of their expertise. Several CSUN centers, such as the San Fernando Valley Economic Research Center, also would be part of this activity.

Nonprofit resources that will be part of this include the Valley Leadership Institute, with which all of the new program's partners already have worked. Data resources for the information functions of the new program will include academic institutions such as UCLA (Center for Civil Society) and USC (Center on Nonprofits and Philanthropy) as well as the CSUN institutions just mentioned. The distance learning program at CSUN, headed by Dr. Tyler Blake, also may be a valuable resource, if the new program subsequently develops distance learning activities.

A critical resource for data and priorities related to health and human service organizations will be the Valley Care Community Consortium, which has a number of specific projects as well as its annual report. For instance, in 2004, VCCC set as major priorities for its future activities health insurance, access, mental health and chronic disease (with obesity as the current focus). These priorities can help to shape what the new program might do as well, in terms of management, technology or other nonprofit capacity building activities that would support progress in these areas of service.

Targets for These Approaches The five-component Valley program will focus initially on small to mid-sized nonprofits, where the need is greatest. Large nonprofits in the Valley, especially educational institutions and hospitals, already have internal as well as external resources for capacity building, though they could certainly participate in and benefit from this enterprise. Unincorporated, all-volunteer agencies, and grassroots task forces or other community groups, also will be a focus.

Though this study has concentrated on health and human service nonprofits, the capacity building needs of other types of nonprofits are similar in many ways, and the interest exists in the Valley for supporting all these kinds of nonprofit organizations.

Aside from incorporated nonprofits, larger volunteer programs such as Northeast Valley Urban Village Initiative (and smaller all-volunteer efforts across the Valley), as well as smaller and unincorporated neighborhood-focused groups, all can benefit from capacity building. The new program will both make contact with such groups to determine their needs, and dedicate some portion of the project's resources (e.g., a section of the website) to them.

In the knowledge and experience base on nonprofit capacity building (see Appendix A), there is little discussion of how capacity building programs can serve small foundations and individual donors in a community, helping them to strengthen their philanthropic operations. We plan to include both in our target groups for the Valley program, and will develop this component in partnership with Southern California Grantmakers, a long-time supporter of the work behind the development of this new program. We already have had initial planning discussions with SCG.

Approaches by which services can be offered to philanthropic audiences already have been studied by the Human Interaction Research Institute (see Backer, 2004; Sampson, 2004), and there are some good models for how to set them up. For example, all over the country, "donor learning groups" have been created to help individual donors (particularly those operating small foundations, with at most a very limited staff) improve their philanthropic practice. HIRI was invited throughout 2005 to study one of these groups, the Family Foundations Information Exchange in Los Angeles, and is now preparing a case study on what was learned.

Particular effort will be given to connecting with the various formal and informal collaborations of nonprofits that currently exist in the San Fernando Valley. Sometimes these collaborations may focus on subjects that require involvement of participants from the business or government sectors as well. The program can offer support to these collaborations (including, in some cases, technical assistance consultation, growing out of the Human Interaction Research Institute's many years of work in this area), and in turn can be supported by them. They will be a critical "early warning system" for identifying topics of most interest to the nonprofit community, problems that need to be solved, and communication channels that can be used.

In addition to seeking some funding support for the new program through the business community, the project can help to mobilize greater involvement in the nonprofit world of both small businesses and larger corporations operating in the Valley. There are already several Valley-based business associations which do this, and whose operations the new program can offer to support.

Finally, the information and contact networks of public officials in the Valley can be tapped as part of this system, such as the relevant LA City Council Districts: 3 - Dennis Zine (west Valley); 12 - Greg Smith (northwest Valley); 7 - Alex Padilla (north Valley); 2 - Wendy Gruel (northeast Valley); 6 - Tony Cardenas (central Valley); and 5 - Jack Weiss (south Valley - including Sherman Oaks and Encino). Valley Mayors and relevant County supervisors can also be part of this framework. So can resources specific to various communities within the Valley - the Jewish, Armenian and various Asian communities, and certainly the very large and diverse Latino communities.

Additional Considerations Two decisions also were made about what *not* to do as part of this new venture. First, it was decided to focus initially not on developing a large center, but a smaller, more focused program with a major concentration on internet-based resources and services, which are highly cost-effective. Workshops and technical assistance consultation will be part of this new program from the beginning, but more extensive services (and more costly-to-develop ways of delivering them, such as distance learning) will be phased in over time. This will promote a sustainable business model for the project (see section on Sustainability below), and also will keep a significant service offering free of charge, for use by smaller nonprofits and unincorporated groups.

Second, it was initially proposed by several observers that this project might be made part of an existing capacity building program, such as the Center for Nonprofit Management (CNM), the oldest and largest Management Service Organization in Southern California. However, as already discussed, a majority of study participants argued against doing this, primarily because of the strong feeling among San Fernando Valley nonprofits that they want a *Valley-based resource*, tailored to their particular needs (e.g., peer networking focused on nonprofits geographically close to each other; conveniently-local sites for training workshops).

CNM has been involved in the development of this regional initiative from the beginning, and has many valuable resources to offer to Valley nonprofits (e.g., a new program which provides reimbursement for some services for United Way-affiliated agencies). It is hoped that CNM will remain a collaborating organization of the new program and a frequent referral point.

The concerns raised about having an “indigenous resource” are not specific to CNM, nor indicative of any shortcomings in its longstanding, successful operation. If the new program were affiliated with any organization based outside the Valley, there were concerns by many consulted for this study that it might get “swallowed up” in the larger enterprise, and could not be as locally responsive. In one discussion, this was put in corporate terms: “even Citibank has had a recent divestment and is focusing now on more localized businesses, showing that in the corporate world too bigger is not necessarily better. This is one of the reasons that the majority of mergers don’t work.”

Revenue Models Following are the eight models identified for generating revenue for the proposed new program. It is likely that these eight models will be used in various combinations under a “blended funding approach,” described further in the business plan briefly outlined below.

1 - National Foundation Approach - As recently as four years ago, national foundations with an interest in capacity building would have been a major source for start-up funding, as Packard, Atlantic Philanthropies, Carnegie, Mott and other funders on the national scene were investing in regional programs, especially those with innovative approaches. Today, due to changes in priorities of most of these foundations, such support is not likely. However, there are national foundations with funding interests in certain types of nonprofits in Southern California, including the Valley, and which might be approached to provide support for the new program if it could be proved relevant to serving their local grantees. Such opportunities need to be explored as part of the new program’s revenue generating activities. Plus HIRI has twice had demonstration project support from the Kellogg Foundation for Los Angeles-based activities, and national funders like Kellogg could be approached to support “proof of concept,” innovative activities that would be part of the new Valley program.

2 - Local Foundation Approach - Initial explorations in the local funder community have identified six foundations with interests in considering start-up and operational support for the Valley Alliance for Nonprofit Excellence. Each of these foundations will be approached with an initial letter of inquiry, followed by a proposal if invited.

3 - Private Sector Approach - grant support - A number of local businesses with community grant programs have been identified that may be relevant for supporting the new program. A first step in exploring such funding support has been proposed by California State University Northridge - for its MOD Center (with support of CSUN's President and Business School Dean) to host a targeted gathering of these business leaders to determine what their interests may be.

4 - Private Sector Approach - sponsor support - At that same gathering, businesses can be approached regarding their interest in advertising on the new program's website, or having some component of the new program (an online resource center, a lecture series) named after a business, in return for an annual donation.

5 - Annual Event Sponsorship Approach - One additional activity that can be explored at the above gathering is sponsorship by a local business (or foundation) of the annual "state of the nonprofit sector in the Valley" conference, which would coincide with release of a report of the same title.

6 - Individual Donor Approach - Particularly because the new program will include a service component for donors and smaller foundations based in the San Fernando Valley, it may also be possible to secure some support from individual donors. Donors might be approached to support capacity building for specific nonprofits with which they already have relationships.

7 - Government Grant Approach - Opportunities for government grants may also be explored, including the new program providing capacity building support for groups of federal grantees based in the San Fernando Valley, perhaps in a subcontracting capacity. For example, we have been invited to include funding for certain activities of the new program in a Federal grant application being prepared by a Valley consortium, led by Adventist Hospital in Glendale.

8 - Fee for Service Approach - Research on nonprofit capacity building services suggests that fees for service seldom can support all of a program's operation, especially if there is a priority for serving volunteer groups or smaller and unincorporated nonprofits. The latter organizations are likely to need at least some services subsidized, and a program's core operations also may need to be funded at least partly on that basis. However, there is also much support for the idea that direct services (training programs, technical assistance consultation, etc.) frequently should be offered on a fee basis. The Valley program's advisory committee and the nonprofit community at large in the Valley can offer guidance on how to set up an appropriate fee structure, e.g., so that ownership and commitment are encouraged, but no agency is denied service purely on an economic basis.

Business Plan In weaving together the above-described eight revenue approaches, an initial three-year business plan will concentrate on approaches 2,3,4 and 8. Start-up funding will be sought from the six foundations with the idea of a two to three year commitment from each, supplemented by private sector grants and sponsorships. Training and technical assistance activities will be offered on a fee-for-service basis, with a sliding scale to make them affordable for small and struggling nonprofits or volunteer/grassroots agencies in the Valley.

HIRI has recent experience with recruiting multiple foundation funding sources for a capacity building project. Its Philanthropic Capacity Building Resources project was supported by an initial three-year startup grant from the Knight, Kauffman and Bruner Foundations. Surdna Foundation and Carnegie Corporation have subsequently provided funding as well, and the project is about to begin its fifth year of operation.

Over time, additional support can be obtained for specific projects and services to be offered under the banner of the Valley program. However, the program's long-term sustainability will depend on identifying ongoing funding for core operations through sponsorships, fees for service, and some amount of continuing philanthropic funding. A more detailed business plan will be developed as part of the start-up funding being requested from the six foundations mentioned above.

Governance The Valley program will be guided by an advisory committee - chaired by Paul Vandeventer, CEO of Community Partners (who reaffirmed his willingness to do so in December 2005). Leaders from the nonprofit, academic, government and business sectors will be included - to provide oversight, access to peer resources, and help with fundraising for the program's operation. Selected members of the feasibility study's advisory committee, which primarily consisted of nonprofit executive directors, will be asked to join this new advisory group. An evaluation component will be guided by a performance-oriented evaluation plan, and will include user evaluation surveys, plus advisory committee review and ongoing input from the community (described further below).

Partners HIRI will be the lead partner and fiscal agent. VCLA will offer capacity building training workshops similar to the ones it is already providing in the Valley. CSUN will offer courses based on MOD's very successful offerings to managers in public systems such as Los Angeles County, with a wide variety of topics. MEND will host training workshops and provide intellectual input to the rest of this effort, based on their connections with a very poor neighborhood in the Valley.

