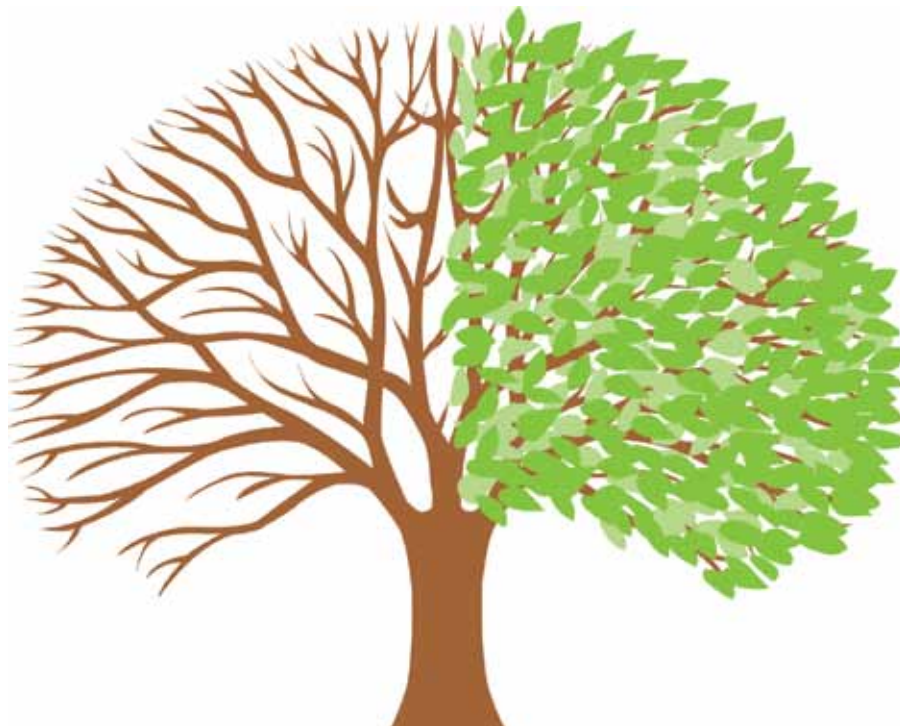


FROM
SURVIVING *to*
THRIVING
Real Strategies for Success
in the New Economy



2013 Summit for Nonprofit Leaders

Irvine Marriott

February 7, 2013, 1:00pm – 5:30pm

February 8, 2013, 7:30am – 1:30pm

Presented by:



Orange County
Funders Roundtable
Local Funders, Regional Impact.

CONFERENCE *ata Glance*

DAY 1: February 7, 1:00 p.m. – 5:30 p.m.

12:00 - 1:00 PM

ARRIVAL AND REGISTRATION

1:00 - 1:45 PM

WELCOME AND OVERVIEW

2:00 - 3:45 PM

BREAKOUT SESSIONS A

3:45 - 4:00 PM

COFFEE AND NETWORKING BREAK

4:00 - 5:30 PM

BREAKOUT SESSIONS B

5:30 - 7:00 PM

OC FUNDERS ROUNDTABLE SUMMIT RECEPTION

DAY 2: February 8, 7:30 a.m. – 1:30 p.m.

7:30 - 8:30 AM

BREAKFAST WITH FUNDERS

8:30 - 10:00 AM

PLENARY SESSION

10:00 - 10:15 AM

COFFEE AND NETWORKING BREAK

10:15 - 12:00 PM

BREAKOUT SESSIONS C

12:00 - 1:30 PM

LUNCH AND KEYNOTE ADDRESS

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**Thank you
to our
Summit sponsors!**

Allergan Foundation

Bank of America

The Boeing Company

Change a Life Foundation

JPMorgan Chase Foundation

**Orange County
Community Foundation**

Orange County United Way

PIMCO Foundation

**Sisters of St. Joseph
Healthcare Foundation**

Weingart Foundation



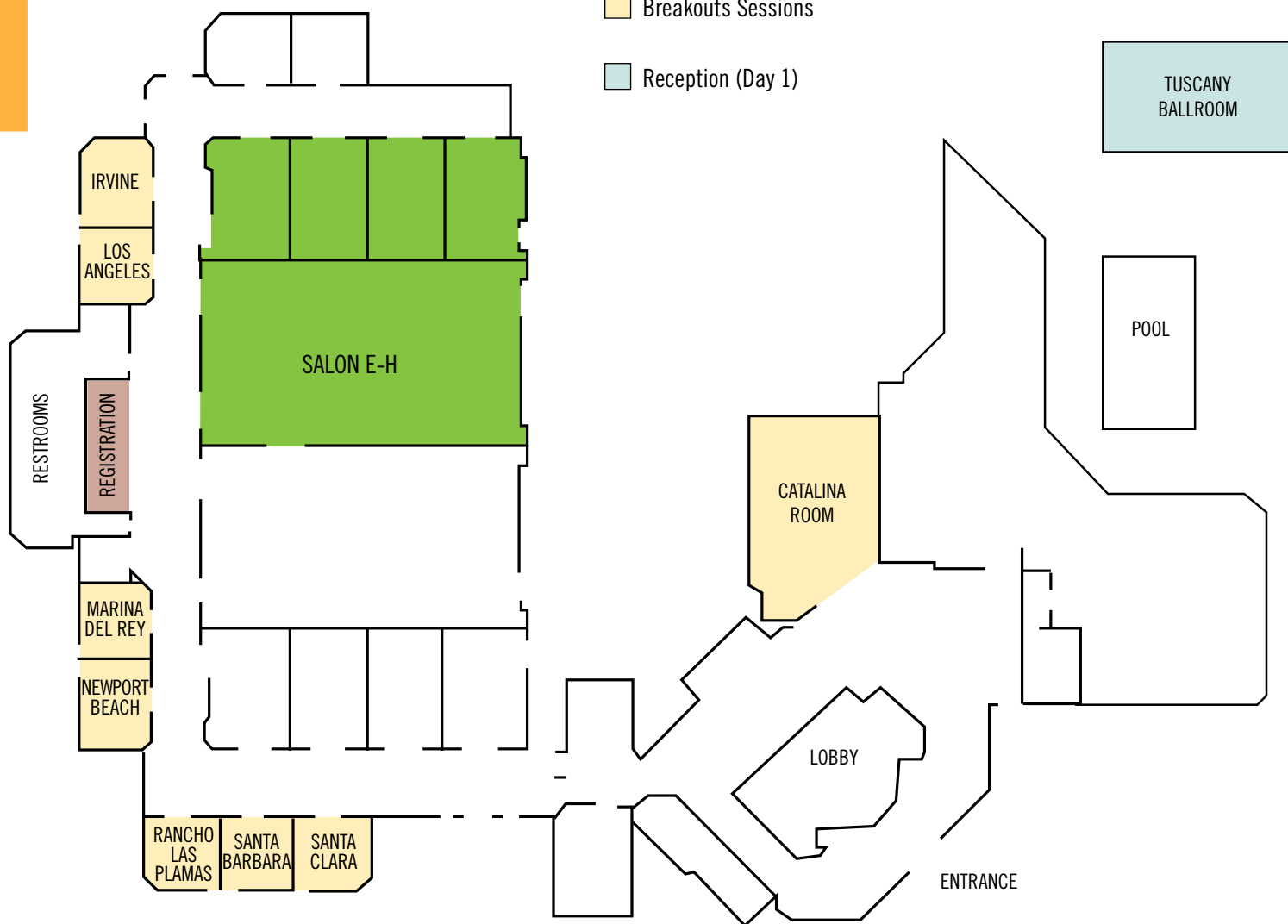
CONFERENCE *Location*

Registration Area

Main Sessions, Meals, and Resource Exhibit

Breakouts Sessions

Reception (Day 1)



WELCOME

.....

Welcome to the Fourth Annual Summit for Nonprofit Leaders! It is a pleasure to bring together corporate executives, industry thought leaders, and board members from across Orange County whose work embodies the spirit of Collective Impact – working together to improve the lives of our neighbors in need while strengthening our overall community.

On behalf of our membership, Steering Committee, and Advisory Board, thank you for being part of the conference. Your participation supports the Orange County Funders Roundtable in its effort to promote effective philanthropy and strengthen the Orange County nonprofit community.

This year's theme, "Surviving to Thriving" speaks to the heart of what we, as agents of community change, aim to do every day – move from just getting by to unearthing new opportunities to connect, collaborate, and cultivate paths to sustainable success.

The speakers joining us this year are experts in the nonprofit community who are invested in capitalizing on the chance to jump start honest, reflective, and forward thinking conversations about where we are and what we need to do in order to get to a new level of funding, donor development, advocacy, engagement, and plan development and evaluation.

Orange County United Way is proud to join the following sponsors who made this year's conference possible: The Allergan Foundation, Bank of America, The Boeing Company, Change a Life Foundation, JPMorgan Chase Foundation, Orange County Community Foundation, Orange County United Way, PIMCO Foundation, Sisters of St. Joseph Healthcare Foundation, and the Weingart Foundation.

On behalf of the Orange County Funders Roundtable, thanks again for attending this year's forum. We welcome and anticipate your enthusiasm and thoughtful participation and hope that you'll takeaway some tips and actionable ideas that will make an immediate impact on your organization and our community as a whole.



Max L. Gardner
Chair, Orange County Funders Roundtable
President and CEO, Orange County United Way

PLANNING *Participants*

Special thanks to the planning participants who helped shape the focus and content of the Summit.

Laura Archuleta, President, *Jamboree Housing Corporation*

Allen Baldwin, Executive Director, *Orange County Community Housing Corporation*

Liz Bear, CEO, *Healthy Smiles*

Katherine Bihr, Vice President and Executive Director, *Tiger Woods Learning Center*

Russell Brammer, Executive Director, *Raise Foundation*

Margot Carlson, Executive Director, *Community Service Programs (CSP), Inc.*

Vivian Clecak, Co-founder and CEO, *Human Options*

Armando de la Libertad, CEO, *Delhi Center*

Deb Drew, CEO, *Camino Health Center*

Sharon Ellis, President and CEO, *Habitat for Humanity of Orange County*

Mary Ann Foo, Executive Director, *Orange County Asian and Pacific Islander Community Alliance*

John Forsyte, President, *Pacific Symphony*

Zayda Garcia, Executive Director, *El Viento Foundation*

Rebecca Hernandez, Manager, *Help Me Grow*

Gene Howard, Executive Director, *Court Appointed Special Advocates of Orange County*

Peter Keller, President, *Bowers Museum*

Rusty Kennedy, CEO, *OC Human Relations*

James Littlejohn, Executive Director, *Boys and Girls Clubs of Capistrano Valley*

Karen McGlinn, Executive Director, *Share Our Selves*

Colleen Mensel, CEO, *El Viento Foundation*

Nancy Nygren, CEO, *Girl Scouts of Orange County*

Pam Pimentel, CEO, *MOMS Orange County*

Stacey Proctor, Executive Director, *Casa Teresa*

Doug Rankin, President, *Irvine Barclay Theatre*

Dawn Reese, Executive Director and Co-CEO, *The Wooden Floor*

Jerri Rosen, CEO/Founder, *Working Wardrobes*

Barry Ross, Vice President, Healthy Communities, *St. Jude Medical Center*

Kelly Ruggirello, President and CEO, *Pacific Chorale*

Lucy Santana, CEO, *Girls Inc. of Orange County*

Ron Sipiora, Resource Development, *Boys and Girls Clubs of Capistrano Valley*

Linda Smith, CEO, *Providence Speech and Hearing Center*

Tita Smith, Executive Director, *Catholic Charities*

Ava Steaffens, Executive Director, *KidWorks*

Daniel Stetson, President, *Ocean Institute*

Scott Trotter, Executive Director, *Child Abuse Prevention Center*

Donald Verleur, CEO, *Olive Crest*

Jean Wegener, Executive Director, *Serving People in Need (SPIN) OC*

Janet Whitcomb, Regional Chief Operating Officer, *American Red Cross of Orange County*

Cal Winslow, CEO, *Orangewood Children's Foundation*

Thank you to our 2013 Summit Planning Committee

Iosefa Alofaituli, Executive Director, *Oak View Renewal Partnership*

Sharon Battle, Senior Vice President, Market Manager – Orange County, *Bank of America*

Lisa Fujimoto, Executive Vice President, *Change a Life Foundation*

Max Gardner, President and CEO, *Orange County United Way*

Shelley Hoss, President, *Orange County Community Foundation*

Scott Larson, Executive Director, *HomeAid Orange County*

Virginia Mosqueda, Program Manager, Santa Ana, *The California Endowment*

Shawna Smith, Executive Director/CEO, *Taller San Jose*

Rick Stein, Executive Director, *Arts OC*

Nicole Suydam, CEO, *Second Harvest Food Bank of Orange County*

WHAT IS THE *Orange County Funders Roundtable*?

The Orange County Funders Roundtable (OCFR) is a funder collaborative committed to promoting **effective** philanthropy and **strengthening** the nonprofit sector in Orange County.

Since 2006, the OCFR has promoted information sharing and collaborative funding projects among regional funders and sponsored community needs assessments to better gauge the issues facing local nonprofits. OCFR members work to identify current issues facing the community and challenges facing the nonprofit sector. Past areas of focus have included capacity building, homelessness, job development, the 2010 census, and access to financial resources.

The OCFR is not itself a grant-making organization and does not have a grant application or funding cycle. However, OCFR members occasionally pool their funds to support nonprofit capacity or regional initiatives, such as its Summit for Nonprofit Leaders or the County's Winter Transitional Shelter Program.

The OCFR welcomes a wide variety of institutional philanthropists dedicated to supporting Orange County's community needs. Members benefit from peer education and networking, as well as opportunities to engage in collaborative projects and funder-nonprofit dialogue.

For more information on the OCFR, visit our website at www.ocfunders.org.

OCFR MEMBERS

Allergan Foundation

The Boeing Company

Bank of America

The California Endowment

Change a Life Foundation

Children & Families Commission
of Orange County

Edwards Lifesciences Fund

Fieldstone Foundation

Fluor Foundation

Irvine Health Foundation

JPMorgan Chase Foundation

Marisla Foundation

Opus Community Foundation

Orange County Community Foundation

Orange County United Way

Pacific Life Foundation

PIMCO Foundation

The Samueli Foundation

Sisters of St. Joseph Healthcare Foundation

St. Joseph Health System Foundation

Union Bank Foundation

WD Foundation

Weingart Foundation

Wells Fargo

CONFERENCE *Details*

Parking – Parking for the Summit is \$7 for self-parking and \$12 for valet. Please inform the attendant you are with the Summit for Nonprofit Leaders. Please enter through the Marriott self-parking entrance if you wish to self-park. Please note that the Irvine Towers structure is not affiliated with the Marriott and cannot be validated.

Conference Materials and Name Tags –

If you are attending both days of the Summit, please remember to bring your name tag and Summit materials on Day 2. There is a limited supply of materials, and we are trying to be eco-friendly. After the Summit, all available materials will be posted online at www.ocfunders.org.

Meals – Continental breakfast and lunch will be served on Day 2 (2/8). If you have requested a vegetarian meal for lunch, please present your meal ticket (which you will find inside your name badge) to your server at the lunch.

Wine Reception – Join us at the end of Day 1 (2/7) to relax and enjoy complimentary wine and appetizers in the Tuscany Ballroom.

RESOURCE EXHIBIT

Please visit the Resource Exhibit located in the back of Salon E-H (the main session room) to find information on regional resources for nonprofits provided by other nonprofits. There are limited numbers of materials available, so be sure to stop by before we run out!

We would like to thank the following organizations for participating in our Resource Exhibit:

Alliance for Justice
 Arts Orange County
 American Society of Association Executives
 BoardSource
 Executive Coaches of Orange County
 Fieldstone Foundation
 GroundWork group Orange County
 Mission Investors Exchange
 Nonprofits' Insurance Alliance of California
 NP Strategies
 OneOC
 Orange County Capacity Building Consortium
 Orange County Community Foundation
 Orange County Shared Spaces
 Orange County United Way
 Orangewood Children's Foundation/Families and Communities Together (FaCT)
 Philanthropy Journal
 Public Law Center

Many thanks to the Disneyland Resort for providing bags for the Resource Exhibit.

DAY *One*

AGENDA

Thursday, February 7

1:00 – 1:45 PM

WELCOME ADDRESS - Reflections on the Orange County Nonprofit Community (*Salon E-H*)



Max L. Gardner, President and CEO, Orange County United Way

Max L. Gardner is the President and CEO of Orange County United Way (OCUW). In this position, Max oversees OCUW's operations and leads the nearly 90-year-old health and human services organization toward advancing its mission of improving lives by mobilizing the caring power of Orange County to strengthen our community. A former OCUW Board member and Tocqueville Society Co-Chair, Max was appointed President and CEO in July 2011.

Prior to joining OCUW, Max was President of Irvine Company Apartment Communities, a wholly owned subsidiary of The Irvine Company. In this role, Max was responsible for all aspects of the company business including development, construction, acquisitions, property management, and finance. After 11 years of service, Max retired from the Irvine Company in July 2010. Max, who has more than 30 years of real estate experience, previously served as Executive Vice President and Chief Operating Officer of Bay Apartment Communities, where he also served as a member of the company's board.

Max currently serves on the Board of Directors for OC Forum, OC Partnership, and GroundWork group. He is also a member of the Orange County Business Council, Orange County Funders Roundtable, and Health Funders Partnership of Orange County. Max holds a Bachelor of Arts Degree from Duke University and an MBA from the Business School at Georgia State University. He and his wife reside in Irvine, California, and have four children.

2:00 – 3:45 PM

BREAKOUT SESSIONS A

Breakout 1:

The Case for Change (Risk) Capital (*Newport Beach/Marina del Rey*)

Today's economic realities are prompting many nonprofits to consider changing their organizational structure or business model. But change means investing in new ways to deliver programs; restructuring operations; collaborating more formally with partners; or even trimming staff, programs, and activities – all involve taking risk. In this interactive workshop, NFF will help organizations understand and articulate the need for “change or risk capital” as they rethink their path to achieve mission success.



David Greco, Vice President for the Western Region, Nonprofit Finance Fund

David Greco is Vice President for the Western Region and manages NFF's Chicago, Detroit, Los Angeles, and San Francisco offices. He is responsible for leading NFF's lending, capital grants, asset-building programs, and customized consulting services in the Western United States. David brings more than 20 years of experience in building nonprofit programs and earned income ventures. Prior to joining NFF, he served as Vice President of the Youth Leadership Institute and built YLI's national training and consulting services. He is the author of “Nonprofit Financial Management” featured in “Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals.”

David is active in the community and serves in a number of volunteer positions including the San Francisco Chapter of the Sierra Club, Full Circle Fund, and a Board Member for Next Step Homes, a national affordable housing network. Originally from Philadelphia, David earned his M.A. in Political Science from Villanova University and B.S. in History & Politics from Drexel University.

DAY *One*

AGENDA

Breakout 2:

Connecting With a New Generation of Donors (*Santa Clara/Santa Barbara/Rancho Las Palmas*)

Engage in a lively panel discussion with members of the second generation of three of Orange County's most philanthropic families. Panelists will address the impact that their parents' philanthropy has had in their lives, what makes their generation unique as givers, and how nonprofits can be most successful in building relationships with the next generation of philanthropists and volunteer leaders in Orange County.



Moderated by **Shelley Hoss**, President, Orange County Community Foundation

Shelley Hoss has combined the best of the nonprofit and corporate worlds for the good of her community for more than 26 years. Since May 2000 she has served at the helm of the Orange County Community Foundation. Under her leadership, annual grant and scholarship awards have surged more than five-fold, from \$5 million when she joined OCCF in 2000, to nearly \$30 million in 2012. Prior to joining the Community Foundation, Shelley served as Executive Director for Girls Incorporated of Orange County.

Shelley has served as the chair of the Orange County Funders Roundtable, is on the board of the League of California Community Foundations, and is a guest lecturer at Stanford Graduate School of Business and the Merage School of Business at UC Irvine. She is a Phi Beta Kappa scholar with a joint Master's Degree in Business and Public Administration from the University of California, Irvine.

Panelists:



Vicki Booth, President, Peter and Virginia Ueberroth Family Foundation

Vicki Booth joined the OCCF Board of Governors in 2008, and currently serves as Vice Chair of the Board and Co-Chair of the Fund Distribution Committee. She will become Board Chair in Fall 2013. In her professional life, Vicki serves as President of the Peter and Virginia Ueberroth Family Foundation, which benefits charitable organizations focused on youth, education and cancer. In both her volunteer and professional capacities, Vicki is actively involved in understanding needs facing our community and the local nonprofit sector. She is also the current Board Chair and founding trustee of Sage Hill School, where she has served for 15 years. She has also served as chair of the Hoag Cancer Center's Founders' Committee, raising funds for cancer research.



Stephen G. Muzzy, Senior Vice President, Commercial Banking, OneWest Bank FSB

Steve Muzzy is a Senior Vice President for OneWest Bank's Regional Commercial Banking Office in Orange County, where he develops and manages a portfolio of diverse commercial banking clients. Steve is actively involved at Serra Catholic School, a diocesan K-8 catholic school serving south Orange County. He also serves on the board of the Mission Hospital Foundation, Second Harvest Food Bank, Casa Teresa, and Team Kids, and previously served on the boards of Pretend City Children's Museum, JSerra Catholic High School, and South Mission Viejo Little League. He is an adoption advocate, inspired by the international adoption of his youngest daughter, Lily, who was born in Hunan, China. Steve lives in Coto de Caza with his wife, Cathy, and their three children, Tommy, Mary, and Lily.



Lysanne Ray Sebastian, Community Activist and Educator, Ray Legacy Grant Committee Chair

Lysanne Ray Sebastian holds a teaching credential and MA in Education from Pepperdine with 10 years of teaching experience in the classroom and in alternative settings. She has been involved with the KW Save the Science Foundation, the Ocean Institute, and the Crystal Cove Alliance. She also serves on the board of directors for Imua Outrigger Canoe Club, and as an avid athlete she supports and promotes nonprofits with a focus on awareness of health and wellness for all ages. She is a breast cancer survivor, and has supported the Hoag Cancer Center and Think Pink Inc. and other cancer-related nonprofits. Lysanne is now raising two children, Bradley and Sage, with her husband, Rick, and trying to share with them the importance of making a difference in the community.

DAY *One*
.....

AGENDA

Breakout 3:**Are You Ready? Critical Success Factors for Embarking on New Phases** (*Los Angeles/Irvine*)

Will your organization be ready when the opportunity for growth and change comes your way? Readiness is not a state of mind; in the nonprofit sector it is a complicated formula of organizational strengths, cultural flexibility, and the critical understanding of why an organization is embracing change.



Moderated by **John Benner**, Executive Coaches of Orange County

John is a volunteer consultant with the Executive Coaches of Orange County providing consulting services to not-for-profit organizations principally in the area of strategic planning. He has enjoyed extensive experience serving on Boards of Directors of not-for-profit organizations and is currently serving on the Board of Hoag Hospital. John has also provided strategic planning consulting services internationally.