Some other likely collaborating organizations include: (a) California Association of Nonprofits, which has an annual conference, its own training programs and regular publications (HIRI has collaborated with CAN for years on conference events, and in 2004 on a major research study, cited earlier in this report); (b) Southern California Grantmakers, as already mentioned; (c) UCLA Center for Civil Society, which conducts an annual study of the state of the nonprofit sector, to which HIRI contributes, and hosts an annual conference; (c) the USC Center on Nonprofits and Philanthropy, which also conducts research (mostly on foundations) and conducts seminars with high-profile speakers; and (d) Public Health Foundation Enterprises, which has a number of capacity-building activities based in the Valley for nonprofits that are its clients,

Marketing The Valley program will be marketed actively to the nonprofit, funder and policy communities during the first year of its operation, to promote its information and services. Funding will be included in the initial year's budget to hire a consultant to develop a marketing effort that will include (a) development of a strategic marketing plan, to be reviewed by the program's advisory committee, staff and funders; (b) creation of a high-profile "launch" event, ideally one with a visible co-sponsor, and perhaps tied to an event that would independently create attention; (c) creation of targeted presentations to the wealth of collaborations, associations and other groups based in the Valley, which already have been mentioned in this report; and (d) creation of a very brief, tightly-written "core statement" about the Valley program that can then be circulated in a variety of media -

press release, print brochure, mass e-mails etc. Informal networking, conference presentations and conjoint activities with partner organizations also will be part of this marketing effort.

It is clear that the success of this program will be tied partly to the amount of initial curiosity (“buzz”) it creates, and how many peer organizations quickly start to use it, creating a level of “demand” for the program’s services and products. Of course, no amount of initial visibility will substitute for the word-of-mouth that will be created if the program serves its initial clients well. The Valley program’s website can continue to provide a marketing function by presenting examples of how the program has served nonprofits in the Valley, and with what measurable results.

Timing Under current plans, approaches will be made to potential funders and collaborators for the Valley program at the beginning of 2006, with the plan to have funding support set in place for initial startup by June 2006. That would make possible a partial launch of actual activities by Fall 2006, and full operation by early 2007. As mentioned, a two to three year commitment of startup funding for core operations will be requested from local foundation funders, along with commitments of varying durations from other funding sources.

Relevance to Communities First/The California Endowment Funding Objectives

This study’s results, and the new Valley program that may result from it, are both highly relevant to all three CommunitiesFirst objectives - access, health and well-being, and multicultural health. Improved nonprofit capacity-building services can assist Valley nonprofits in increasing access to the health and human services these agencies provide, particularly for low income populations (including immigrants); can promote health and well-being by increasing the ability of Valley nonprofits to achieve their stated missions; and can promote multicultural health by focusing attention on the many nonprofits in the Valley which serve multicultural populations.

Since the study grant was awarded, The California Endowment has revised its overall funding priorities. The revised priorities of access to health and culturally-competent health systems are essentially the same as two of the previous CommunitiesFirst objectives, and “community health and the elimination of health disparities” is very similar to the previous health and well-being objective. Certainly stronger health and human service nonprofits in the Valley, resulting from the kinds of capacity-building activities discussed here, can result in reduced health disparities for the Valley’s residents, especially those who are poor and who come from communities of color.

In addition, the Endowment now specifically encourages grant applications in its single-point-entry application process that focus on nonprofit capacity building. Such capacity building is an essential ingredient for increasing the overall impact of health and human services provided by nonprofits to residents of the Valley, especially low income, multicultural populations. The proposed Valley-based program will feature information, activities and services that target each of the categories for capacity building the Endowment identifies in its recently-released new priorities - organizational assessments, strategic planning, fund development, board and staff development, organizational learning and assessment, advocacy and work to initiate or strengthen collaborative efforts. The Valley program also is planned to interface actively with related capacity building efforts in the region, such as the Valley Care Community Consortium, with what should be mutually beneficial results. Finally, the proposed Valley program may offer opportunities for collaboration with

capacity-building grants the Endowment may make to other organizations in the future, where there is some concentration of activities on the San Fernando Valley.

Implementing the Vision

Basic components of the planned Valley program for nonprofit capacity building were presented in the first section of this report, and have been augmented by the presentation of further study results just given. Taken together, this provides an initial blueprint for construction of this Valley-based resource for nonprofit capacity building, and for seeking funding support to operationalize it.

Refining the vision began with the final meeting of the project's Advisory Committee on October 20, and with presentation of the study's results to the California Association of Nonprofits conference on October 27. The next step towards implementation will be meeting with the half-dozen foundations that have indicated interest in providing start-up funding, and scheduling the gathering of Valley businesses proposed by California State University Northridge. Also, more meetings will need to be scheduled with the nonprofit community, to continue the dialogue process that has been going on since 2001, and which culminated in this phase with circulation of the draft version of this report for review by all those who participated in the study's datagathering activities (interviewees, focus group participants and advisory committee members).

Challenges

This study needed to have a wide range of input from nonprofits, community leaders, foundations and donors in the San Fernando Valley in order to develop a good strategic plan and business plan. Some of these sources were difficult to locate, e.g., many smaller foundations and individual donors in the Valley are not currently networked into any larger system for philanthropic practice, nor are some small nonprofits. In fact, not all service providers are even incorporated, yet some all-volunteer organizations (including many in the faith community) are important providers of services, especially in immigrant and low-income communities. They too can be more challenging to contact.

Also, there are a number of capacity-building resources in Southern California, whose services in the San Fernando Valley region will need to be coordinated with the overall service model that is developed. There will inevitably be overlaps and conflicts that will need to be managed by an open, results-focused process. Capacity building by its nature covers a wide range of needs and ways of meeting them, and the four organizations behind the planning work that has been done already (HIRI, CSUN, MEND and VCLA) are committed to a flexible, creative approach that attempts to make use of existing resources as much as possible (partly for the practical reason of keeping down the operating budget of whatever organized resource is ultimately proposed - both to encourage low-cost services to recipient nonprofits, and to limit the energy that must be devoted to fundraising).

Evaluation

To help improve the new program over time, and also to justify the investment of scarce resources in this activity, evaluation of the project is needed. A scientifically-controlled study of outcomes is not feasible, both in terms of the major resources that would require, and also the difficulty of

separating scientifically the impact of program activities from many other influences on the operation and success of Valley nonprofits. Therefore, a *performance-oriented evaluation plan* will be created, to gather information on (1) how the new model is implemented, (2) what kinds of information and services the resulting project provides, and (3) what knowledgeable experts think about the program's success as well as its needs for improvement.

Qualitative data will be gathered through an annual review and assessment by the an Advisory Committee, along with commissioned reviews by leading experts in the capacity building field, e.g., Ruth McCambridge of Third Sector New England or Jan Masaoka of CompassPoint. Performance management data also will be gathered by user evaluations of the new program's services, through on-line or print surveys and telephone interviews.

Evaluation approaches used by CompassPoint, Center for Nonprofit Management and other large MSOs, as well as work on evaluation undertaken by leading capacity building providers such as TCC Group, will serve as sources of inspiration for the methods devised. So too will the major research study on this topic to date, commissioned by the Alliance for Nonprofit Management and conducted by Deborah Linnell (2003). Approaches documented by HIRI's Philanthropic Capacity-Building Resources database, which includes evaluation activities for 332 foundation-sponsored programs to fund or deliver services for nonprofit capacity building, also will contribute to the evaluation model (Backer, Bleeg & Groves, 2004).

Sustainability

This study was intended to appraise the feasibility of creating some type of ongoing program that offers capacity-building services to nonprofits in the San Fernando Valley. The strategic plan and business plan present a rationale for ongoing service development, evaluation, program improvement, and a revenue model to help ensure long-term sustainability. Initial commitments from HIRI, CSUN, and VCLA, which have been working on this project since 2001, also should be helpful in that regard, as will the commitment of the fourth partner, MEND, which also has been active in nonprofit capacity building both in Pacoima and throughout the Valley.

HIRI has been conducting work in the nonprofit capacity building arena since the mid-1990s, and has other projects focused on this subject that will continue at least through 2006, so this topic represents a standing priority of the organization. CSUN through its MOD program operates a large continuing education program for L.A. County managers, and also is oriented to providing service to the nonprofit community. VCLA provides volunteers for work in many local nonprofits. All of these activities will be continuing during the time that we plan to implement the vision presented at the beginning of this report.

Sustainability strategies used by local MSOs with which the applicant has long-standing relationships, such as the Long Beach Nonprofit Partnership, were through telephone interviews with their leaders. In addition, the research literature on this subject was examined, including a 2003 national study of MSOs for the David and Lucille Packard Foundation, conducted by TCC Group; and a study of innovations in capacity building completed by the Human Interaction Research Institute (Backer, Bleeg & Groves, 2004). Strategies for sustainability identified by the Institute's recent study of safety-net nonprofits for the Endowment also may contribute to this analysis (Green & Backer, 2004).

Over time, additional components may be added to the program model. A “job mart” featuring nonprofit employment listings, and a distance learning component (perhaps organized through the CSUN unit devoted to this topic), are among the possibilities that have been discussed. Helping to expand services and activities already being carried out by Valley nonprofits could also be part of this expansion. For instance, the Neighborhood Legal Services Center offers “incubating” assistance to local nonprofits, helping them get incorporated and providing other legal services to young nonprofits. Particularly if combined with the expertise of the highly successful incubator operation of Community Partners, such an effort might be expanded.

Another option will be to identify an initiative being supported already in another region and explore transferring it to the Valley. For instance, The California Endowment supports a funding initiative for capacity building services to Latino-focused nonprofits in East Los Angeles, and has indicated interest in transferring this model to other regions in Los Angeles. There are many nonprofits in the Valley that concentrate their operations on the Latino population, so this initiative might well be transferred to the Valley as well. The new program could serve as a broker to explore how this might happen, and also could partner with other organizations in the Valley to bring such an initiative about.

Finally, sustainability of this program will certainly be enhanced if it brings to the Valley cutting-edge perspectives and issues about nonprofit management, many of which have migrated from the corporate sector. The key role of *adaptability* in organizational performance and survival - and that this is to some extent a trainable skill - is one example. The increasing potential of technology to *deliver* services, not just provide information about them, is another.

That the proposed Valley program includes a learning community as a fundamental component sets the stage for research findings, controversies and debates from elsewhere, and emerging technologies to be brought to the attention of Valley nonprofits ... and for our “nonprofit family” in the Valley to bring what they are finding out in the world to the table, too (both questions they have and resources they have identified, as there is no monopoly either on good ideas or on finding them!). As the program grows, it also will be increasingly able to include issues fundamental to reshaping the nonprofit world as part of its activities - e.g., how can nonprofits help poor people with self-sufficiency and wealth enhancement? It is this blend of practical services and big ideas that will help this program become a vital aspect of how nonprofits in the San Fernando Valley get stronger, and thus better achieve their missions on behalf of the people in this region.

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Appendices

Appendix A - State of the San Fernando Valley Nonprofit Community

Appendix B - Feasibility Study Interviewees and Focus Group Participants

Appendix C - Feasibility Study Advisory Committee

Appendix D - San Fernando Valley Nonprofit Capacity Building Resource Analysis

Appendix A - State of the San Fernando Valley Nonprofit Community

Challenges in the Valley Like most of California, the San Fernando Valley is undergoing tremendous change - a growing and shifting population (for instance, the most recent census data indicated that 41.4% of the Valley's 1.8 million population is Hispanic, a major increase in the last few years); increasing multiculturalism - including many immigrants, so that diverse languages and cultures are part of the Valley community; a higher poverty rate (15%) than the state average; and a 1.2% decline in inflation-adjusted real payroll in the most recent year reported (CSUN, 2003). At the same time, housing prices and other measures of economic growth have continued to rise, as the national mainstream economy and the stock market are in recovery mode (and may continue to some extent, despite pressures from the Hurricane Katrina disaster).

California's economic recovery, however, may be slower and more difficult to achieve than in the past. Although personal income was expected to rise in 2004, the Legislative Analyst's Office estimates that the state will continue to face annual deficits of \$10 billion to \$12 billion, for a total of \$50 billion to \$60 billion over the next five years. State revenues are tied to volatile sources of income, causing what would otherwise be a cyclical deficit to become a structural deficit (Green & Backer, 2004). As the gap between rich and poor widens in the Valley, as in all of California, and the levels of poverty continue to expand statewide (from 12.4 percent in 2000 to 13.1 percent in 2002), the public "safety-net" for vital health and human services to low income people becomes even more critical, especially in the current tough economic times.

Impact on Valley Nonprofits For health, human service and other nonprofits in the Valley, especially the "safety-net" organizations serving low income, at-risk populations, there are many challenges as well as some opportunities. Over the past 20 years, 40% of the hospitals in the Valley have closed, even while the population was increasing steadily, stretching the collective hospital infrastructure beyond capacity (Economic Alliance of the San Fernando Valley, 2004). In 2002, hospital costs exceeded revenues for a second year, leaving area hospitals looking for ways to cut costs and enhance revenues. Revenues also exceeded costs at long-term care facilities in the Valley (CSUN, 2003).

According to the Valley Care Community Consortium's September 2004 report, *Assessing the Community's Needs: A Triennial Report on the San Fernando and Santa Clarita Valleys*, over 1.8 million people live in the San Fernando Valley. The racial composition of the Valley is 43.9% Caucasian, 38.7% Hispanic, 9.8% Asian and 3.6% African American. Approximately 14.6% of the households in the San Fernando Valley live below the poverty level. Children comprise 28.6% of the total population in the Valley, while Seniors (age 65+) constitute just over 10%. Approximately 24% of the population aged 25+ has not graduated from high school.

Similar to Los Angeles County as a whole, leading causes of death in the San Fernando Valley are heart disease, cancer, stroke/cerebrovascular accident, influenza/pneumonia and chronic respiratory disease. There are some 332,000 adults and children with no health insurance.

There are health needs specific to each age group. For instance, 174,660 children under age 17 are MediCal beneficiaries, and about 10% of children were born to mothers who received late or no prenatal care. Approximately 315,000 of all adults in the Valley did not obtain dental care in the past year because they could not afford it. Among seniors, there are approximately 31,345 cases of Alzheimer's disease and related dementia in the San Fernando Valley.

According to the Consortium's report, across all age groups, health care priority needs include:

- * increased access to primary medical services
- * increased access to (or more affordable) health care insurance
- * alternatives to ER service for uninsured patients
- * increased mental health services across the age spectrum
- * better disease management programs for asthma, bronchitis, diabetes, etc.

Furthermore, the report concludes, financial constraints are only one major reason why organizations and medical facilities currently have limited ability to meet these and other needs. In addition, increased coordination and communication between organizations is identified as a priority to better serve targeted clients, and offer opportunities for increasing capacity. As the Consortium's report makes clear, this priority is focused on *organizational* capacity rather than *service* capacity (i.e., new clinical interventions to address a particular disease state, new equipment or increased staffing).

Overall, there have been fundamental transformations in the nonprofit field, especially in health and human services, during the last 25 years. These changes have occurred both in California and nationally: (1) public demand that nonprofits solve community and individual problems have increased dramatically; (2) this demand increased the extent of government support to nonprofits, so such support is more critical today than ever; (3) changes in social expectations and federal policies have blurred boundaries between types of service organizations (for example, childcare groups manage for-profit health care programs, for-profit job training groups receive Department of Justice funds, and federal housing funds support local social services); and (4) traditional sources of funding have been in decline, with increasing pressure on nonprofits to be "entrepreneurial," allowing some organizations to grow while others struggle.

These enduring changes also are part of the Valley's nonprofit scene, as are the following challenges for health, human service and other types of nonprofits:

- There is a continued unwillingness of politicians and the public to support health or human services that require increased taxes.
- Cuts in staffing and reductions in programs are arbitrarily determined more by an organization's ability to raise funds, rather than by assessment of need or measurement of performance.
- Escalating reporting requirements and cumbersome restrictions on how programs can be delivered make it more and more onerous to be a provider of government-funded services.
- Changes in Medi-Cal make many of the working poor that come to health and human service nonprofits for services no longer eligible for government-funded programs.
- Many of the nonprofits that are hardest hit by staffing and program cuts - homeless, crisis intervention, job training, mental health and substance abuse programs - are crucial to keeping human problems at a more manageable level in the community.
- The complexity of issues that many families and individuals now bring to health and human service providers is difficult to address with current levels of skills and resources.
- Many low-cost prevention and intervention programs are being cut despite evidence of success and/or cost-efficiency. People needing these services then must go to institutions not prepared to meet their needs: police,

emergency services, juvenile justice, jails, etc. And most ironic, many efforts to cut costs will result in dramatic increases in costs as these “providers of last resort” become overburdened.

- Increased operational costs like workers' compensation insurance often wipe out financial progress nonprofits may have achieved in spite of government cuts.

- Health and human service organizations can no longer rely as much on volunteers, who have had to increase their paid work hours so they can make ends meet as well.

- Even those nonprofit organizations that have not yet experienced reductions in revenue are in an atmosphere that feels unstable and chaotic because the future is so uncertain.

Responses Many health and human service nonprofits in the Valley already are developing their own responses to these challenges, as are some Valley-based associations, such as the Valley Leadership Institute and the Valley Care Community Consortium. But health and human service nonprofits need additional systems-level resources - information, training programs, technical assistance consultation, and peer networking - that are directed at enhancing their overall functioning, as well as specific problem-solving related to funding shortfalls, etc. Many new models are emerging for offering such resources through nonprofit capacity-building programming, from those related to use of technology for record-keeping and service delivery, to innovative approaches to increasing cultural competency (Backer, Bleg & Groves, 2004).

Recent research supported by The California Endowment validates the importance of these issues. In a 2004 study of safety-net nonprofits in California (Green & Backer, 2004), 40.7% of 741 responding organizations reported that their revenues were down this year from last year, with an average decrease of 22.5%. But revenue cuts are not evenly distributed across these nonprofits serving low income and underserved populations: 26.9% of responding organizations had no change in revenues from last year to this, and 32.4% had an increase in revenues.

Nonprofits are also employing nontraditional coping strategies, such as consolidating “back office” operations or collaborating in new ways with other nonprofits (63%). Many respondents provided specific examples of innovative coping strategies they’re using, in sufficient detail that replication of the idea would be possible. Just to give one example: in Salinas, the local Housing Authority, a foundation and several nonprofits are working together to develop nonprofit community centers that will offer “one stop shopping” for safety-net services, and will provide low-rent office space for financially-strapped nonprofits.

Recently, CSUN (2002) mapped the location and characteristics of nonprofit organizations in the Valley for the first time, identifying 3,300 nonprofits. By comparison, according to Costello & Manzo (2005), there were 13,370 nonprofits in Southern California in 2000 (this study provides baseline nonprofit sector data for ongoing longitudinal and county-level analysis).

In Summer 2003, CSUN (Yousef, 2003) conducted a follow-up study of the 100 April conference participants. Of 33 respondents, ten had received capacity-building services within the last two years, with both positive and negative results. For instance, one recipient said of a service provider: “They do not understand the local needs and changing diversity of the Valley.” Respondents indicated they preferred to receive localized services by individualized consultation, short-term training workshops or group consultation. More than half want assistance in marketing and resource development, and for more than half of the respondents the biggest challenge to getting good capacity-building services is funding them.

HIRI also reviews the state of nonprofit capacity building each year, in a report published by the UCLA Center for Civil Society and done in collaboration with Southern California Grantmakers (Backer & Oshima, 2005). This work is the local counterpart to HIRI's national research on nonprofit capacity building service models and infrastructure, and its intervention work in other communities (Backer, 2001; Backer & Barbell, 2004; Backer, Bleeg & Groves, 2004). This infrastructure also is part of what underlies the ability of Valley nonprofits to respond to the many challenges they currently face.

Appendix B: Feasibility Study Interviewees and Focus Group Participants

Interviewees

Community Health Care Centers

Ann Britt, Valley Community Clinic
Bruce Nelson, Glendale Adventist Medical Center
Carla Nino, Valley Care Health Centers
Joni Novosel, Valley Care Community Consortium
Ron Sorenson, St. Joseph's Medical Center
Kim Wyard, Northeast Valley Health Corporation

Mental Health Service Providers

Lois Bocchio, New Horizons
Sr. Una Connelly, Valley Family Center
Barbara Firestone, The Help Group
Alex Kopelowicz, San Fernando Mental Health Center
Roy Marshall, Child and Family Guidance Center

Organizations Providing Human Services with Health Aspects to Communities of Color

Xavier Flores, Pueblo y Salud
Juana Mora, California State University, Northridge
Susan Ng, Kaiser Permanente
Corinne Sanchez, El Proyecto del Barrio
Irene Tovar, Latin American Civic Association

Organizations That Coordinate or Advocate for Increased Access to Health and Human Services

Neil Dudovitz, Neighborhood Legal Services of Los Angeles
Flo Green, California Association of Nonprofits
Marianne Haver Hill, MEND
Jim Leahy, Volunteer Center of Los Angeles
Paul Vandeventer, Community Partners

Youth Development Organizations That Coordinate or Advocate for Increased Access to Health and Human Services for Youth

Sandra Babcock, Dubnoff Center
Rev. Dr. Dudley Chatman, Greater Community Missionary Baptist Church
Alan Glassman, California State University, Northridge
Kay Inaba, Northeast Valley Urban Village Initiative
Gerry Keshka, Girl Scouts of the San Fernando Valley
Siddie Neal, San Fernando Valley Service Center

Organizations That Serve the Needs of Seniors, Including Coordination of Health and Human Services

Pat Austin, Northeast Valley Multipurpose Senior Center
Rosalinda Gonzales, Mid Valley Senior Center
Moeed Khan, Catholic Charities
Laurie Litel, East Valley Senior Center
Barry Smedberg, Valley Interfaith Council

Philanthropy

Michael Balaoing, Entertainment Industries Foundation
Wendy Chang, L.A. Urban Funders
Joe Lumarda, California Community Foundation
Jose Marquez, The California Endowment
Joy Picus, Consultant
Gwen Walden, The California Endowment

Additional Interviews

Tyler Blake, California State University, Northridge
Elwood Hopkins, Los Angeles Urban Funders
Susan Kaplan, Friends of the Family
Judy Ross, Long Beach Nonprofit Partnership
John Williams, John S. & James L. Knight Foundation

Focus Group Participants**Volunteer Center of Los Angeles - Staff - April 5, 2005**

Thomas E. Backer, Facilitator, Human Interaction Research Institute
Beth Howard, Human Interaction Research Institute
Joan Kagan, Volunteer Center of Los Angeles
Jim Leahy, Volunteer Center of Los Angeles
Cambria Smith, Volunteer Center of Los Angeles

MEND Pacoima Neighborhood - May 10, 2005

Thomas E. Backer, Facilitator, Human Interaction Research Institute
Steve Brown, MEND
Marlene Grossman, Pacoima Beautiful
Marianne Haver Hill, MEND
Ed Rose, MEND
Becky Villasenor, Pacoima Partners
Rebecca Yee, Neighborhood Legal Services