John has over 30 years of business experience managing all facets of administration, strategic planning, and corporate finance. His experience includes direct planning and implementation of major financial transactions (acquisitions, divestitures, financings, and corporate restructurings). John has an MBA from Washington University in St. Louis, Missouri, and a BSBA degree with honors from the University of Missouri. He and his wife Linda reside in Newport Beach, CA, and have three grown children.

Panelists:

Rebecca Alvarez, Co-Founder & Principal, NP Strategies

As Co-Founder and Principal of NP Strategies, Rebecca Alvarez is committed to combining her business and nonprofit experience to help nonprofits reach higher levels of performance and impact. Prior to forming NP Strategies, Rebecca was the Manager of Consulting at Bainbridge, Inc. In this capacity, she was responsible for quality control across all market research and strategy projects, client relationship management, and sales. Since forming NP Strategies, Rebecca has consulted with clients on a range of issues including sustainability, business planning and strategy, market research, impact evaluation, and organizational change.

Rebecca earned her BA degree in Spanish and International Relations from The University of Delaware. She has a Master's in International Management from the University of California, San Diego.



Jennifer Tankersley, Co-Founder & Principal, NP Strategies

Jennifer Tankersley was one of the founding thought-partners that created the NP Strategies concept. She brings a unique combination of expertise in business strategy with experience and passion for the social sector. Before starting NP Strategies, Jennifer worked as an independent consultant to San Diego's nonprofit sector and served Fortune 500 clients as a management consultant at The Boston Consulting Group. Her clients have encompassed nearly all facets of the nonprofit sector including community development, arts, education, scientific research, and youth development.

Jennifer has an MBA with an emphasis in Strategy and Marketing, from the Anderson School of Management at UCLA and graduated Phi Beta Kappa from Scripps College with a BA in Economics and International Relations.



Way-Ting Shen, Partner & Co-Founder, Blue Garnet Associates

Way-Ting Chen has a passion for problem solving and generating breakthrough insights that lead to social impact. She bridges her knowledge and experience across the social, commercial, and public sectors to identify strategic challenges, understand their fundamental causes, and devise effective and practical solutions. Way-Ting has over 14 years of management consulting experience working with nonprofit organizations and corporate clients on addressing issues related to outcomes, impact, and performance. She is also a regular speaker for national and regional audiences, on topics related to strategic and business planning and management.

Way-Ting is a Founding Partner and Board Director of Los Angeles Social Venture Partners (LASVP). She recently served as Vice-Chair of the California Association of Nonprofits (CAN), and continues to sit on the advisory board of additional nonprofits. Way-Ting holds an International MBA from the University of Chicago Booth School of Business and a BA with honors in Economics and Political Science from Swarthmore College.

DAY *One*

AGENDA

4:00 – 5:30 PM

BREAKOUT SESSIONS B

Breakout 1:

Why Here, Why Now: Building a Strong Development Plan through Assessment

(Newport Beach/Marina del Rey)

There has never been a more critical period in the nonprofit world: change is immediate, resources are limited, and premium volunteer and staff leadership are scarce. Nonprofit executives and their boards must deploy flexible, effective development strategies to stay in the critical flow. This seminar explores the role of assessment in confronting strategies and systems that no longer work, and designing and shaping a successful development plan that plays to organizational strengths.



Moderated by **Anne Olin**, CEO, The Olin Group

Anne Olin founded The Olin Group in 2002 to support the business and community development efforts of nonprofits in Southern California, by providing nonprofits with capacity building support through evaluation, development, marketing, and organizational assessment, and by providing foundation management services to regional funders. In 2007 she also founded Charitable Ventures of Orange County, a 501(c)(3) nonprofit that provides incubation and fiscal sponsorship to community initiatives. Anne serves in a leadership capacity on behalf of The Nicholas Endowment, the Orange County Funders Roundtable, and the Orange County Shared Spaces Foundation, the latter which established the first multi-tenant nonprofit center in Orange County. Finally, Anne serves on the LA Advisory Board of the Nonprofit Finance Fund, the Community Editorial Board of Voice of OC, and the OC Capacity Building Consortium. Anne holds an M.A. in American History with an emphasis in immigration policy from Claremont Graduate University and is a member of Phi Beta Kappa and Pi Sigma Alpha national societies.

Panelists:



Michelle Whiting, CEO, Michelle Whiting & Associates

Michelle Whiting launched Michelle Whiting & Associates (MWA) in 1994 after 10 years of working in program, administrative, and development positions at nonprofits throughout Southern California. MWA works with some of the largest, most prestigious institutions and organizations in the country, including the Joffrey Ballet, Los Angeles County Museum of Art, Girls Incorporated, Common Threads, and Antioch University. MWA prides itself on working with both large and small nonprofits without compromising on quality. Through the Michelle Whiting & Associates donor advised fund at the Orange County Community Foundation, Michelle is an active supporter of philanthropic programs to visual arts institutions and animal rescue programs. Michelle is also a board member of Project X Foundation for Art and Criticism, publishers of X-TRA, a quarterly contemporary art journal published in Los Angeles since 1997.



Gianna Drake-Kerrison, President-Elect, Girls Inc.

Gianna Drake-Kerrison currently works for UBS serving as First Vice President-Investments. She has more than 25 years of experience in the financial services field. Her focus is in the area of qualified and non-qualified retirement plans for corporations, nonprofits, and individuals, and her team uses an investment philosophy and approach of environmental, social, and governance (ESG) criteria. The consulting services Gianna provides include the selection of providers, plan monitoring, fiduciary compliance (Fiduciary Audit File), investment selection, and employee education. She also serves on the board of directors of New Directions for Women and founded Women to Watch, a local CEO roundtable. In addition, she and her husband are committed to their community and their church and share a passion for the arts through the Orange County Museum of Art as collectors of contemporary art and photography. She is a graduate of Pace University where she received her BA.



Laurie Zagon, Founder/Director, Art & Creativity for Healing Inc.

Art & Creativity for Healing (located in Laguna Niguel) classes and workshops are taught by Founder/Director Laurie Zagon and her team of 25 certified Art4Healing® facilitators. For over 25 years, Laurie has facilitated Art & Creativity For Healing workshops. Using her method of Art4Healing®, she has helped thousands of children and adults process stress, illness, grief, and fear in hospitals and nonprofit community organizations including Human Options Shelter; Phoenix House Academy; Children's Hospital of Orange County (CHOC); and dozens of others. Laurie received her Master of Fine Arts at Syracuse University in New York and her undergraduate degree at the Maryland Institute College of Art in Baltimore. A fine arts professor for over 14 years at the City University of New York, she taught design, color and light theory, and painting. To date, Ms. Zagon has trained and certified over 500 facilitators and facilitated workshops for more than 40,000 children and adults.

DAY *One*

AGENDA

Breakout 2:

How to Fund the Unfundable (*Santa Clara/Santa Barbara/Rancho Las Palmas*)

What do you do when you have to find money for an expense no one wants to fund? If a project or expense is critical to your mission and your sustainability, then you can find the money to make it happen. Join an engaging dialogue between regional funders and seasoned nonprofits that explore the strategies and techniques that will help you get and direct money where it needs to go.

Moderated by **Kim Goll**, Director of Program Operations, Children and Families Commission of Orange County

Kim Goll is the Director of Program Operations for the Children and Families Commission of Orange County. Kim directs various programs for the Commission including grantee outreach, compliance, and foundation partnerships. She also directs the Commission's Strong Families and Capacity Building goal areas that include homelessness prevention, technical assistance to funded partners, and AmeriCorps/VISTA services. Kim began working for the Commission in 2002. She was formerly a Manager with the City of Santa Ana overseeing their Federal Empowerment Zone Grant. Kim has a Master of Urban and Regional Planning from the University of California, Irvine, and Bachelor of Arts degrees in Psychology and Sociology from the University of California, Irvine.

Panelists:

Nicole Suydam, CEO, Second Harvest Food Bank of Orange County

Nicole Suydam is a nonprofit executive with more than 16 years of management and leadership experience working with local and national organizations dedicated to meeting human service needs. Nicole is currently the CEO of the Second Harvest Food Bank of Orange County, returning back to the organization where she served as Development Manager from 1997 to 2001. She most recently worked as Vice President of Development for Goodwill of Orange County from 2003 to 2012 where she led and oversaw all charitable giving, donated goods acquisition and community relations.

Nicole received her B.A. degree in History and Political Science from Vanguard University of Southern California in 1995 and was awarded the Outstanding Young Alumnus Award in 2006. She also earned her certificate in fund-raising from the University of California Irvine Extension in 2001 and her Certified Fund Raising Executive (CFRE) professional designation in 2004.

Scott Caine, CEO, GroundWork group

Scott Caine of Worthington, OH, brings 20 years of operations and enterprise planning experience, marketing and product development knowledge, and strategic business sales expertise to GroundWork group. Additionally, he has more than a decade in nonprofit board leadership experience to help drive GroundWork group's philanthropic mission. Prior to joining GroundWork group, Scott spent more than a decade with Verizon Wireless, where he led a 21-person sales team, managing strategic relationships, growing revenue, and building new business in targeted vertical markets. Committed to the Central Ohio and Orange County nonprofit communities, Scott has been a dedicated volunteer for GroundWork group, Columbus Zoo and Aquarium, and The Learning Consortium. Scott is also a United States Army veteran.

Terrie Doizaki, Program Officer, Weingart Foundation

Terrie Doizaki joined the Weingart Foundation in 2006 as a Program Associate and was promoted in 2007 to Program Officer, responsible for reviewing Regular Grant Program requests from Orange County. Prior to joining the Foundation, she served as Development Manager for the Pasadena Mental Health Association. Terrie holds a master's degree in public policy from Claremont Graduate University and a bachelor's degree in government from Claremont McKenna College.

DAY *One*

AGENDA

Breakout 3:

Engaging Local Business in Your Cause (*Los Angeles/Irvine*)

Nonprofit executives need to successfully navigate the tension between corporate and cause marketing, and learn to partner with businesses in impactful ways. This seminar offers ideas, examples, and strategies to create meaningful relationships with corporate partners. We will explore the trends in Corporate Social Responsibility, how to align with corporate “giving priorities” and motivations, and explore how to expand and redefine partnerships in support of successful community projects.



Scott Larson, Executive Director, HomeAid Orange County

Scott is the Executive Director of HomeAid Orange County, the founding chapter of a national non-profit organization. He is also a member of the board of directors of HomeAid America and chairman of the HomeAid America chapter advisory council. Scott has more than 26 years of professional experience in the non-profit and building industries. He has received a Master's in business administration from the University of Phoenix, a bachelor's degree from Biola University, and a certificate in fundraising from the University of California, Irvine.

Scott is a leader of homeless initiatives in Orange County, serves as a member of Orange County's Commission to End Homelessness, and has previously been a Commissioner for the Housing and Community Development Department of Orange County. He is also a director with Front Porch Communities and Services. He actively serves as a leadership coach in the Fieldstone Foundation Executive Coaching Network.



Amanda Fowler, Executive Director, Global Corporate Giving, Edwards Lifesciences

Amanda C. Fowler is executive director, global corporate giving of Edwards Lifesciences Corporation. Amanda was appointed to the new role of executive director in 2011 and has overall responsibility for the company's philanthropic efforts including The Edwards Lifesciences Fund and the Strengthen Our Community employee volunteer program. Prior to this role, Amanda served the company in global communications focusing on external corporate and executive communications, the critical care business unit, and The Edwards Lifesciences Fund. Amanda was the planning chair of the American Heart Association's 30th Annual Heart Ball, which raised more than \$750,000 for heart disease research and programs. She is also a past president of the Orange County chapter of the National Investor Relations Institute and has been the financial advisor for the Delta Gamma sorority at the University of California, Irvine. She received a bachelor's degree in social science with an emphasis in economics from the University of California, Irvine.