MEND - Staff - May 10, 2005

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Lupa Acosta, MEND
Jenny Coutierrez, MEND
Marianne Haver Hill, MEND
Jorge Jimenez, MEND
C dina Mirabella, MEND
Lilia Soler, MEND
Mary Watanabe, MEND

Kaiser Permanente - Health Care - June 14, 2005

Beth Howard, Facilitator, Human Interaction Research Institute
Bruce Nelson, Glendale Adventist Medical Center
Susan Ng, Kaiser Permanente
Joni Novosel, Valley Care Community Consortium
Kim Goldberg Roth, Valley Trauma Center

Latin American Civic Association - Hispanic Community Organizations - June 15, 2005

Beth Howard, Facilitator, Human Interaction Research Institute

Anahid Andriassian, Latin American Civic Association

Marla Gray, Latin American Civic Association

Irene Tovar, Latin American Civic Association

Maria Ventura, Office of Councilman Alex Padilla

Valley Interfaith Council - Faith Community - June 23, 2005

Beth Howard, Facilitator, Human Interaction Research Institute

Samuel Alster, Valley Interfaith Council

Ensar Demirkan, Granada Hills Turkish Moslem Mosque

Hin Sue Lee, Church of Jesus Christ of Latter Day Saints (retired minister of Korean ward)

Barry Smedberg, Valley Interfaith Council

Valley Philanthropists (conducted by individual telephone interview)

Lila Aurich, philanthropist

Martin Early, philanthropist

Lili Endlich, philanthropist

David Fleming, Latham & Watkins

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Appendix D - San Fernando Valley Nonprofit Capacity Building Resource Analysis

This Appendix contains brief descriptions of 132 resources for nonprofit capacity building relevant to nonprofits in the San Fernando Valley. Each description provides contact information and a one-paragraph summary of the resource.

The entries are organized into the following categories:

- * Consultants
- * Foundations and Corporate Donors
- * Human Resource Provider Organizations
- * Information Centers
- * Management Support Organizations
- * Nonprofit Management Education Programs
- * Technology Resources
- * Volunteer Centers
- * Additional Resources
- * Los Angeles City Council Members Serving the San Fernando Valley

Information provided was current as of October 2005. Listings of this sort are likely to “age” rapidly so inclusion of the information presented here in any other database would need to follow an effort to update and verify its accuracy.

Consultants

Nancy Berglass Consulting

Contact: Nancy Berglass
2293 Panorama Terrace
Los Angeles, CA 90039
323/665-1020; Fax 323/665-1014
E-mail: nberglass@aol.com

Aims to strengthen communities by enhancing the capacities of grantmakers and nonprofit organizations to engage effectively with each other and those they serve; services to community organizations include strategic planning; program design, management and evaluation; board development and training; research and writing; and intragroup dialogue and conflict resolution; services to grantmakers include the design, implementation, management and evaluation of grant programs; trustee training and development; development, critical review and evaluation of grant proposals; and social investment advising.

Coachman-Moore & Associates

Contact: Valerie Coachman-Moore
1195 East Woodbury Road
Pasadena, CA 91104
626/797-7853
E-mail: coachmanmoore@earthlink.net

Fifteen-year-old research and consulting firm which focuses on nonprofit capacity strengthening in Southern California and nationally; recently completed a study for the First Five Los Angeles Children and Families First Commission on capacity-building services in the region and proposed a framework for service delivery; works closely with organizations on organization development, including planning, project design, group facilitation and coaching.

Consensus Planning Group

626 Wilshire Boulevard, Suite 1000
Los Angeles, CA 90017
213/438-1755; Fax 213/438-1764
E-mail: info@consensusp.com
Website: www.consensusp.com

A full service community relations firm that specializes in delivering community support and public outreach programs in real estate, transportation, public facilities, waste industry, water and education.

Cooper Beavers, Inc.

Contact: Jay Schuster
17547 Ventura Boulevard, Suite 202
Encino, CA 91316
818/348-8030; 818/789-5902
E-mail: jschuster@cooperbeavers.com
Website: www.cooperbeavers.com

Has established a specialized unit to represent Jewish and Israeli nonprofit organizations and schools in Southern California in the areas of public relations and marketing, fundraising, promotional programs and strategic planning

Diversity Consulting Group, Inc.

Contact: Sara Poi-Lim
23337 Clearpool Place
Harbor City, CA 90710
310/528-4326; Fax 310/325-7659
E-mail: spol98@aol.com

Provides consultation on coalition/alliance building, collaboration and partnership development, community organizing and capacity building and diversity and cultural awareness for public health agencies and community-based organizations serving Cambodian, Chinese, Filipino, Laotian, Vietnamese and other immigrant populations.

Draper Consulting Group

Contact: Lee Draper
10811 Washington Boulevard, Suite 380
Culver City, CA 90232
310/559-3434; Fax 310/55904586
E-mail: office@drapergroup.com
Website: www.drapergroup.com

Provides high quality customized services to meet the core needs of community-based nonprofit organizations; dedicated to increasing the capacity of nonprofits through strategic planning, board development and training, fundraising (i.e., capital campaigns, grantsmanship and major donors), and executive coaching.

The Edison Group

Contact: Melissa Mullinax Abbott
16255 Ventura Boulevard, Suite 706
Encino, CA 91436
818/728-3350; Fax 818/728-3360
E-mail: info@edisongroup.com
Website: www.edisongroup.com

Provides a unique approach to running grassroots campaigns and establishing grassroots communications; assists in establishing comprehensive communications solutions in crisis management and product launching.

Julie Friedman

101 Loma Metisse
Malibu, CA 90265
310/456-9722; Fax 310/456-1202
E-mail: jfriedman@kagon.net

Provides consultation on collaborative strategic planning, community organizing and capacity building, community assessment and outreach, multi-cultural outreach and resource development for public health and health care organizations.

Grantworks Proposal Writing Services

Contact: Katherine Kubarski
P.O. Box 365
Santa Monica, CA 90406
888/312-5010; Fax 310/826-7066
E-mail: kk@grantworks.com
Website: www.grantworks.com

Assists in collaboration proposal writing, workshop/seminar/symposia and fundraising development.

Felicia Jin-Sun Lee

330 South Mentor Avenue, #232
Pasadena, CA 91106
626/449-0167; Fax 213/740-6010
E-mail: fjl@usc.edu

Provides consultation in coalition and alliance building, collaborative strategic planning, conflict resolution, group decision making and staff leadership and development.

Kumamoto Associates

Contact: Alan Kumamoto
4130 Sea View Lane
Los Angeles, CA 90065
323/223-6473 (phone and fax)
E-mail: Akumamoto@aol.com

Provides administrative assistance and consultation in board development and training, fundraising, meeting facilitation, public relations, strategic planning and program evaluation for a variety of ethnic and emerging populations; conducts focus groups to gather nontraditional information.

The McElwee Group

Contact: Jan McElwee
800 South Victory Boulevard, Suite 201
Burbank, CA 91502
818/557-8657; Fax 818/557-8659
E-mail: mcelweejan@aol.com

Provides consultation on philanthropy, management, fund development and strategic planning issues to foundations and nonprofits.

Nonprofit Incorporators

Contact: Arthur Rieman
2118 Wilshire Boulevard, Suite 261
Santa Monica, CA 90403-5784
310/828-6722; Fax 310/315-1567
E-Mail: nonprofitinc@pobox.com

Provides consultation and legal assistance in human resources, nonprofit incorporation and strategic planning.

Nunn Consulting, Inc.

Contact: Dr. Yolanda Nunn
10020 National Boulevard
Los Angeles, CA 90034
310/237-6866; Fax 310/237-6869
E-mail: yjunn@nunninc.com
Website: www.nunninc.com

Provides consultation in capacity building, research and evaluation, community organizing, collaboration and partnership development, strategic restructuring, leadership development and sustainability.

The Sandoval Group

Contact: Cecilia M. Sandoval
P.O. Box 3428
Montebello, CA 90640-3428
323/728-3880; Fax 323/888-8723
E-mail: sandovalgroup@msn.com

In practice since 1986 to improve systems that serve children and families in the context of community; provides management consulting and technical support to nonprofits, public agencies and community groups through organizational assessments, strategic planning, board development, process design and public-private collaboration; provides the services of skilled facilitators and trainers with experiential knowledge of multicultural communities.

Deborah Silver

486 Wapello Street
Altadena, CA 91001
626/794-7978 (phone and fax)
E-mail: dsilver@pacbell.net

Provides consultation on collaboration and partnership development, diversity and cultural awareness, leadership development and sustainability for community-based and private public health organizations.

SINTRA Consulting

Contact: Mary Genis
2014 Balmer Drive
Los Angeles, CA 90039
323/666-9700; Fax 323/913-3199
E-mail: Mgenis@aol.com

Strengthens organizational capabilities in the areas of (1) organizational development (strategic planning, team building, board/staff development, board assessments, performance appraisal systems, board/staff retreats and executive coaching), (2) fundraising (development assessments, fundraising plans, recruitment and training of board/staff); and (3) marketing/program planning (conducting focus groups).

Transformative Collaborations International

Contact: Yoland Trevino
4234 Canyon Crest Road
Altadena, CA 91001
626/794-2906
E-mail: therion93@earthlink.net

Provides consultation on collaboration and partnership development, community organizing and capacity building, diversity and cultural awareness, leadership and staff development for health care and public health organizations and school systems; has developed tools and processes for co-creating learning organizations that practice inclusive governance, community engagement and accountability.

Urban Resources

Contact: Tessa Carmen De Roy
(no physical address)
323/660-0040; Fax 323/660-0622
E-mail: Tessacarmen@earthlink.net

Provides assistance on organization development, training, facilitation, fundraising and grant writing to both English- and Spanish-speaking clientele, with a focus on organizations working in healthcare, early childhood education and workforce development.

Gerald D. Yoshitomi

187 Seaspray Way
Port Hueneme, CA 93041
805/985-4563; Fax 805/830-1688
E-mail: yshjy@aol.com

Provides consultation to engage arts audiences and increase support for the arts; facilitates innovation and strategic change.

Foundations and Corporate Donors

Bank of America Foundation

Neighborhood Builders

Information and Application found only at: <http://www.bankofamerica.com/foundation>

Makes contributions to programs that focus on education, community development, arts and culture, health and human services to nonprofit organizations whose focus closely reflects local neighborhood priorities.

Blue Shield of California Foundation

Contact: Grant Administrator

50 Beale Street

San Francisco, CA 94105-1819

Website: www.blueshieldcafoundation.org

Funds programs in domestic violence prevention and intervention through provision, education and outreach; research and education regarding medical best practices, health technologies and information technology in healthcare; and, direct or indirect provision of medical insurance or healthcare to those populations which are uninsured or underinsured, and related policy development.

The Boeing Company

Contact: Community Relations

P.O. Box 2515, M/C 110-SC71

Seal Beach, CA 90740

562/797-3127

Website: www.boeing.com/companyoffices/aboutus/community/charitable.htm

Supports and improves the communities in which Boeing employees live and work in education, health and human services, culture and the arts, and civic and environmental issues.

California Community Foundation

Contact: Cindy DiGiampaolo, Senior Program Assistant
445 South Figueroa Street, Suite 3400
Los Angeles, CA 90071-1638
213/413-4130; Fax 213/629-4782
E-mail: cdigiamp@ccf-la.org
Website: www.calfund.org

Seeks to build organizational capacity of small to moderate-sized nonprofits that address a critical community need consistent with funding priorities; current priorities are: jobs, child care, early education and primary health care.