5:30 – 7:00 PM

RECEPTION (*Tuscany Ballroom/Patio*)

Join us as we close out Day 1 with a reception at the Tuscany Ballroom and Patio. Exit the main building through the glass doors at the end of the hall to the right of Registration. Follow the white pathway to the right and arrive at the Tuscany outdoor fireplace patio.

DAY *Two*

AGENDA

Friday, February 8

7:30 – 8:30 AM

BREAKFAST WITH FUNDERS (*Salon E-H*)

Join us for a casual continental breakfast and networking before our main session. Check your table assignment at the registration area.

8:30 – 10:00 AM

Nonprofit Leadership and The Golden Circle (*Salon E-H*)

Join us for a morning of lively roundtable discussions facilitated by members of the Orange County Funders Roundtable, following the showing of a provocative TEDx presentation by Simon Sinek, author of “Start with Why.” We will be exploring how nonprofits can inspire greater engagement through the communication of their true value and impact on our community.



Shelley Hoss, President, Orange County Community Foundation

Shelley Hoss has combined the best of the nonprofit and corporate worlds for the good of her community for more than 26 years. Since May 2000 she has served at the helm of one of Orange County's most prominent philanthropic organizations – the Orange County Community Foundation, whose mission is to encourage, support, and facilitate local philanthropy.

Under Shelley's leadership, the Community Foundation has become recognized as the “center of gravity” for philanthropy in Orange County. Her impact on the growth of the organization has been dramatic. Annual grant and scholarship awards have surged more than five-fold, from \$5 million when she joined OCCF in 2000, to nearly \$30 million in 2012. During the same period, assets stewarded by the Foundation have increased from \$43 million to more than \$150 million. Prior to joining the Community Foundation, Shelley served as Executive Director for Girls Incorporated of Orange County, tripling revenue to support programs for underserved girls.

Shelley has served as the chair of the Orange County Funders Roundtable, serves on the board of the League of California Community Foundations, and is a guest lecturer at Stanford Graduate School of Business and the Merage School of Business at UC Irvine. She is a Phi Beta Kappa scholar with a joint Master's Degree in Business and Public Administration from the University of California, Irvine. Shelley resides in Laguna Niguel with her husband and son.

10:00 – 10:15 AM

COFFEE AND NETWORKING BREAK

DAY Two

AGENDA

10:15 AM – 12:00 PM

BREAKOUT SESSIONS C

Breakout 1:

Advocacy in OC (*Newport Beach/Marina del Rey*)

In serving the underserved, and by championing community causes, nonprofits are already engaging in advocacy at a basic level. The question is: are they doing it effectively, and are they using all the legal tools at their disposal? This session highlights the role of advocacy in the community missions of nonprofits, explores how nonprofits can take advantage of a broad range of strategies to advance their missions, and how funders can effectively support these impactful activities.



Rigoberto Rodriguez Villalpando, Principal Consultant, The INNOVA Group, Inc.

Rigoberto Rodriguez Villalpando, Ph.D., M.U.R.P. is Associate Professor of Latina/o Public Policy in the Department of Chicano/a and Latino/a Studies (CHLS) at California State University, Long Beach. As an urban social and political geographer, Rigoberto focuses on how Latinos/as (immigrants and native born) participate in local civic and political processes and studies the form and effectiveness of community partnerships seeking to improve community conditions. Rigoberto is principal consultant for The *INNOVA* Group, Inc., a consulting firm that provides community and strategic planning support to public agencies, philanthropy, and social movement organizations that want to create policies and systems to improve conditions and outcomes for disadvantaged groups.



Kevin O'Grady, Executive Director, The Gay and Lesbian Community Services Center of Orange County

Kevin O'Grady is the Executive Director of The Gay and Lesbian Community Services Center of Orange County (The Center OC). In this role, he oversees all programming, advocacy, development, and testing and prevention services, supervises all staff and is responsible for board relations. Before joining The Center, Kevin was Regional Director of the Anti-Defamation League. At the League, he championed 1st Amendment rights and headed the League's work tracking and monitoring neo-Nazi and White Supremacist groups. He also taught law enforcement classes in domestic terrorism, counter-terrorism and extremism. Kevin holds a Masters degree in Political Science from Cal State Fullerton and a doctorate in education from USC.

When he isn't fighting for LGBT rights, he lives in Long Beach with his husband, Dr. Craig Kain and their son Asher, enjoys reality TV and makes no apologies for it.



Virginia Mosqueda, Program Manager, Santa Ana, The California Endowment

Virginia Mosqueda joined The California Endowment as a program manager for Santa Ana in November 2011. Prior to her appointment at The Endowment, Virginia was the Director of Civic Engagement for the California Community Foundation. While there, she oversaw the development and implementation of multiple special outreach programs, including the foundation's Immigrant Integration Initiative and 2010 Census Initiative. In addition, she worked with public agencies, elected officials, community groups, and policy makers to promote favorable public policy, advocacy efforts, and civic engagement initiatives, among other activities. Virginia earned B.A. in Political Science from the University of California, Irvine, and her M.A. in Public Policy from Harvard University's John F. Kennedy School of Government.

DAY Two

AGENDA

Breakout 2:

Meaningful Evaluation: Building a Data-Driven Culture *(Los Angeles/Irvine)*

"If you don't know better, you don't do better..." Nonprofits often collect data to provide to others, but not for themselves. This session explores how to build a data-driven culture and the internal capacity needed to measure impact, which in turn will help executives connect to critical information that actually informs how they drive services, resources, and outcomes for the people they serve.



Moderated by **Shawna Smith**, CEO, Taller San Jose

Shawna Smith is CEO of Taller San Jose, a non-profit organization whose mission is to assist young men and women disconnected from education and employment to develop the skills they need to find and keep employment with a living wage. In addition to her role as CEO, she has also spearheaded the development of Hope Builders, Inc., a licensed general contracting venture and social enterprise that expands Taller San Jose's existing training services and creates jobs for unemployed youth. She has worked in numerous capacities in the nonprofit sector including as a board member; volunteer; and advisor in the areas of workforce development, violence prevention, intervention, emergency assistance, homelessness, and volunteer service. She was named a Marano Fellow by the Aspen Institute, and was a finalist for the Cardinal Bernardin Award. Shawna received her degree in English from Santa Clara University.

Panelists:



Pam Pimentel, CEO, MOMS Orange County

Pamela Pimentel, RN, is the Chief Executive Officer of MOMS Orange County, a 20 year old nonprofit organization whose mission is to help families have healthy babies. Pam joined MOMS Orange County in 2000, and has grown the organization from an annual budget of \$650,000 to \$4,000,000, a staff of 8 to 50 health professionals, and from serving 300 to 3,500 low-income families annually.

Pam brings over 35 years' experience in Maternal Child Nursing and health care administration to MOMS Orange County, and a definitive passion for the health and well-being of mothers and children. Pam was one of OC METRO's "20 Women to Watch" in 2007 and in 2010, the Children and Families Commission of Orange County recognized Pam as one of their "10 Agents of Change" to celebrate their 10-year anniversary.



Susan Karlshoej, Director, TK Foundation

In her role as Program Officer at The TK Foundation, Susan works closely with non-profit applicants and successful grantees in North and South America and Africa as well as partners in operations, funding, and management. In wholehearted support of The TK Foundation's hands-on philosophy, she relishes the face-to-face discussions and program site visits with grantees and grant applicants. Susan is also a Board member of the TK Trust Company Limited, the Trustee of The TK Foundation.

Susan holds a Bachelor's degree in Social Ecology with an emphasis in Criminology, Law, and Society from the University of California, Irvine and is currently earning her Master's degree in Business Administration at the Paul Merage School of Business, also at University of California, Irvine.



Rita Louh, Independent Evaluation Consultant

Rita Louh is a seasoned leader and facilitator, helping organizations to implement the changes needed as they align mission, strategy, organization, and operations to create greater impact. With deep experience in the nonprofit, philanthropic, and for-profit sectors, Rita assists organizations not only in planning for greater impact, but also in executing these plans by advising leaders as they navigate the challenges that come with any significant transformation.

Prior to starting her consulting practice, Rita served as the Chief Strategy and Impact Officer at Tipping Point Community, an engaged grant maker focused on reducing poverty in the Bay Area. In this role, she managed Tipping Point's growth as it more than tripled grant making and staff and played a senior leadership role in the development of Tipping Point's grant making approach, management assistance, and impact measurement. Rita received her B.A. from Harvard University and her M.B.A. from the Stanford Graduate School of Business.

DAY TWO

AGENDA

Breakout 3:

PRIs and Social Investing (*Santa Clara/Santa Barbara/Rancho Las Palmas*)

Program related investments are slightly different than traditional grant making, providing loans or equity to support charitable work in the community while providing either a social impact, a below market financial return, or both. While impact investing can be a powerful philanthropic tool, how foundations and nonprofits determine the impact of this investment can be complicated. This seminar describes the current trends around program related investments, the motivations for both providing and pursuing this “philanthropic capital,” and how nonprofits can prepare for this equity investment.



Tony Wells, Founder, Tony Wells Foundation

A business veteran with 25 years of executive management experience in the Information Technology Industry, Tony is recognized as a successful business entrepreneur, community philanthropist, professional investor, and board director. In 2001, Tony created a private family foundation to provide technology and social entrepreneurship grants to nonprofit organizations where he developed and funded the concept of a community-wide shared services model, enabling nonprofits to advance their mission through strategic use of IT. He also has over 23 years of experience actively serving on non-profit boards, corporate boards, and advisory committees. Tony has an International MBA from the Kenan-Flagler Business School at the University of North Carolina. Tony is also an alumnus of the Wharton School of Business at the University of Pennsylvania, the Kellogg School of Management at Northwestern University, and has an Executive Certificate in Strategy and Innovation from MIT Sloan School of Management.



Todd Hanson, Vice President of Donor and Community Engagement, Orange County Community Foundation

An invaluable resource for donors and nonprofits alike, Todd Hanson is vice president of donor and community engagement at the Orange County Community Foundation. He helps donors by developing personalized giving plans, arranging agency tours, organizing presentations on community issues and providing research reports on nonprofits. He visits more than 100 local charities each year to stay informed on the latest programs, services and results. He has more than 20 years of experience in nonprofits, including eleven years at OCCF, and is the former executive director of Camp Fire USA in Orange County.

Breakout 4:

Capitalization (Reserve Building) Workshop (*Catalina*)

Most nonprofit organizations lack enough of the right kinds of money at the right times to change, grow, innovate, take risk — and ultimately contribute to their own health and the vibrancy of our communities. In this interactive workshop, NFF will introduce the many types of capital in our sector and help participants to determine their capitalization and reserve needs by considering organizational liquidity, cash flow management, and relationship between organizational priorities, challenges, and reserves.



David Greco, Vice President for the Western Region, Nonprofit Finance Fund

David Greco is Vice President for the Western Region and manages NFF's Chicago, Detroit, Los Angeles, and San Francisco offices. He is responsible for leading NFF's lending, capital grants, asset-building programs, and customized consulting services in the Western United States. David brings more than 20 years of experience in building nonprofit programs and earned income ventures. Prior to joining NFF, he served as Vice President of the Youth Leadership Institute and built YLI's national training and consulting services. He is the author of “Nonprofit Financial Management” featured in “Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals.”

David is active in the community and serves in a number of volunteer positions including the San Francisco Chapter of the Sierra Club, Full Circle Fund, and a Board Member for Next Step Homes, a national affordable housing network. Originally from Philadelphia, David earned his M.A. in Political Science from Villanova University and B.S. in History & Politics from Drexel University.

DAY *Two*

AGENDA

12:00 – 1:30 PM

KEYNOTE ADDRESS (*Salon E-H*)

Like the nonprofit sector, the newspaper industry has faced significant challenges in recent years. But under the leadership of new CEO Aaron Kushner, The Orange County Register is revitalizing its vision and its commitment as an institution in the service of Orange County. His keynote address gives nonprofit leaders the opportunity to hear how the OC Register is ushering in a new era of expanding news coverage and connection to the Orange County community, and the vision and thoughts of the leader himself.



Aaron Kushner, Publisher, Orange County Register, and CEO, Freedom Communications, Inc.

Aaron Kushner is the CEO of Freedom Communications, 2100 Trust LLC and Publisher of The Orange County Register. Aaron is responsible for the ongoing development and execution of Freedom's business model, which focuses on serving subscribers and the community in new ways and improving the quality of content across all print and digital platforms. As part of this growth strategy, Aaron is expanding the depth of news coverage, investing in journalist and sales talent, and introducing new programs to make it easier for local businesses and non-profits to engage with Freedom's subscribers.

In 2010, Aaron founded the holding company 2100 Trust LLC specifically for the purpose of buying and growing major newspapers. The 2100 Trust name was derived from Aaron's belief in newspapers' long-term future and their fundamental strength as community institutions. 2100 Trust completed its acquisition of Freedom in July 2012.

Aaron is a mission-driven entrepreneur with a background in creating and leading successful businesses. He purchased Marian Heath Greeting Cards in 2002. Under Aaron's leadership as CEO though 2009, Marian Heath grew its business dramatically with a major investment in quality product and talent during a particularly difficult time for the industry.

Previously, Aaron served as founder and CEO of MyMove.com from 1996 to 1999, which specialized in consumer-related products and services. In 1999, he sold MyMove.com to the marketing company Imagitas which is now a Pitney Bowes subsidiary, and served as a vice president at Imagitas through 2001.

Early in his career, Aaron worked at Boston Consulting Group. He graduated from Stanford University with a Bachelor of Arts in Economics with Honors and Master of Arts in Organizational Analysis.



10 Finance Essentials for Social Sector Leaders

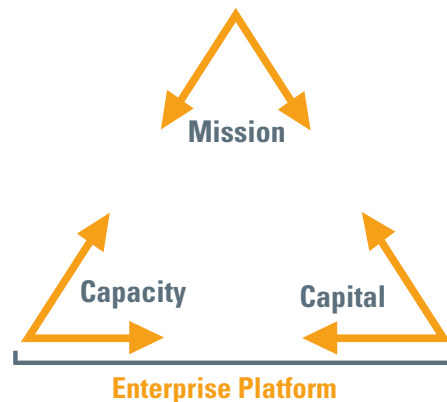
Effective Nonprofit Leaders....

1 ... keep mission, capacity and finance in balance.

These three elements are interdependent and exist in dynamic tension. If one changes, the others change, too. This happens in all organizations, whether seen or unseen, planned or unplanned.

2 ... never ignore the dynamics of the "enterprise platform."

The combination of capacity and capital comprises the "enterprise platform," by which mission is delivered. It exists in every organization. It is related to, yet separate from, program and mission. Money does not flow directly to program; it is turned into program execution via the enterprise platform. If the platform is weak, program execution will be undermined. Nonprofits with similar missions and programs can have very different enterprise platforms.



3 ... are proud of nonprofit tax status.

It exists for a reason, and it's a commercial reason. We enter the market when the for-profit and governmental sectors can't, won't or shouldn't, generally due to a gap or failure in the market economy. This commercial flaw is why nonprofits (501(c)3s) are provided two powerful tools to reliably subsidize operations: tax exemption and access to tax-advantaged charitable contributions.

4 ... insist on having clear, reliable, routine, management-friendly financial information.

Effective leaders share it with their board, funders, internal and external stakeholders and use it as a tool to effectively communicate their organization's financial story.

5 ... can tell their program story in financial terms, and their financial story in program terms.

They, and others in senior roles and board positions, can fluidly connect money and mission based on the needs and perspectives of who they're talking to, and what they're talking about.

6 ... predict how their organization will end the year financially, on January 1.

They also know what the levers are that will make their prediction more or less likely. They will continue to update predictions with "actuals" and new projections to year-end and beyond as the year proceeds. They share these routine numbers with the board, and make course corrections accordingly.

7 ... understand that they manage in a looking-glass world, commercially speaking.

Many of the standard rules and conventions that for-profit managers rely on are reversed, or at best unreliable, in the nonprofit environment: growth almost always increases the need for fundraising and decreases "self sufficiency"; cash is not always fungible, "surpluses" are often prohibited; expenditures on overhead are seen as wasteful...and more. Leaders from the for-profit world must understand these (and other) management realities to make better decisions.

8 ... understand that they run at least two businesses.

There's the core business, related to delivering on mission (healing, teaching, sheltering, etc.), and then there's the "mission support business" (usually fundraising) that makes up for the market flaw.

9 ... understand that growth is especially demanding in the nonprofit world, for commercial reasons.

Growth is more capital intensive, takes longer, and is riskier from a quality control and mission perspective than for-profit sector growth (which is difficult as well). Increased revenue frequently means decreased net revenue.

10 ... distinguish regular, routine operating revenue from capital and extraordinary revenue, and manage accordingly.

They match their fixed costs to reliable revenue and understand (and fill) the capital demands of rapid growth, incremental growth, and routine capacity refreshment and maintenance.

Visit us at nonprofitfinancefund.org

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Nonprofit Finance Fund (NFF) works to create a strong, well-capitalized and durable nonprofit sector that connects money to mission effectively, supporting the highest aspirations and most generous impulses of people and communities.



10 Finance Essentials for Social Sector Funders

Effective Funders....

1 ... understand that nonprofits must balance mission, capacity and finance to be effective.

Grants that affect one of these elements will always affect and change the others. For example, grants restricted to program, will affect and make draws on capacity and financial resources, even when unintended. This happens in all organizations, whether seen or unseen, planned or unplanned. Thus, top funders understand that it is possible to make a generous restricted grant and have it cost more to the grantee than its face value.

2 ... never ignore the "enterprise platform."

They realize that each of their grantees has a distinct enterprise platform (or business model), even when their missions or programs are similar. And they see that money is turned into program execution via the dynamic operation of the enterprise platform. They avoid "enterprise blind" grants, because they know that if the platform is weak, program execution will be undermined.

3 ... realize that "nonprofit" is a tax status, not a business plan.

It exists so enterprises can serve a social need where the for-profit and governmental sectors can't, won't or shouldn't, generally due to a gap or failure in the market economy. The tools provided nonprofits (501(c)3s)—tax exemption and tax-advantaged charitable contributions—are meant to reliably subsidize healthy operations, and this means surpluses. A wise funder is glad when its grantees operate with surpluses.

4 ... make grants that take into consideration and accurately reflect a grantee's financial state.

To do this, they insist on having clear, reliable, routine, management-friendly financial information that is appropriate given the size and complexity of a grantee's operations.

5 ... think outside the grant by understanding the "whole enterprise," not just the individual program they're funding.

This requires them to understand each grantee's program story in financial terms, and financial story in program terms. This also demands that funders spend time becoming familiar with their grantees short- and long-term financial forecasts and know the levers that will make those predictions more or less likely.

6 ... think "net grants" and tread lightly on "unfunded mandates" accompanying project and restricted funding.

Both net grants and unfunded mandates carry hidden expenses—such as fundraising time, data systems upgrades, customized reporting and staff training, to name a few. These expenses reduce the amount of the grant that is actually available to serve the public.

7 ... understand that nonprofits manage in a looking-glass world, commercially speaking.

Many of the conventions that for-profit managers rely on are reversed or improbable in the nonprofit environment: growth almost always increases the need for fundraising and decreases "self sufficiency"; cash is not always fungible, "surpluses" are often prohibited; expenditures on overhead are seen as wasteful...and more. This knowledge keeps wise funders from urging organizations along a financially risky path.

8 ... understand that nonprofits run at least two businesses.

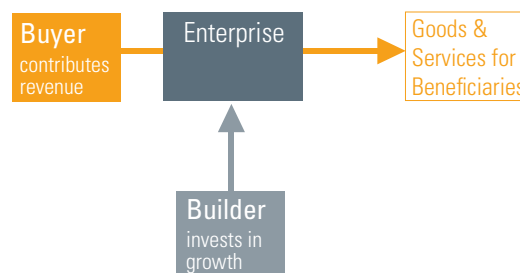
There's the core business, related to delivering on mission, and then there's the business (usually fundraising) that makes up for the market flaw. This means that when program expands, so must the "subsidy business" or problems ensue.

9 ... understand that growth is especially demanding in the nonprofit world, for commercial reasons.

Growth for nonprofits is more capital intensive, takes longer and is riskier from a quality control and mission perspective than for for-profits. Growth, and increased revenue, may mean decreased *net* revenue. Effective funders therefore look at enterprise platform and mission to understand how best to fund—whether it's sustaining day-to-day operations, supporting programs, or funding growth—and have reasonable programmatic expectations of growing grantees.

10 ... know their role—as buyer or builder—and play it well.

They distinguish regular, routine operating revenue from capital and extraordinary revenue, gather their colleagues to co-invest when their own grant resources won't get a growing nonprofit where it needs to go. They celebrate general support grants, and urge colleagues to make them available.



DAY *One*
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Breakout Session Handouts

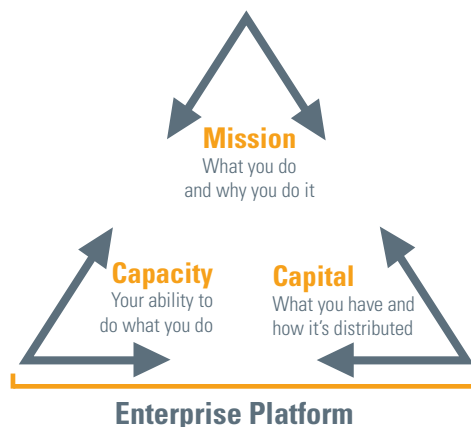
Thursday, February 7th



Knowing Your Strengths and Weaknesses

Organizations that can clearly and accurately articulate their financial story and resource needs are better positioned to make a strong case for support. In both good times and bad, your stakeholders will be more engaged if you can provide a data-driven assessment that links your nonprofit's financial health to its impact and accomplishments. This can inform strategic planning and guide leadership in making mission-driven, financially sound decisions.

Use the worksheet on the back to capture a snapshot of your nonprofit's strengths and weaknesses. The worksheet is divided into six core areas of nonprofit finance, described in detail below. Together, these areas help you balance the three critical components essential to an organization's long-term viability: Mission, Capacity, and Capital.



With support from your funders, we can help you better understand the way a nonprofit's core areas of finance influence organizational success. To learn more, visit us at nonprofitfinancefund.org.

Core Areas of Nonprofit Finance

Revenue

The degree of predictability and reliability of revenue is often an indicator of financial health. Revenue includes: payments for services; donations from individuals, foundations and corporations; contributions and contract payments from government agencies; and income from investments and other activities (for example, rentals).

Expenses

Nonprofits that run into financial challenges are often uncomfortable bringing expenses in line with their revenue reality. There are also costs beyond day-to-day operations, including debt principal payments, capital expenditures, and funds set aside each year for future use. Budgeting to the full cost of doing business is essential for sustained financial health.

Profitability

Nonprofits need profits. Surpluses are necessary to pay off debt, invest in facilities and equipment, and fund savings and growth. We encourage nonprofits to budget for and manage to annual surpluses that meet their short- and long-term needs. Breaking even is rarely enough.