The California Endowment

Contact: Jai Lee Wong, Senior Program Officer
21650 Oxnard Street, Suite 1200
Woodland Hills, CA 91367
818/703-3311; Fax 818/703-4193
E-mail: lof@calendow.org
Website: www.calendow.org

Supports the Local Opportunities Fund, a new local coalition created to improve the coordination of outreach efforts, provide training and capacity building resources, and inform local policy and advocacy priorities to increase access to health coverage and care for low-income uninsured populations; also supports the Community Clinic Initiative, providing capacity-building support for community clinics throughout California.

The California Wellness Foundation

Contact: Joan Hurley, Grants Administrator
6320 Canoga Avenue, Suite 1700
Woodland Hills, CA 91367
818/593-6600; 818/593-6614
E-mail: tcwf@tcwf.org
Website: www.tcwf.org

Serves as an independent, private foundation whose mission is to improve the health of the people of California by making grants for health promotion, wellness education and disease prevention; encourages requests for grants of core operating support to strengthen organizational infrastructure of nonprofit organizations.

The Candle Foundation

Contact: Terri Shimohara, Acting Human Resources Senior Director
100 North Sepulveda Boulevard
El Segundo, CA 90245
310/727-4041; Fax 310/727-4262
E-mail: candle_foundation@candle.com
Website: www.candle.com/foundation

Awards grants for community investment, education and information dissemination, hunger and homelessness, medical research and preventive health services to nonprofit organizations.

Chevron

Contact: Community Engagement Administrator
6001 Bollinger Canyon Road
San Ramon, CA 94583
925/842-1000
Website: www.chevron.com

Helps to create economic growth through human and institutional capacity building in the areas of basic human needs, education and career training and small and medium-size business development and access to credit.

Cingular Wireless

Contact: Community Support
Glenridge Highlands Two
5565 Glenridge Connector
Atlanta, GA 30342
866-246-4852
Website: www.cingular.com

Supports community-based programs and organizations that address educational, cultural and social issues affecting the quality of life for citizens in the community; encourages employees to volunteer with national and local nonprofits.

Citigroup Foundation

Contact: Grants Administrator
850 Third Avenue, 13th Floor
New York, NY 10022-6211
212/559-9163

E-mail: citigroupfoundation@citigroup.com

Website: www.citigroup.com/citigroup/corporate/foundation

Makes grants to reinforce community-led efforts to revitalize low-income neighborhoods; supports community corporation, intermediary organizations and community development financial organizations that focus on affordable housing, economic development, welfare-to-work initiatives, community infrastructure improvements and environmentally sustainable growth economies; prefers to solicit proposals from prospective grantees with demonstrated success, but will consider unsolicited proposals.

City National Bank

Southern California Community Reinvestment
Contact: Dan Minkoff
400 North Roxbury
Beverly Hills, CA 90210
213/833-4731

E-mail: daniel.minkoff@cnb.com

Website: www.cnb.com/infocenter/community/

Teams with for-profit and nonprofit developers to create affordable housing opportunities in low and moderate income areas; currently funds an initiative to restock California's school library system; spearheads community programs to further its community development goals in markets throughout the State.

Joseph Drown Foundation

Contact: Wendy Wachtell, Vice President & Program Director
1999 Avenue of the Stars, Suite #2830
Los Angeles, CA 90067
310/277-4488; Fax 310/277-4573

E-mail: staff@jdrown.org

Website: www.jdrown.org

Provides funding for education, health and social services in the Greater Los Angeles area; supports organization, program and capacity-building efforts of nonprofit organizations working in these primary areas of interest.

The Durfee Foundation

Contact: Claire Peeps, Executive Director
1453 Third Street, Suite 312
Santa Monica, CA 90401
310/899-5120; Fax 310/899-5121
E-mail: admin@durfee.org
Website: www.durfee.org

Through the Community Fund, provides grants to new and emerging nonprofits in Los Angeles County that offer grassroots response to urgent community needs; organizations must be less than five years old, with budgets below \$100,000.

Flintridge Foundation

Contact: Pam Wolkoff, Director of Programs
1040 Lincoln Avenue
Pasadena, CA 91103
626/449-0839; Fax 626/585-0011
E-mail: info@flintridgefoundation.org
Website: www.flintridgefoundation.org

Provides technical assistance to empower, encourage and nurture organizational development, leadership capacity and organizational management for organizations serving children and youth.

David Geffen Foundation

Contact: Mr. Dallas Dishman
331 North Maple Drive, Suite 200
Beverly Hills, CA 90210
310/288-7333; Fax 310/288-7329
E-mail: ddishman@dreamworks.com
Website: www.workinggroup.org/lgbtfunders/resource/view.cfm?funderID=168

Provides funding for HIV/AIDS, Arts and Culture, Civil Rights/Civil Liberties, Jewish Issues and special community projects.

J. Paul Getty Trust

Contact: Jean Miao, Program Manager

1200 Getty Center Drive, Suite 800

Los Angeles, CA 90049-1685

310/440-7320; Fax 310/440-7703

E-mail: info@getty.edu

Website: www.getty.edu/grants/program

Provides critical support to institutions and individuals throughout the world in fields that are aligned most closely with J. Paul Getty Trust's strategic priorities; funds a diverse range of projects that promote learning and scholarship about the history of visual arts and the conservation of cultural heritages; searches for collaborative efforts that set high standards and make significant contributions.

Glendale Community Foundation

Contact: Thomas R. Miller, Executive Director

P.O. Box 313

Glendale, CA 91209-0313

818/241-8040; Fax 818/241-8045

E-mail: gcfndn@earthlink.net

Website: www.glendalecommunityfoundation.org

Administers gifts and grants to fund hard asset acquisitions and programming for nonprofits in Glendale to make them more efficient and effective.

The Home Depot Foundation

2455 Paces Ferry Road

Atlanta, GA 30339

866/593-7019; Fax 866/593-7027

E-mail: hd_foundation@homedepot.com

Website: www.homedepotfoundation.org

Funds community projects, though grant resources currently fund efforts leading to long-term rebuilding strategies in communities impacted by Hurricane Katrina. Grant guidelines for 2006 to be announced in December 2005.

The James Irvine Foundation

Contact: Sally Lew, Associate Program Officer
725 South Figueroa Street, Suite 3075
Los Angeles, CA 90017
213/236-0552; Fax 213/236-0537
E-mail: info@irvine.org
Website: www.irvine.org

Supports efforts aimed at improving nonprofit performance to increase their philanthropic capabilities.

Jewish Community Foundation

Contact: Amelia Xann, Program Officer
6505 Wilshire Boulevard, Suite 1200
Los Angeles, CA 90048
323/761-8700
E-mail: For appropriate e-mail address, visit foundation website listed below
Website: www.jewishfoundationla.org

Funds new and innovative programs and projects, capital improvements and community-wide initiatives in both the Jewish and general community; serves as the largest manager of charitable assets and provider of planned giving solutions for Southern California Jewish philanthropists.

Kaiser Permanente Cares for Communities

Contact: Public Affairs Department
393 East Walnut Street, 2nd Floor
Pasadena, CA 91188
626/405-3195
E-mail: KP-Cares-For-Communities@kp.org
Website: <http://newsmedia.kaiserpermanente.org/kpweb/communityinvolve>

Seeks to improve the communities served by Kaiser Permanente and to increase affordable healthcare, with a focus on vulnerable populations, evidence-based medicine, education and public policy; offers education and training programs for physicians, nurses and other health professionals; provides grants, equipment and volunteer hours to community organizations.

Los Angeles United Methodist Urban Foundation

Contact: Bill Pitkin, Executive Director
1021 South Hope Street
Los Angeles, CA 90015
213/749-0214 x 23; Fax 213/749-3098
E-Mail: info@urbanfoundation.org
Website: www.urbanfoundation.org

Works to build the capacity of grassroots faith-based and community organizations to effectively meet the needs of urban neighborhoods; strengthens community organizations through grantmaking, training and coaching, and community research.

L.A. Urban Funders

Contact: Elwood Hopkins, Executive Director
8452 Harold Way
Los Angeles, CA 90069
323/650-6256 Fax: 323/650-6534
E-mail: ehopkins@emergingmarkets.us
Website: www.socialgrantmakers.org

Works to strengthen the capacity of leaders and organizations to work together on collaborative research, asset mapping, strategic planning and decision making; funded by a group of foundations and operates under the umbrella of Southern California Grantmakers; concentrates on the communities of Pacoima and South Central Los Angeles.

Liberty Hill Foundation

Contact: Jeffrey Richardson, Executive Director
2121 Cloverfield Boulevard, Suite 113
Santa Monica, CA 90404
310/453-3611; Fax 310/453-7806
E-mail: info@libertyhill.org
Website: www.libertyhill.org

Makes grants to grassroots groups in Los Angeles County that promote social and racial equality, environmental sustainability, economic justice and shared social responsibility; provides training and technical assistance to organizations to increase their ability to transform communities.

Medtronic Foundation

Contact: Penny A. Hunt, Executive Director
710 Medtronic Parkway
Minneapolis, MN 55432-5604
Website: www.medtronic.com/foundation

Administers grant programs in health, education and community, including arts and culture and human services; general guidelines for each grant program are available at the Foundation website; communications and applications are accepted only online.

Prudential Foundation

Contact: Community Resources
751 Broad Street, 15th Floor
Newark, NJ 07102-3777
973/802-4791
E-mail: community.resources@prudential.com
Website: www.prudential.com/productsandservices

Originates and manages investments designed to revitalize neighborhoods; invests in projects that benefit local communities; coordinates volunteer efforts by Prudential associates and works to address needs in specific communities; connects Prudential businesses with diverse communities and organizations; through the Prudential Neighborhood Partnership, develops collaborations with local organizations to develop capacity-building resources and initiatives; funds and manages the Pacoima School Readiness Program.

The Riordan Foundation

Contact: Nike Irvin, President
300 South Grand Avenue, 29th Floor
Los Angeles, CA 90071
213/229-8402; Fax 213/22905061
E-mail: questions@riordanfoundation.org
Website: www.riordanfoundation.org

Offers grants, primarily challenge grants, for computer technology, primarily in the areas of literacy and education, primarily in Los Angeles County.

Rite Aid Foundation

Contact: Grants Administrator

P.O. Box 3165

Harrisburg, PA 17105

No telephone calls accepted

E-mail: No e-mail requests accepted

Website: www.riteaid.com/company_info/community/foundation.php

Supports programs that benefit communities in which Rite Aid operates, with a focus on health care, women and families.

SBC Foundation

Accepts only telephone and e-mail communications

800/591-9663

E-mail: SBCFDN@txmail.sbc.com

Website: www.sbc.com/gen/corporate-citizenship?pid=6420

Supports organizations and programs that enrich and strengthen diverse communities, with emphasis on education, community development, health and human services and arts and culture; administers SBC Excelerator initiative, which funds projects that use technology to build stronger communities.

Starbucks Foundation

Contact: National Promotions

Starbucks Coffee Company

P.O. Box 34067

Seattle, WA 98124-1067

800/782-7282

Website: www.starbucks.com

Matches partner and customer volunteer hours with cash contributions to nonprofit organizations; participates in local and national initiatives serving youth and literacy needs.

Unihealth Foundation

Contact: Dr. Shaheen Kassim-Lakha, Senior Program Officer

800 Wilshire Boulevard., Suite 1300

Los Angeles, CA 90017

213/630-6500; Fax 213/630-6509

E-mail: skassim-lakha@unihealthfoundation.org

Website: www.unihealthfoundation.org

Mission is to support and facilitate activities that significantly improve the health and well being of individuals and communities within the Foundation's service area of San Fernando and Santa Clarita Valley, Westside and Downtown Los Angeles, San Gabriel Valley, Long Beach and Orange County.

Union Bank of California Foundation

Contact: Susana Lopez, Foundation Officer
445 South Figueroa Street, 4th Floor (MC G04-110)
Los Angeles, CA 90071
Accepts only written requests; no telephone calls
Website: www.uboc.com

Awards funds primarily in the areas of affordable housing, community economic development and education; will consider grant requests for culture/arts, health and human services, environment and emergency services; grants are targeted to nonprofits serving low-income and minority communities.

U.S. Bancorp

Contact: Karen A. Clark
U.S. Bank LM-CA-T29A
633 West Fifth Street, 29th Floor
Los Angeles, CA 90071
Website: www.usbank.com

Provides cash grants and community development loans and investments to support creation of affordable housing, economic revitalization and organizations providing critically needed services to low and moderate income individuals; works with community partners to match resources with community needs.

Verizon Foundation

Contact: Francisco Uribe
112 Lakeview Canyon Road
Thousand Oaks, CA 91362
No telephone calls accepted
E-mail: francisco.uribe@verizon.com
Website: <http://foundation.verizon.com>

Focuses grantmaking on improving computer literacy, enriching communities through technology and creating a skilled workforce; develops partnerships in technology and connects them with organizations serving the needs of diverse communities, people with disabilities, victims of domestic violence, and the economically and socially disadvantaged; support Verizon Volunteers, an incentive program that encourages employees to volunteer in their communities and provides combined contributions to charitable and nonprofit organizations.

Wal*Mart Foundation

Contact: Community Involvement Coordinator at local Wal*Mart Store

Website: www.walmartfoundation.org

Community Grant Program is administered through local Wal*Mart and SAM'S CLUB stores; provides both matching and direct grants to community nonprofits, local schools, youth programs, fire departments, libraries and other community organizations and facilities.

Washington Mutual Community Relations

Contact: Robert Flowers

350 South Grand Avenue, Suite 3400

Los Angeles, CA 90071

800/258-0543

E-mail: cead@wamu.com

Website: www.wamu.com

Partners with nonprofit organizations in the areas of affordable housing and education; provides capacity-building grants to nonprofit housing developers and to community nonprofit and philanthropic organizations, and grants for organizational development for schools and districts.

Wells Fargo Foundation

Contact: Dean Thorp, Regional Vice President

1350 Fashion Valley Road, 2nd Floor, MAC E2409-023

San Diego, CA 92108

619/ 688-2812

E-mail: thorpd@wellsfargo.com

Website: www.wellsfargo.com

Provides grants to organizations that help people and communities of low and moderate income in the areas of affordable housing, training people to find and retain jobs, and community revitalization and stabilization; support educational programs promoting academic achievement in grades Pre-K through 12, educational staff development and school/parent/community partnerships; supports social and human services organizations who serve low and moderate income populations in child care, health services and education, and assistance with basic needs.

Whitecap Foundation

Contact: Laura Campo Basso, Executive Director
800 Wilshire Boulevard, Suite 1010
Los Angeles, CA 90017
213/624-5401; Fax 213/624-0529
E-mail: execdirector@whitecapfdn.org
Website: www.whitecapfdn.org

Supports neighborhood focused organizations in the Los Angeles region that address family needs and sustainable habitat restoration in California and other western states; combines technical assistance and training with programmatic grants on organizational management, networking, personnel, programs and financial planning.

Weingart Foundation

Contact: Fred J. Ali, President & Chief Administrative Officer
1055 West 7th Street, Suite 3050
Los Angeles, CA 90017
213/688-7799; Fax 213/688-1515
E-mail: info@weingartfnd.org
Website: www.weingartfnd.org

Provides grants to agencies and institutions serving children and youth, the aged, the disabled, the homeless, the sick, the poor, or otherwise disadvantaged, and to projects benefitting the general community.

Human Resources Provider Organizations

California Association of Nonprofits

CAN Job Center

Contact: Alan Strand, Director of Finance and Administration

520 South Grand Avenue, Suite 695

Los Angeles, CA 90071

213/347-2070; Fax 213/347-2080

E-mail: astrand@canonprofits.org

Website: www.canonprofits.org

Provides resume posting service and online job listing for nonprofit organizations throughout California (see listing under Management Support Organizations for other services CAN provides).

Southern California Center for Nonprofit Management

Nonprofit Directions

606 South Olive Street, Suite 2450

Los Angeles, CA 90014

E-mail: nd@nonprofitdirections.org

Website: www.nonprofitdirections.org

Provides weekly newsletter for job listings at Southern California nonprofits, labor market analysis services, and training (see listing under Management Support Organizations for other services CNM provides).

Information Centers

Flintridge Foundation Philanthropy Resource Library

Contact: Sheryl Stampley, Community Services
1040 Lincoln Avenue, Suite 100
Pasadena, CA 91103
626/449-0839; Fax 626/585-0011
E-Mail: Sheryl@flintridgefoundation.org
Website: www.flintridgefoundation.org

Functions as a cooperating collection of the Foundation Center; contains materials on foundations, corporation and government agencies that provide support for nonprofit organizations, plus books and periodicals on topics of interest to nonprofit managers; provides orientation on use of the library.

Los Angeles Public Library

Mid-Valley Regional Branch Library
16244 Nordhoff Street
North Hills, CA 91343
818/895-3654

Grantsmanship center within a public library, serving as a cooperating collection of the Foundation Center.

Los Angeles Public Library

West Valley Regional Branch
19036 Vanowen Street
Reseda, CA 91335
818/345-4393

Grantsmanship center within a public library, serving as a cooperating collection of the Foundation Center.

Southern California Grantmakers

Contact: Astra Galang, Director, Information Services
350 South Figueroa Street, Suite 270
Los Angeles, CA 90071-1201
213/680-8866; Fax 213/680-8730
E-mail: info@socalgrantmakers.org
Website: www.socalgrantmakers.org

Provides information and resources to member organizations on major trends and issues impacting on philanthropy.

Southern California Center for Nonprofit Management

Contact: Marcia Schmitz, Librarian, Nonprofit Resource Specialist
606 South Olive Street, Suite 2400
Los Angeles, CA 90014
213/623-7080; Fax 213/623-7460
E-mail: library@cnmsocal.org
Website: www.cnmsocal.org

Serves as a Foundation Center Cooperating Collection, with resources on foundation giving to nonprofit organizations, potential funding sources and developing effective proposals, as well as other information to assist nonprofit managers.

Verizon Foundation Resource Center

Contact: Gwen Sparks
No "paper mail" accepted
212/395-7716
E-mail: gwen.sparks@verizon.com
Website: <http://foundation.verizon.com>

Offers training and online tools including strategies to enhance marketing and communication, find technology resources and learn new techniques to increase fundraising; provides free access to a national database of technology resources to assist nonprofits in running their business operations more efficiently.

Management Support Organizations

California Alliance of Information & Referral Services

Contact: Rick Sakamoto, President

P.O. Box 726

San Gabriel, CA 91778-0726

E-mail: CAIRS@hotmail.com

Website: www.CAIRS.org

Provides members with training and support to enhance professional skills, networking among members, information and referral services, and advocacy.

California Association of Nonprofits

Contact: Alan Strand, Director of Finance and Administration

520 South Grand Avenue, Suite 695

Los Angeles, CA 90071

213/347-2070; Fax 213/347-2080

E-mail: astrand@canonprofits.org

Website: www.canonprofits.org

A membership organization which provides resources for nonprofits throughout California, including conferences and training programs, newsletters and other publications, and advocacy on statewide issues affecting the nonprofit community.

Community Partners

Contact: Paul Vandeventer, President & CEO

606 South Olive Street, Suite 2400

Los Angeles, CA 90014

E-mail: info@communitypartners.org

Website: www.communitypartners.org

Provides civic capacity building, facilitation, and incubation and project management services, with an emphasis on supports for emerging community programs within the nonprofit sector.

Executive Service Corps of Southern California

Contact: Megan G. Cooper, Executive Director
520 South Lafayette Park Place, Suite 210
Los Angeles, CA 90057-1607
213/381-2891; Fax 212/381-2893
E-Mail: exec1@escsc.org
Website: www.escsc.org

Arranges for retired executives to serve as volunteer management and board development consultants to nonprofit organizations in Southern California; services include executive mentoring, management coaching, management consulting in a range of operations areas, and one-time sounding board sessions.

The Grantsmanship Center

Contact: Marc Green, Editorial Director
P.O. Box 17220
1125 West Sixth Street, Fifth Floor
Los Angeles, CA 90017
213/482-9860; Fax 213/482-9863
E-mail: green@tgci.com
Website: www.tgci.com

Offers grantsmanship and fundraising training, a free magazine about fund development and nonprofit management, low-cost publications to nonprofit and governmental organizations across the country; conducts monthly grantsmanship training programs in downtown Los Angeles.

Human Interaction Research Institute

Contact: Thomas E. Backer, PhD, President
5435 Balboa Boulevard, Suite 115
Encino, CA 91316
818/386-9137; Fax 818/386-9582
E-mail: HIRILA@aol.com
Website: www.humaninteract.org

Conducts research on nonprofit capacity building both in Southern California and nationwide; maintains the Philanthropic Capacity Building Resources database (which provides information about more than 330 foundation programs to fund or provide services related to nonprofit capacity building) online at Institute website; offers training and technical assistance to nonprofit organizations.

PHFE Management Solutions

Gerald R. Solomon, JD, President/CEO
13200 Crossroads Parkway North, Suite 135
City of Industry, CA 91746
562/699-7320; Fax 562/692-6950
E-mail: gsolomon@phfe.org
Website: www.phfe.org

Provides program development, human resource, fiscal and evaluation and contract/grant administration services to nonprofits, government agencies and foundations, allowing clients to focus on social and public health missions.

Southern California Grantmakers

Contact: Miyoko Oshima, President
350 South Figueroa Street, Suite 270
Los Angeles, CA 90071-1201
213/680-8866; Fax 213/680-8730
E-mail: info@socialgrantmakers.org
Website: www.socialgrantmakers.org

Conducts seminars, workshops and site visits on various topics in philanthropy; provides professional development, information and resources, and advocacy for its member foundations.

Southern California Center for Nonprofit Management

Contact: Marcia Schmitz, Nonprofit Resource Specialist
606 South Olive Street, Suite 2450
Los Angeles, CA 90014
213/623-7080; Fax 213/623-7460
E-mail: main@cnmsocal.org
Website: www.cnmsocal.org

Provides training programs and management assistance consultation for nonprofits, nonprofit job listings, professional development, compensation and benefits surveys, a nonprofit resource library, a helpline and publications.

USC Division of Community Health

Contact: Michael Cousineau
3375 South Hoover, Suite 201H
Los Angeles, CA 90007
213/821-0700; Fax 213/821-2238
E-mail: cousinea@usc.edu

Provides health and human service organizations with consultation and technical assistance in program evaluation, program development and strategic planning, data collection and information systems, community organizing, outreach, staff and board leadership development, resource development and policy analysis; specialty area of work are outcomes research, modeling and process evaluation; clients include clinics and health centers, and advocacy organizations.