Health of the Balance Sheet

The balance sheet reveals a nonprofit's ability to manage risk and pursue growth or other opportunities. It indicates financial

condition at a specific point in time. Included on the balance sheet are assets, liabilities and net assets. In the nonprofit sector there are restrictions on assets and net assets which can impact an organization's flexibility.

Liquidity

Liquidity is a measure of how much cash (and assets readily convertible to cash) is available to an organization. Marketable securities, undrawn lines of credit and receivables are liquid if they can be turned into cash within one year. Determining liquidity is often complex for nonprofits. Cash and investments may be restricted by donors, creating the false impression that a nonprofit is flush with flexible funds when it may instead be dealing with liquidity constraints.

Financial Planning

Organizations that actively and continuously plan for the unexpected are better positioned to weather difficult times and pursue new opportunities. Planning requires access to financial information that is timely, accurate, and reliable. It is the collective responsibility of staff, management and the board. Financial plans are only as good as their underlying assumptions and are not a substitute for making and communicating difficult decisions.



Nonprofit
Finance Fund™

Financial Self-Assessment

This worksheet reveals some of your nonprofit's financial strengths and weaknesses. If you answer **Yes** to many questions, you're likely weathering the economic climate well and have a good grasp of your financial dynamics. If you're answering **No** or **Not Sure** often, you may want to review what actions you are or could be taking to manage areas of concern. Match your answers to the **Priority Level** you assign to the question to identify which may be the most pressing concerns. With support from your funders, NFF can help you interpret the results and consider next steps. You can then develop a clear financial plan to share with board members, funders and others.

Organization Name: _____	Y	N	Not Sure	N/A	Priority- High, Med, Low
Revenue: How might the reliability of revenue streams continue to be affected in the current economic climate?					
Is our revenue mix (earned AND contributed) relatively predictable and reliable over time?					
Will our institutional giving (foundation, corporations, government) remain stable or grow?					
Are our major donors still reliable? Can we count on their support at current levels?					
Can we rely on our Board to help cover any funding losses?					
Have we identified additional sources of support to make up for funding declines elsewhere?					
Have we updated our fundraising message to include the strongest, most urgent case for success?					
If in the midst of a capital campaign, are we still meeting fundraising targets? (If not, have we considered phasing the campaign or a Plan B?)					
Expenses: Will costs have to be cut? If so, which costs?					
Have we identified where we can cut costs without harming critical programs and operations?					
Can we still maintain our existing staff numbers and salaries?					
Profitability: How might changes in revenue streams or expense dynamics affect the bottom line?					
Are we generating operating surpluses on a relatively consistent basis?					
Are we developing and approving budgets that keep expenses in line with our new revenue reality?					
Are our surpluses large enough to cover depreciation, meet debt obligations, and contribute to savings?					
Are we raising revenue to cover new planned expenses?					
Health of the Balance Sheet: How might changes in operating results affect our organization's balance sheet?					
Are we making loan payments on schedule?					
If struggling with debt, have we spoken with our bank about renegotiating terms?					
Are we paying our vendors on time?					
Are we planning for and meeting maintenance needs of our facility (or other fixed assets)?					
Are our investments safe and stable?					
Liquidity: What cash is readily available for routine and emergency needs?					
Do we have enough cash on hand to manage the cyclical of our daily operations?					
Do we have reserves that we can draw on to manage any shortfalls?					
If reserves have been used, are we on a replenishment plan?					
Financial Planning: Have you incorporated contingency planning into decision-making?					
Have we developed best, probable, and worst case revenue /expense scenarios?					
Do we project, track, and monitor cash flow on a monthly basis?					
Is our Board regularly reviewing our financial condition and encouraging rapid response to change?					
Have we considered collaboration as an opportunity to further mission and/or save costs?					

Based on your responses and priorities, what are the top three areas requiring attention and planning?

1. _____
2. _____
3. _____

DAY *One*
.....

Breakout Session Handouts

Thursday, February 7th



About Us

Working with Funders and Nonprofits to Build a Strong, Effective Social Sector

Nonprofit organizations are at the heart of our society, meeting basic and quality-of-life needs in all our communities. Yet despite their excellent programs and the dedication of their overworked staffs, many nonprofits live in a constant state of financial uncertainty.

For nearly 30 years, Nonprofit Finance Fund (NFF) has been working to solve this problem and improve the giving, getting and using of money in the social sector. As a nonprofit itself and one of the nation's leading community development financial institutions (CDFI), NFF tackles these challenges by offering services that help both nonprofits and funders stay in balance and in business. These services are an unusual continuum of financing, consulting and workshops. We also function as an intermediary between nonprofits and funders, providing growth capital services, advocacy and thought leadership.

With offices in New York, Newark, Philadelphia, Boston, Detroit, Washington, DC and San Francisco, our involved staff of more than 70 strives to address the unique needs in their regional communities.

Services for Nonprofits

Financing**Loans**

NFF provides nonprofits and social enterprises with a variety of financing options, including facility loans, lines of credit and bridge loans. Loans generally range from \$100,000 to \$2,000,000 and carry competitive, often flexible terms that are fit to organizations' needs.

New Markets Tax Credit Loans

NFF was awarded tax credits from the US Treasury Department that we use to attract private investment for facilities in low-income communities. NFF is using these credits exclusively to help finance projects for small and mid-sized nonprofits.

Building for the FutureSM (BFF)

BFF is a matching program to fund building-related costs. It attracts and uses foundation and government contributions as a financial incentive for nonprofits to create and maintain building reserves, helping to avoid the costly effects of deferred maintenance. Using this financial tool, nonprofits can proactively address facility-related replacement needs in a well-planned manner.

Consulting & Advice**Nonprofit Business Analysis (NBA)**

As one of NFF's flagship services, the NBA provides an individual assessment of an organization's financial condition, opportunities and challenges, over a five-year period. By tying business models to underlying capital needs, the NBA

helps organizations begin to plan for long-term financial health and integrate financial planning into overall management.

Workshops

In these interactive sessions, NFF helps nonprofits understand connections between program priorities, organizational capacity and capital needs. Participants of various sizes, sectors and situations learn how management and financial decisions affect their mission and health.

Financial Leadership Clinic

NFF offers two-day, interactive sessions on financial literacy to groups of nonprofits from a common sector. Educational seminars, individual coaching and focused discussions with peers help nonprofits develop the skills to identify and articulate their business challenges and financial needs.

Systems Replacement Plan (SRP)

The SRP provides nonprofit managers with a practical 20-year plan to take care of their organization's facility so that it can continue to safely house programs. The SRP forecasts long-term facility-related repair and replacement costs and helps organizations plan for corresponding capital needs. It is most effective when combined with our BFF Program.



Nonprofit
Finance Fund

Services Linking Nonprofits and Funders

Growth Capital Services

SEGUESM

NFF Capital Partners helps nonprofits design strategic capital campaigns of \$5 million or more to raise growth capital. Our Sustainable Enhancement Grant (SEGUE) methodology provides nonprofits and their philanthropic investors with a plan for attracting and managing these growth capital funds. Similar to equity accounting techniques used by for-profit companies, the SEGUE provides philanthropic investors with an auditable record of an organization's progress towards self-sustaining operations and helps track the amount of equity-like growth capital that has been consumed on the path to sustainability.

Knowledge & Advocacy

Market Knowledge

NFF provides custom reports analyzing funder grantee portfolios or nonprofit sector trends to help inform funder decisions. We help answer questions such as: what are the dominant sector types, sizes and locations of nonprofits in a given area; do we see broad financial metrics that threaten the quality or availability of services; is a given sector relatively robust or frail?

Research and Development

Based on practical experience with nonprofits and funders, NFF performs research, conducts studies, and writes reports to improve financial knowledge in the field. We are also committed to improving our products and services to respond effectively to the constantly changing nonprofit economy.

Advocacy

Working as a financial intermediary between nonprofits, foundations, and government funders, NFF strives for fundamental improvement in the giving, getting and using of money in the social sector.

Customized Services

Partnerships and Initiatives

NFF works in partnerships with funders and other providers of capital to design and deliver major initiatives that offer a tailored selection of all of our financing, research and consulting services to grantees and other nonprofits.

Services for Funders

Funder Workshops and Training

We offer workshops and technical support to help funders use financial information to enhance grantmaking decisions. Workshops discuss funder-based approaches that can contribute to building and sustaining financially healthy organizations.

Syndication & Participation

For jointly-funded initiatives or lending opportunities, we help enlist funders and manage transactions (structuring, documentation, closing, administration and reporting).

Program-Related Investment (PRI) Services

NFF offers funders a package of consulting services for the creation and maintenance of PRI portfolios. Through PRIs, funders provide nonprofits with a variety of strategic loans at lower interest rates. NFF provides services for underwriting, loan closing, documentation and post closing, including loan monitoring, billing and collection and reporting.

Re-granting Services

On behalf of funders, NFF administers grants to nonprofits as a component of initiatives. We provide assistance that funders may not be able to offer using their internal resources, including due diligence on applicants and one-on-one consultations to help grantees through the application and implementation process.

DAY *One*

Breakout Session Handouts

Thursday, February 7th

Top Five Clues You Need a Development Assessment

Different stakeholders may have different perceptions about the development capacity of a nonprofit, but from any angle, the warning signs are clear. If you fall into one of the stakeholder categories below, and are experiencing any of the indicators listed, it may be a sign that it is time to invest in a development assessment.

Foundations:

- The capacity building grants you make to an organization seem to make little or no difference in creating sustainability or diversifying funding streams
- You are hearing ‘buzz’ in the community
- High turnover of development staff
- Your Foundation is considering granting a large programmatic or capital gift
- The organization relies almost exclusively on institutional funding

Board:

- The development committee is floundering
- Development financial metrics are not met, but development is the last agenda item at the board meeting
- There is resistance to establishing board giving policies
- High turnover among CEO and Development staff
- The board is consistently expected to fill significant shortfalls, year after year

CEO:

- Individual and Institutional funders are questioning your organization’s ability to raise funds
- Your organization is implementing a large new initiative or a capital project
- You are experiencing an influx of new board members
- Development goals are consistently not being met, or one strategy is relied upon too heavily
- The same small number of donors are funding the organization year after year

CDO:

- The CEO and/or board expect development staff to raise all funds
- There is a noteworthy level of donor burn-out
- You spend too much time “putting out fires”
- You suspect that you are not truly netting the revenue goal needed by the organization if you factored in the excessive staff time needed to pull off the strategy
- Expectations of the development contribution to the budget do not match the resources invested in the development program (understaffed, inadequate database, etc.)



Michelle Whiting & Associates

Development Strategies, Foundation Relations,
Organizational Assessment and Executive Search for the Nonprofit Sector

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Guiding Principles

For Successfully Funding the “Un-fundable”

IT'S ABOUT THE ASK

1. Make sure to tie your request to your organizational goals. Success is not about a completed expenditure or project – it's about the **impact** of the expenditure.
2. Make sure your request (and its potential outcome) not only ties to your **mission**, but to the funder's as well.
3. Have you communicated the **imperative**? Asking a funder to support an IT expenditure to make your program more efficient is a reasonable ask. But asking a funder to support IT that can automate the collection of data on clients served that in turn saves more than 300 staff hours a month of manual entry is an imperative ask.
4. Have you communicated the **plan**? Often difficult requests are linked to significant business challenges or changes. Having a plan in place for both implementation and the aftermath of successful implementation, can make a large difference in a funder's decision. (For example, it's one thing to buy a building for program expansion; it's quite another to scale-up the capacity needed to provide expanded programming inside that building.)