Nonprofit Management Higher Education Programs

Edmund G. “Pat” Brown Institute of Public Affairs

Contact: Jaime A. Regalado, PhD
California State University, Los Angeles
5151 State University Drive
Los Angeles, CA 90032-8261
323/343-3770; Fax 323/343-3774
E-mail: pbi@cslanet.calstatela.edu
Website: www.patbrowninstitute.org

Conducts timely public policy research, organizes and participates in policy debates, collaborates on community-driven initiatives and facilitates educational opportunities for diverse communities; provides Public Policy Internship and Fellows Program, Community Policing Training Program and Gang and Youth Violence Certificate Training through the Institute’s Community Enhancement Program

California State University, Los Angeles - Youth Agency Administration Studies

Contact: Dr. Anne Larson
5151 State University Drive
Los Angeles, CA 90032-4226
323/343-4580
E-mail: alarson@calstatela.edu
Website: www.calstatela.edu

Offers certificate program in nonprofit management; fields of study include volunteer management, fundraising, intercultural communication, dynamics of organizations communication, public financial administration, marketing for nonprofit organizations, youth and family issues, intercultural proficiency and directed field service; University also houses the Pat Brown Institute, a center offering capacity building programs and services for grassroots community organizations, dealing with such topics as community conflict resolution and multicultural issues.

California State University, Northridge - Asian American Studies Department

18111 Nordhoff Street
Northridge, CA 91330-8251
818/677-4966; Fax 818/677-7094
Website: www.csun.edu/AsianAmericanStudies

Serves as an academic advisement center, providing strategic course planning and exit plans for students; provides support and innovative input about the Asian experience to credential candidates; serves as a resource center for the API communities on and off campus.

California State University, Northridge - Center for Community Service -Learning

Contact: Dr. Maureen Rubin
18111 Nordhoff Street
Northridge, CA 91330-8370
818/677-7395; Fax 818/677-5935
E-mail: maureen.rubin@csun.edu
Website: www.csun.edu/~ocls99

Involves students in a variety of meaningful community service projects in education, outreach, direct aid, public policy analysis and research for the benefit of the community.

California State University, Northridge - Center for Management & Organization Development

Contact: Dr. Alan Glassman
18111 Nordhoff Street
Northridge, CA 91330-8376
818/677-6400; Fax 818/677-6401
E-mail: alan.glassman@csun.edu
Website: www.csun.edu/mod/

Provides applied training and development programs, managerial consultation services, and customized research and evaluation reports to improve organizational performance; focuses on those substantive issues that are critical to transformational and profound change in the nonprofit, public, and private sectors.

California State University, Northridge, Center for Southern California Studies

18111 Nordhoff Street
Northridge, CA 91330-8371
818/677-6518; Fax 818/677-7115
E-mail: cscs@csun.edu
Website: www.csun.edu/~cscs

Provides research, education and service on public policy issues facing Southern California; drive by the goal of achieving well-informed public policy decisions; offers diverse programs that facilitate pathways to productive policy dialogue aimed at building community capacity and participation.

California State University, Northridge, Chicana and Chicano Studies Department

Contact: Professor Mary Pardo

18111 Nordhoff Street

Northridge, CA 91330-8246

818/677-2734; Fax 818/677-7578

E-mail: mary.pardo@csun.edu

Website: www.csun.edu/~hfchs006

Provides both Chicana/o and non-Chicana/o students with an awareness of the social, political, economic, historical and cultural realities by providing them with a multicultural experience that crosses several academic disciplines; offers teacher preparation courses to provide a multicultural component for all credential candidates.

California State University, Northridge, Department of Management

Contact: Dr. Rex Mitchell

18111 Nordhoff Street

Northridge, CA 91330-8376

818/677-2457; Fax 818/677-6846

E-mail: mli@csun.edu

Website: www.csun.edu/~magtdept

Teaches the whole range of management related courses, researches and publishes in leading management journals, consults with domestic and international organizations, and plays an active role in both professional and academic communities.

California State University, Northridge, Department of Pan African Studies

Contact: Dr. Tom Spencer-Walters

18111 Nordhoff Street

Northridge, CA 91330-8315

818/677-3311; Fax 818/677-3619

E-mail:

Website: www.csun.edu/~pasafdep

Teaches students about the African world experience; organizes programs to demonstrate the richness, vibrance, diversity and vitality of African, African American and Caribbean cultures; presents students and the community with an Afrocentric analysis of the economic, political, social and cultural oppression under which people of African descent suffer; makes an effort to transform society by applying analytical skills and knowledge to some of the most critical current social problems.

California State University, Northridge, Jewish Studies Program

Contact: Dr. Jody Myers
18111 Nordhoff Street
Northridge, CA 91330-8354
818/677-3007; Fax 818/677-3985
E-mail: jody.myers@csun.edu
Website: www.csun.edu/jewishstudies

Explores the rich heritage of the Jewish people, using the methodology of different academic disciplines; examines the experience of Jews in many lands, as well as contemporary Jewish life in Israel, Europe, Asia and the Americas.

California State University, Northridge, Oviatt Library

Contact: Special Collections & Archives
18111 Nordhoff Street
Tseng Wing Room 265
Northridge, CA 91330
818/677-2832
Website: <http://library.csun.edu>

Provides research assistance using manuscripts, rare books, maps and sound and video recordings on a wide range of subjects; includes University and Urban Archives Centers.

California State University, Northridge, Roland Tseng College of Extended Learning

Contact: Joyce Feucht-Haviar
18111 Nordhoff Street
Northridge, CA 91330
866/873-6439; Fax 818/677-5088
E-mail: exl@csun.edu
Website: <http://tsengcollege.csun.edu>

Offers course to enhance and expand access by mid-career professionals, their employers and the community to the scholarship and teachings of the University; seeks to make a positive impact in the economy of the state, the professional lives of participating individuals, and the success of local organizations and communities.

California State University, Northridge, Women's Studies Department

Contact: Dr. Marta Lopez-Garza
18111 Nordhoff Street
Northridge, CA 91330-8251
818/677-4785; Fax 818/677-4785
Website: www.csun.edu/~ws20500

Emphasizes interdisciplinary, cross-cultural and transnational studies with a focus on gender; includes course work in feminist theories, women and social movements, transnational feminisms, women of color feminisms, post colonial feminism, women's economic conditions; investigates gender dimension of social, economic, cultural, historical and political processes on women and men in national and global contexts.

University of California, Los Angeles - Center for Civil Society

Contact: Laurie Spivak
3250 Public Policy Building
Box 951656
Los Angeles, CA 90095-1656
310/267-5403; Fax 310/206-5773
E-mail: spivak@spsr.ucla.edu
Website: www.spsr.ucla.edu/ccs/

Coordinates teaching on the nonprofit sector and civil society at UCLA, conducts local and international research, convenes meetings and seminars, offers executive education and contributes to a policy dialogue about the current and future role of nonprofit organizations, philanthropy and civil society; serves as the focal point for UCLA's programs and activities in nonprofit leadership and management, community-based organizations and advocacy, international nongovernmental organizations and philanthropy.

University of California, Los Angeles - School of Public Affairs

Contact: Dr. Barbara J. Nelson
3250 Public Affairs Building
Box 951656
Los Angeles, CA 90095-1656
310/206-7568; Fax 310/206-5773
E-mail: nelson@spa.ucla.edu
Website: www.spa.ucla.edu

Offers professional programs in Policy Studies, Urban Planning and Social Welfare; houses several active research centers focusing on health policy research, communications, transportation studies, technology and cultural policy and policy research; offers Policy Forum events that act as a catalyst for dialogue on critical issues and as a leader in training to improve the performance of public, private and nonprofit organizations; houses the Center for Civil Society (see separate entry).

University of California, Los Angeles - UCLA Extension

Contact: Dr. Barry Bortnick
10995 Le Conte Avenue, #731
Los Angeles, CA 90024
310/825-7715
E-mail: enroll@unex.ucla.edu
Website: www.uclaextension.edu

Offers open enrollment and certificate programs in Fund Raising and Nonprofit Public Relations designed for those who want to enhance their knowledge and understanding of fund raising, the essentials of writing grant proposals, planned giving, special events planning, working with boards and volunteers, crisis management and communications and strategic planning for nonprofit organizations.

University of Judaism - Lieber School of Graduate Studies

Contact: Dr. Beryl Bookman
15600 Mulholland Drive
Bel Air, CA 90077-1519
310/476-9777; Fax 310/471-1278
E-mail: mbookman@earthlink.net
Website: www.uj.edu

Includes courses for nonprofit managers in accounting and budgeting, law and taxation, fundraising and marketing, foundation management, strategic planning and change management.

University of Southern California - Center on Philanthropy and Public Policy

Contact: Dr. James M. Ferris
Lewis Hall 210
Los Angeles, CA 90089-0626
213/740-9492
E-mail: cphp@usc.edu
Website: www.usc.edu/sppd/philanthropy

Offers a Bachelor of Science in Public Policy, Nonprofit Management and Public Administration and graduate studies in the voluntary nonprofit sector and public policy, nonprofit management and leadership, and planning in the voluntary nonprofit sector; conducts research on philanthropy, volunteerism and the nonprofit sector and communicates findings to key decision makers through forums, roundtables, distinguished lectures and seminars.

Technology Resources

Austin Digital Media

Contact: Chaz Austin
3717 Cardiff Avenue, #206
Los Angeles, CA 90034
310/838-3622 (phone and fax)
E-mail: chaz@chazaustin.com
Website: <http://chazaustin.com>

Works with nonprofit organizations interested in digital media; provides consultation on how to integrate a digital media initiative with other media.

Breakaway Technologies

Contact: Joseph Loeb
3417 West Jefferson Boulevard
Los Angeles, CA 90018
323/737-7677; Fax 323/737-7710
E-mail: jloeb@breakaway.org
Website: www.breakaway.org

Provides affordable training for nonprofits in computer software and hardware, and website design.

Civic Resource Group

3435 Ocean Park Boulevard, #108
Santa Monica, CA 90405
310/392-9266; Fax 310/392-3664
E-mail: info@civicresource.com
Website: www.civicresource.com

Provides online strategies and solutions for nonprofits, including interactive services and web development.

Community Development Technologies Center

Contact: Denise Fairchild, Executive Director

520 West 23rd Street

Los Angeles, CA 90007

213/763-2520; 213/763-2729

E-mail: info@cdtech.org

Website: www.cdtech.org

Provides training, applied research and technical assistance, specializing in community economic development; seeks to develop community assets by enhancing the ability and skills of people, businesses and community organizations in low income communities, and by focusing on community strengths and strategic partnerships; provides community-based training for low-income residents in a range of technology careers, as well as technology training for small businesses in partnership with Los Angeles Trade-Technical College.

DISKovery Center

Contact: Davis Park

The Far East Building

353 East First Street

Los Angeles, CA 90012

213/621-4158; Fax 213/473-1681

E-mail: diskovery@itsc.org

Website: www.diskovery@itsc.org

Provides technical assistance to Asian/Pacific Islander nonprofit organizations planning community technology centers.