IT'S ABOUT THE PEOPLE

1. The **relationship** you have with a funder is key to navigating difficult requests – having a relationship with a funder means you have a prior history of funding, and the ability to have strategic and ongoing conversations.
2. **Leadership** is critical – can your leadership articulate a vision for the next 2 to 5 years, and where this project or expenditure fits in that vision? Is your leadership stable? Can it shepherd your organization through difficult times?
3. **Is your board on board?** In the face of difficult projects, cohesion between key leadership, staff and volunteers is critical. Everyone should be speaking the same language, and aiming for the same goal.
4. Is the difficult project really something only one organization can tackle? Sometimes projects are difficult to fund because they are trying to address systemic issues with too few players in the room. There are **some problems that cannot be solved through the efforts of just one** nonprofit.

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Breakout Session Handouts

Friday, February 8th

**Advocating for Policy Change**

Involving the Public in Important Policy Debates

Advocacy Campaigns May Involve Lobbying

Nonprofits play an important role in educating the public about policy issues and actions taken by their elected officials. As part of an advocacy campaign, a non-profit may want to pay for advertising in newspapers, on the radio, or online, as well as billboards, mailers and other materials that urge officials to vote in a certain way, that encourage the public to contact legislators on an important policy issue, or praise or criticize the policy positions or votes of elected officials. Some of these advocacy efforts may be considered lobbying and will count against a 501(c)(3)'s federal lobbying limit.

501(c)(3) public charities can lobby within the [limits](#) allowed by federal law. All 501(c)(3) public charities will measure their lobbying under either the "501(h) expenditure" test or the "insubstantial part" test. The insubstantial part test is the default test that applies to 501(c)(3) public charities, unless the organization has elected to use the 501(h) expenditure test by filing [Form 5768](#) with the IRS.¹ What counts as lobbying varies depending upon the test used.

Insubstantial Part Test Filers

The insubstantial part test defines lobbying as "carrying on propaganda, or otherwise attempting to influence legislation" and includes any communication that "contacts, or urges the public to contact, members of a legislative body for the purpose of proposing, supporting, or opposing legislation or advocates for the adoption or rejection of legislation." Under this test, an organization would likely need to count as lobbying, for example, a billboard that "Sportsmen support the Safe Drinking Water Act," while the Safe Drinking Water Act is pending legislation. However, communications that discuss only broad principals would not count as lobbying. For example, it would probably not be considered lobbying to run an ad that says "Sportsmen care about protecting our drinking water. Congressman Taylor, will you join us?"

While 501(c)(3)s are prohibited from supporting and opposing candidates for office, they can criticize or praise incumbents for their official actions or votes, as long as they follow certain guidelines. For more information about mentioning federal, state or local candidates in your communications, please see our fact sheet on [praising and criticizing incumbents](#).

501(h) Electors

Lobbying includes both directly communicating with legislators and their staff to express a view about a specific legislative proposal (what is called "[direct lobbying](#)"), as well as encouraging the public to contact their legislators using a "[call to action](#)" (called "[grassroots lobbying](#)").² For example, it would be considered grassroots lobbying to send an e-mail message that says "Congresswoman Jones can

¹ Organizations can elect to take advantage of the clear definitions of lobbying under Section 501(h) at any time by filing the form 5768. Consult with our publication [Worry Free Lobbying](#) for more information on the benefits of Section 501(h).

² For a discussion of the benefits of using the 501(h) Expenditure Test to measure your organization's lobbying, see our publication [Worry Free Lobbying](#).



support clean energy or ignore our need to move away from our dependency on foreign oil. The House is about to vote on the Clean Energy Act. Call her and tell her we need her support for this bill.”

However, not all communications with legislators or the public around a policy debate will necessarily constitute lobbying under the 501(h) Expenditure Test. For example, the following issue advocacy campaigns would not be considered lobbying:³

Although 501(c)(3)s are prohibited [from supporting and opposing candidate](#) for office, federal and state campaign finance laws often regulate advertisements that mention candidates, if the advertisement is run within a certain number of days before an election. For example, broadcast ads thanking a sitting Congressman for action taken, when that Congressman is also a candidate for federal office, which are run within 60 days of a general election and 30 days of a primary may be classified as an “electioneering communication” and be subject to [financial disclosures](#) and need to include additional disclaimers as required by federal campaign finance law.

- **A public communication that does not include a call to action:** For example, it would not be lobbying for a 501(c)(3) to run a radio ad that says “Our country can’t wait any longer to turn to a clean energy future. Congressman Taylor is sponsoring a bill to encourage investment in safe clean energy, and create jobs” or a billboard that says “Congressman Taylor: we need your support for a clean energy future for America. Help us create more jobs here at home.”
- **A public communication that highlights how someone voted without calling on the public to act:** For example, a radio ad that says “Wilderness is important for our state’s economic future. Thanks, Assemblywoman Lopez, for voting for the Global Warming Reduction Act and ensuring that our lands and economy will be protected for future generations.”
- **A public communication that thanks an elected official for acting:** For example, a newspaper ad that says “The Blue Sky Wilderness is a local treasure and important for our economy. Thanks, Congresswoman Lee, for co-sponsoring a bill to protect it.”
- **A public communication that highlights how an elected official voted without calling on the public to act:** For example, a billboard ad that says: “Clean air is important for our children’s future. Unfortunately, Congressman Taylor voted against the Clear Skies bill and put our health at risk. Congressman Taylor, please reconsider your stance.”

The information contained in this fact sheet and any attachments is being provided for informational purposes only and not as part of an attorney-client relationship. The information is not a substitute for expert legal, tax, or other professional advice tailored to your specific circumstances, and may not be relied upon for the purposes of avoiding any penalties that may be imposed under the Internal Revenue Code. Alliance for Justice publishes plain-language guides on nonprofit advocacy topics, offers educational workshops on the laws governing the advocacy of nonprofits, and provides technical assistance for nonprofits engaging in advocacy. For additional information, please feel free to contact Alliance for Justice at 866-NPLOBBY.

www.bolderadvocacy.org | www.allianceforjustice.org

³ If the organization plans to distribute a mass media communication within the two week window before a vote of the legislative body on what would be considered “highly publicized” legislation (e.g., the DREAM Act), the organization should contact Alliance for Justice’s free technical assistance service for information on a rare exception that might require the organization to count these mass media communications as lobbying.

DAY Two



Breakout Session Handouts

Friday, February 8th

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 Please contact ritalouh@yahoo.com or 415.513.0885

Top Ten Practical Tips for Starting and Moving Forward with Meaningful Evaluation

10. **Assess your own and your organization's readiness for change.**
 Collecting and using data in a meaningful way will likely lead to changes in your culture, organizational structure and staff roles, program, processes, etc. Make sure you and your organization are truly open to, if not readily embracing, this change.
9. **Make the time and commitment to do this work well.**
Begin this work only if you plan to prioritize it and can make the time, commitment, and intellectual and emotional energy to do it well. This work is too hard and requires too much energy to do only because of external pressure from funders or supporters. Even if you believe in the value of this work, if there are significant competing organizational priorities, wait until a better time to start.
8. **Get that funder to invest resources in supporting this work.**
 You probably have at least one funder who is always asking about what impact you are having and pushes for better data. Now is the time to ask that funder to invest the critical resources needed to do this work well (e.g. outside help, staff capacity to free up internal staff for this work, data systems down the road)
7. **Don't invest in a data system until you know what you need.**
 If you are just starting data collection or a new program and are still learning what data is important, Excel could be all you need at the start. Conversely, an organization-wide data system could be critical depending on your needs. If you invest in a system before you know what data you are trying to capture (and when and where), you could end up spending precious resources now just to invest more later once your data needs are clear.
6. **Do get outside help, if possible.**
 Most of us find it hard to step outside of our own perspectives enough to articulate our own assumptions, to push and challenge ourselves with tough questions, and to figure out what we believe vs. what we truly know based on data. At their best, consultants provide a fresh, unbiased, critical friend perspective, give us a broader view of the sector and other organizations struggling with similar questions, remind us of how far we have come when the work is difficult, and help translate our work for funders and other audiences,
5. **Keep working on clarity until you "talk normal". Iterate, iterate, iterate.**
 Clarifying your outcomes, activities and target client population is a critical part of this work. Don't be discouraged and don't give up - it will take many iterations to get this right. You know you're "talking normal" when you can explain this to your 83-year old grandmother or next door neighbor in words they can easily understand.
4. **But don't let the perfect be the enemy of the good. Get started.**
 Iteration is critical, but perfection is not. 80%-90% right is good enough. Don't let the desire for perfection (or the fear of imperfection) keep you from getting started on data collection.
3. **Celebrate big and small wins.**
 This work is challenging, and it will require significant time and energy just to do the initial work of defining your outcomes and metrics; then you collect and analyze the data, and then you make changes to your program. Whew! Make sure to celebrate big and small wins along the way – you and your team will need these boosts to keep slogging through.
2. **Expect the unexpected, and commit to learning from this.**
 When you do this work well, you will discover some great things (Wow – there is a positive impact from our work that we can now prove!) and some challenging things (This program is not working as well as we had thought). Doing this work means being truly open to all the positive and challenging learnings that will come, and committing to making changes based on these learnings.
1. **Keep the focus on your client and impact.**
 As we have said several times, this work is hard. So why do it? Because of the promise of increasing your impact – of doing more on behalf of the clients you care about and are why you got into this work in the first place. When the going gets rough, concentrating on the clients and the greater impact you can have will help to carry you through the tough times and keep you focused on the most important issues.

The Case for Mission Investing

Why Mission Investing?

- Increases the amount of capital available to address social and environmental issues and needs.
- Allows foundations to deploy a greater proportion of their assets in support of their mission while sustaining the integrity of the foundation corpus.
- Leverages public and private resources, and expands impact.
- Expands the philanthropic toolbox.

What are Mission Investments?

Mission investments are tools used by foundations to achieve their philanthropic goals. We use the term mission investments (which are also called social or impact investments) to describe investments that generate both a social and a financial return.

The term “mission investment” covers two distinct categories of investments:

Mission-Related Investments (MRIs)

- MRIs are market-rate investments that support the mission of the foundation by generating a positive social or environmental impact.
- MRIs can be made in investments that in the wider investment community are referred to as socially responsible investments, investing in emerging domestic markets, double/triple bottom line investing, green investing, or impact investing.
- A MRI is fundamentally a financial investment, and must meet applicable prudent investor standards just like more conventional investments.
- MRI opportunities exist across asset classes in cash, fixed income, public equity, private equity and venture capital, and real estate.

Program-Related Investments (PRIs)

- PRIs are below-market rate investments that are made with a targeted program objective.
- PRIs are defined by the IRS tax code, and they are eligible to count against the 5% payout that foundations are required to make each year to retain their tax-exempt status. PRIs must:
 1. be made primarily to further the foundation’s charitable purpose;
 2. lack any significant investment purpose; and
 3. they may not being used for electioneering or lobbying government officials.

PRIs may be made in the form of loans, loan guarantees, cash deposits, equity investments and other investments made for a specific purpose such as affordable housing, workforce development and community development facilities.

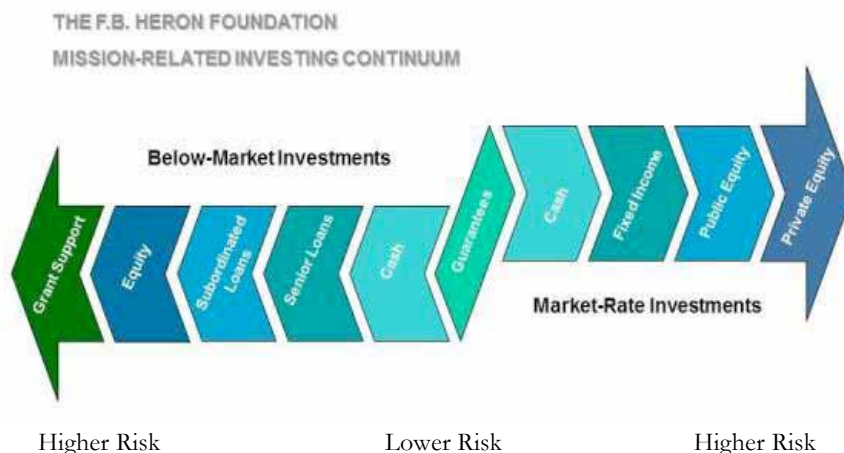
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Types of Mission Investments

Mission investments may be made in any asset class and across the risk continuum.

**Suggested Resources**

Strategies to Maximize Your Philanthropic Capital: A Guide to Program Related Investments (Mission Investors Exchange) <http://www.missioninvestors.org/tools/strategies-maximize-your-philanthropic-capital-guide-program-related-investments-primer>

Leveraging Your Assets with Loans and Other Program Related Investments (ASF)
<http://www.missioninvestors.org/tools/leveraging-your-assets-loans-and-other-program-related-investments>

Program Related Investments: Do They Cost, Or Do They Pay? (MacArthur Foundation)
http://www.cof.org/files/Documents/Family_Foundations/Financial-Management/PRIs-are-Underutilized.pdf

Program Related Investments and You—Perfect Together? (James P. Joseph)
http://www.arnoldporter.com/resources/documents/Arnold&PorterLLP_TaxationofExempts_Joseph_March-April10.pdf

Philanthropy's New Passing Gear: Mission-Related Investing, A Policy and Implementation Guide for Foundation Trustees (Rockefeller Philanthropy Advisors)
<http://www.missioninvestors.org/tools/philanthropys-new-passing-gear-mission-related-investing-policy-implementation-guide>

Webinars on Mission Investing (Mission Investors Exchange)
http://www.missioninvestors.org/tools/search/?f%5B0%5D=im_field_tool_type%3A379&f%5B1%5D=im_field_to%3A403

For more information, tools, and resources:

Mission Investors Exchange
2101 Fourth Avenue, Suite 650
Seattle, WA 98121
206-443-8463
www.missioninvestors.org

PARTICIPANT *Directory*

Name	Title	Organization
Dolores Gonzalez-Hayes	Executive Director	2-1-1 Orange County
Judy Dickinson	Development Director	Acacia Adult Day Services
Mallory Vega	Executive Director	Acacia Adult Day Services
Ameera Basmadji	Funds & Research Coordinator	Access California Services
Maria Khani	Board Member	Access California Services
Nahla Kayali	Founder & Executive Director	Access California Services
Ericka Waidley	Executive Director	Access OC
Belinda Escobosa-Helzer	Director of Orange County Office	ACLU-Southern California Orange County Office
Brenda Rodriguez	Executive Director	Affordable Housing Clearinghouse
Philip Yaeger	Executive Director/CEO	AIDS Services Foundation Orange County
Shelly Virkstis	Board President	AIDS Services Foundation Orange County
Anthony Manrique	Executive Director	All-American Boys Chorus
Alan S. Zamosky, PhD	Executive Director	Alzheimer's Family Services Center
Claire Braeburn	Executive Director	America on Track
Terry Thompson	President	America on Track
Allison Hickey	Executive Director	American Diabetes Association
Terry Lowe	Chief Executive Officer	Anaheim Community Foundation
Laurie Zagon	Founder/Director	Art & Creativity for Healing, Inc.
Janet Ray	Board Vice President	Arts OC
Kristina Colby	Program Coordinator	Arts OC
Pat Wayne	Deputy Director	Arts OC
Rick Smetanka	Board President	Arts OC
Rick Stein	Executive Director	Arts OC
Sharon Battle	Senior Vice President, Market Manager-Orange County	Bank of America
Sister Louise Ann Micek, CSJ	Founder and Director	Bethany
Keith Rhodes	CEO	Big Brothers Big Sisters of Orange County
Sarah Haney	Senior Director, Major Gifts & Events	Big Brothers Big Sisters of Orange County
Kathleen Buehler	President/Executive Director	Blind Children's Learning Center
Way-Ting Chen	Partner & Co-Founder	Blue Garnet Associates
Blanca Aguirre	Sr. Analyst	Blue Garnet Associates
Bruce Hird	CPO	Boys & Girls Club of Buena Park
Pam Estes	Executive Director	Boys & Girls Club of Laguna Beach
Robert Santana	CEO	Boys & Girls Club of Santa Ana
Travis Whitten	Director of Development	Boys & Girls Club of Santa Ana
Melanie Seus	Chief Development Officer	Boys and Girls Club of Garden Grove
Mark Chavez	CPO/Executive Director	Boys and Girls Club of La Habra
Helen Ortega	Chief Professional Officer	Boys and Girls Club of Westminster
Diane DiCorpo	Executive Director	Boys Hope Girls Hope
Kathy Tillotson	Executive Director	Build Futures
Claudia Sermenio	Youth & Family Programs Coordinator	Camp Fire Orange County
Lynda Mulley	Board Chair	Camp Fire Orange County
Martin Rodriguez	Executive Director	Camp Fire Orange County
Karen Ahola	Director of Marketing	Casa Romantica
Kay Dalton Simpkins	Interim Director of Development	Casa Romantica

PARTICIPANT *Directory*

Name	Title	Organization
Jim Lester	Board Member	CASA Teresa
Robin Sinclair	Executive Director	CASA Youth Shelter
Brenda Walters	Senior Program Officer	Change a Life Foundation
Jaclyn Duarte	Program Officer	Change a Life Foundation
Lisa Fujimoto	Executive Vice President	Change a Life Foundation
Debbie Groendal	Program Director	Charitable Ventures of Orange County
Scott Trotter	Executive Director	Child Abuse Prevention Center
Lori Pack	Executive Director	Child Guidance Center
Jean Sweeney	Director of Corporate & Foundation Relations	Children's Bureau of Southern California
Lyn Brammer	Community Director Orange County	Children's Bureau of Southern California
Mary Tran	Director of Special Events and Volunteer Service	Children's Bureau of Southern California
Adriana Moreno	Program Director	Children's Health Initiative of Orange County
Megan Keith	Assistant Director	Clem C. Glass Family Foundation
Dennis Keith	Trustee	Clem C. Glass Family Foundation
Joanne Keith	Trustee	Clem C. Glass Family Foundation
Isabel Becerra	CEO	Coalition of Orange County Community Health Clinics
Betty Medina	Supervisor	Colette's Children's Home
Billy O'Connell	Executive Director	Colette's Children's Home
Colette O'Connell	Program Manager and Grant Writer	Colette's Children's Home
Alan Woo	Director of Planning, Program and Fund Development	Community Action Partnership of Orange County
Buddy Ray	Executive Director	Community Action Partnership of Orange County
Carol Carlson	Director	Community Service Programs (CSP), Inc.
Margot R. Carlson	Executive Director	Community Service Programs (CSP), Inc.
Jeremy Linehan	Board Member	Council on Aging Orange County
Lisa Wright Jenkins	President & CEO	Council on Aging Orange County
Gene Howard	CEO	Court Appointed Special Advocates
Mark Steiman	Board Member	Court Appointed Special Advocates
Carol Bradley-Coonce	Deputy Director	Dayle McIntosh Center for the Disabled
Shelley Breen	Grant Coordinator & Program Evaluation	Dayle McIntosh Center for the Disabled
Armando de la Libertad	CEO	Delhi Center
Yesenia Velez Ochoa	Director of Financial Stability	Delhi Center
Linda Haghi	Director, Comm Relations	Department of Family Medicine & Program in Geriatrics, UCI
Debra Kohls	Manager, Public Affairs	Disneyland Resort
Jill Bolton	Director, Community Relations	Disneyland Resort
Lacey Gaitan	Public Affairs Representative	Disneyland Resort
Amanda Fowler	Executive Director, Global Corporate Giving	Edwards Lifesciences Fund
Jay Wertheim	Vice President, Associate General Counsel	Edwards Lifesciences Fund
Monique Daviss	Executive Director	El Sol Academy
Colleen Mensel	CEO	El Viento Foundation
Zayda L. Garcia	Chief Operations Officer	El Viento Foundation
Margie Wakeham	Executive Director	Families Forward
Mary Perdue	Executive Director	Family Assistance Ministries
Linda Smith	Executive Director	Family Support Network

PARTICIPANT *Directory*

Name	Title	Organization
Mary Ellen Hood	Board Chair	Family Support Network
Marcos Ramirez	Program Officer	Fieldstone Foundation
Dee Dee Rosenthal	Community Relations Coordinator-So. California	Fluor Foundation
Cathy Seelig	Executive Director	Friendly Center
Pam Keller	Executive Director	Fullerton Collaborative
Tommy Nixon	Board Member	Fullerton Collaborative
Gianna Drake-Kerrison	President-Elect & Vice Chair	Girls Inc.
Lisa Wright	Vice President of Development	Girls Inc.
Lucy Santana-Ornelas	CEO	Girls Inc.
Susan Merritt	Board of Directors, V.P. Fund Development	Girls Inc.
Susan Wampler	Board President/Chair	Girls Inc.
Cathy Sleva	VP of Fund Development	Girls Scouts of Orange County
Nancy Nygren	CEO	Girls Scouts of Orange County
Brian Miller	Director of Development	Global Mobility
Frank Talarico	President & CEO	Goodwill of Orange County
Kim Seebach	COO	Goodwill of Orange County
Steve Coyne	Board Chair	Goodwill of Orange County
Eric Boden	Vice Chair	GroundWork group OC
Jennifer Barish	Director, Member Services	GroundWork group OC
Scott Caine	Chief Executive Officer	GroundWork group OC
Sharon Ellis	President/CEO	Habitat for Humanity OC
Dave Peters	Executive Director	Hands Together
Liz Bear	CEO	Healthy Smiles
Rebecca Hernandez	Program Manager	Help Me Grow Orange County
Gina Scott	Director of Development	HomeAid Orange County
Scott Larson	Executive Director	HomeAid Orange County
Artyn Gardner	Board Chair	Human Options
Darla Olson	Chief Development Officer	Human Options
Maricela Rios-Faust	Chief Operating Officer	Human Options
Vivian Clecak	Co-Founder and CEO	Human Options
Paul Cho	CFO	Illumination Foundation
Paul Leon	Founder & CEO	Illumination Foundation
Joan Dyer	Secretary	Irvine Adult Day Health Services Inc.
Kimberly Beeson	Executive Director	Irvine Adult Day Health Services Inc.
Ed Kacic	President	Irvine Health Foundation
Pat Meredith	Program Officer	Irvine Health Foundation
Rochelle Mills	Director of Projects & Programs	Irvine Housing Opportunities (IHO)
Dana Butler-Moburg	Executive Director	J.F. Shea Therapeutic Riding Center
Marcia Jager	Board Chair	J.F. Shea Therapeutic Riding Center
Laura Archuleta	President	Jamboree Housing Corporation
Erin Runnion	Executive Director	Joyful Child Foundation
Myeisha Peguero Gamino	Vice President	JPMorgan Chase Foundation
Ava Steaffens	President/CEO	KidWorks
Sharon Kline	Fund Development Chair	KidWorks

PARTICIPANT *Directory*

Name	Title	Organization
Allison Maxon	Division Director, SoCal	Kinship Center
Carol Biddle	Executive Director	Kinship Center
Kristine Peters	Director of Development, SoCal	Kinship Center
Ed Fosmire	Deputy Director	Laguna Art Museum
Malcolm Warner	Executive Director	Laguna Art Museum
Jose Rea	