Hunter Communications

Contact: Gerald Papazian

15303 Ventura Boulevard, Suite 900

Sherman Oaks, CA 91403

818/380-3058; Fax 818/380-3010

E-mail: jpapazian@huntercommunications.com

Website: www.Huntercommunications.com

Handles all aspects of online strategy and execution, including website management services and online marketing services.

K-Tech Computer Services

Contact: Cheryl Cutler
501 Shatto Place, #403
Los Angeles, CA 90020
213/739-3400; Fax 213/365-9615
E-mail: cheryl@ktechla.com
Website: www.ktechla.com

Provides installation, maintenance and troubleshooting of networks/VPNs, and set-up of E-mail and Internet access; acts as off-site MIS Department for nonprofits that do not have full-time employees to oversee technology; services as a “Preferred Provider” for California Association of Nonprofits and an “Affiliate Consultant” for Center for Nonprofit Management.

kapow, inc.

2130 Sawtelle Boulevard, Suite 302A
Los Angeles, CA 90025
310/479-2020; Fax 310/473-3711
E-mail: producers@kapow.com
Website: www.kapow.com

Provides website design and development for nonprofit organizations, and consultation to define scope of work, graphic and functionality design, project management, and development and integration of technology.

Heather Larson

2010 Ocean Park Boulevard, Apartment D
Santa Monica, CA 90405
310/403-4151
E-mail: heather@hmlarson.com
Website: www.hmlarson.com

Offers discounted web and multimedia development services, including web design and maintenance, search engine registration and optimization, hosting, e-commerce solutions, and more, to nonprofit organizations.

McQuilling Computer Consulting

Contact: B. McQuilling
444 West Lexington Drive
Glendale, CA 91203
818/547-1225
E-mail: b_mcquilling@hotmail.com

Provides web design services to nonprofit organizations.

Metzler Consulting

(no street address)
Culver City, CA 90232
310/558-3151; Fax 310/358-9944
E-mail: npinfo@metzlerconsulting.com
Website: www.metzlerconsulting.com

Assists nonprofit organizations with their technology needs; maintains a free e-mail listserv for publicizing jobs, opportunities and discussions about the nonprofit sector in Southern California.

Tech Ed Services, Inc.

8255 Firestone Boulevard, Suite 300
Downey, CA 90241
800/832-4411; Fax 562/869-5673
E-mail: planning@techedservices.com
Website: www.techedservices.com

Makes a professional learning and meeting center available for nonprofits to hold technology training for clients and staff; provides technology support to Pre-K through post secondary and adult education.

TechSoup Los Angeles

(no physical address)
E-mail: ts_LosAngeles@techsoup.org
Website: www.techsoup.org

Assists Los Angeles area nonprofits in finding technology resources; provides information on Los Angeles technology assistance providers; matches volunteer organizations and other resources to Los Angeles area nonprofits.

UCLA Institute for Neighborhood Knowledge

Contact: Charanjeet Singh
3250 Public Policy Building, UCLA
Box 951656
Los Angeles, CA 90095
310/825-5435; Fax 310/206-9105
E-mail: charan@ucla.edu
Website: www.api.ucla.edu

Provides technical assistance, applied research and web development services to public, private and nonprofit organizations; specializes in websites that serve and display data geographically through Internet mapping.

Gary Wexler & Associates

Contact: Jonathan Schreiber
315 West 9th Street, Suite 613
Los Angeles, CA 90015
213/624-0612
E-mail: jshreiber@passionmarketing.com
Website: www.issuesandcauses.com

Assists nonprofit organizations with website concepts and design, and provides assistance with the development of PowerPoint presentations.

YPI Valley Family Technology Project

13630 Van Nuys Boulevard
Pacoima, CA 91331
818/899-5550; Fax 818/899-5588
E-mail: info@ypiusa.org
Website: www.pacoima.net

Works with a variety of partners to offer computer training, workforce development and educational services to organizations in the Northeast San Fernando Valley.

Volunteer Centers

Disney Hand

Community Relations

Contact: Charitable Requests

The Walt Disney Company

500 South Buena Vista Street

Burbank, CA 91521-0995

818/560-1000

Website: <http://disney.go.com/disneyhand>

Develops strategic partnerships with organizations that are actively working to improve the world through volunteerism and community outreach in the areas of compassion, the arts and environment; encourages companies to give back to their communities through volunteer programs

Volunteer Center of Los Angeles

Contact: Jim Leahy, Executive Director

8134 Van Nuys Boulevard, Suite 200

Panorama City, CA 91402

818/908-5066; Fax 818/908-5147

E-mail: email@vcla.net

Provides services, including court referral programs, that connect individual volunteers or volunteer groups to appropriate projects and nonprofit organizations in the community; a program of the Assistance League of Southern California.

Additional Resources

ABC 7-Day Planner

500 Circle Seven Drive
Glendale, CA 91201

(Accepts listing by mail only)

<http://abclocal.go.com>

Provides a media listing of nonprofit-sponsored events as a community service of ABC7.

Child Care Resource Center

Contact: Michael Olenick

16650 Sherman Way

Van Nuys, CA 91406

818/256-1000; Fax 818/947-7166

Develops projects and activities aimed at enhancing the capabilities of child care providers and child development teachers; provides workshops, an annual conference, one-on-one training and consultation on basic principles of child development, sound business practices, licensing regulations and other topics related to child care.

Economic Alliance of the San Fernando Valley

Contact: Bruce Ackerman

5121 Van Nuys Boulevard, Suite 200

Sherman Oaks, CA 91403

818/379-7000

E-mail: alliance@valleyofthestars.org

Website: www.economicalliance.org

Grows and sustains the economic base of the San Fernando Valley by providing business retention counseling, and by promoting grade and community planning.

Genesis LA

Wells Fargo Center, North Tower
333 South Grand Avenue, Suite 3535
Los Angeles, CA 90071
213/687-8244; Fax 213/687-0531
E-mail: info@genes isla.org
Website: www.genes isla.org

Works with businesses, developers and communities to champion economic development, job creation and community growth through urban revitalization; targets low-to-moderate income communities considered economically disadvantaged.

Greater Community Missionary Baptist Church

Contact: Rev. Dr. Dudley D. Chatman
11066 Norris Avenue
Pacoima, CA 91331
818/899-9155
E-mail: IJCHAAT@aol.com

Provides an array of community services for youth and their families, seniors and other nonprofit organizations, including computer training and job placement and retention; helps community organizations to form partnerships to enhance capacity for services within the San Fernando Valley; provides meeting space for families and organizations.

Latin American Civic Association

Contact: Irene Tovar
340 Parkside Drive
San Fernando, CA 91340
818/361-8641; Fax 818/365-6781

Provides the Mexican/Latino community with tools for self-sufficiency - socially, economically and politically; enhances parent/community involvement in education and serves as a Head Start Delegate Agency; provides technical assistance and referrals to other multicultural agencies.

Neighborhood Legal Services

Contact: Neal Dudovitz
13327 Van Nuys Boulevard
Pacoima, CA 91331
818/896-6647

Provides free and low-cost legal services to low-income residents and to clients who seek to enforce the broader rights of the low income community; helps to develop self-help skills and other tools which allow clients and client groups to improve their lives and communities.

Pacoima Beautiful

Contact: Marlene Grossman
11243 Glenoaks Boulevard, Suite 3
Pacoima, CA 91331
818/899-2454
E-mail: mgrossman@pacoimabeautiful.org
Website: www.pacoimabeautiful.org

Provides environmental education, advocacy and leadership development to low-income families, businesses and youth who work toward building a healthy and safe community; provides home hazard inspections and training, neighborhood cleanups and tree planting.

Valley Care Community Consortium

Contact: Joni Novosel
14445 Olive View Drive, Room 2D142
Sylmar, CA 91342
818/947-4040
E-mail: jnovosel@ladhs.org
Website: www.valleyccc.org

Provides official health and mental health planning for Los Angeles County's Service Planning Area 2; conducts a Triennial Community Needs Assessment for SPA2, an online resource directory, web-based referral system for specialty care; participates in the Environmental Collaborative with LADHS and Pacoima Beautiful; studies critical healthcare issues, such as health insurance options, expanding access, chronic disease management and mental health.

Valley Economic Development Center

Contact: Roberto Barragan, President
5121 Van Nuys Boulevard, Third Floor
Sherman Oaks, CA 91403
818/379-7000

Offers training, consulting, technical assistance and financing to small and medium-sized businesses; assists employers in developing recruitment and employment strategies; fosters entrepreneurial opportunities for people making the transition from public assistance to self-sufficiency.

Valley Industry and Commerce Association

Contact: Bonnie L. Herman
5121 Van Nuys Boulevard, Suite 203
Sherman Oaks, CA 91403
818/817-0545; Fax 818/907-7934
Website: www.vica.com

Encourages economic vitality and growth of the greater San Fernando Valley region; defines, promotes and advocates the agenda of the business community.

Valley Interfaith Council

Contact: Barry Smedberg
10824 Topanga Canyon Boulevard
Chatsworth, CA 91311
818/718-6460; 818/718-0734
E-mail: info@vic-la.org

Brings together people of diverse faith communities and secular organization in interfaith action to address and alleviate human and social needs of the Valley; provides services for seniors, individuals, families and children; addresses social concerns of Valley residents and seeks to improve interfaith relations between houses of worship, faith-based agencies and others.

Valley Leadership Institute

Contact: Kenneth L. Ashford, President
5121 Van Nuys Boulevard, Suite 209
Sherman Oaks, CA 91403-1497
818/788-8912

Provides leadership development courses and seminars to leaders and potential leaders in San Fernando Valley nonprofit sector.

Los Angeles City Council Members Serving the San Fernando Valley

Tony Cardenas

Council District 6
8135 San Fernando Road
Sun Valley, CA 91352
818/ 756-7558; 818/756-8155
E-mail: cardenas@council.lacity.org

Also:

6262 Van Nuys Boulevard, Room 131
Van Nuys, CA 91401
818/778-4999; Fax 818/778-4998

Council offices have information resources, and Council staff can provide information and support.

Wendy Greul

Council District 2
6350 Laurel Canyon Boulevard, Suite 201
North Hollywood, CA 91606
818/755-7676
E-mail: greul@council.lacity.org

Also:

7747 Foothill Boulevard
Tujunga, CA 91042
818/352-3287

Council offices have information resources, and Council staff can provide information and support.

Alex Padilla

Council District 7
13517 Hubbard Street
Sylmar, CA 91342
818/756-8409; 818/362-4957
E-mail: padilla@council.lacity.org

Also:

13630 Van Nuys Boulevard
Pacoima, CA 91331
818/756-9115; Fax 818/756-9270

Council offices have information resources, and Council staff can provide information and support.

Greig Smith

Council District 12
18917 Nordhoff Street, Suite 18
Northridge, CA 91324
818/756-8501
E-mail: smith@council.lacity.org

Also:

10044 Old Depot Plaza Road
Chatsworth, CA 91311
818/701-5253

Council offices have information resources, and Council staff can provide information and support.

Jack Weiss

Council District 5
14310 Ventura Boulevard, Suite 100
Sherman Oaks, CA 91423
818/756-8083; 818/788-9210
E-mail: weiss@council.lacity.org

Council offices have information resources, and Council staff can provide information and support.

Dennis P. Zine
Council District 3
19040 Vanowen Street
Reseda, CA 91335
818/756-8848; 818/756-9179
E-mail: zine@council.lacity.org

Council offices have information resources, and Council staff can provide information and support.
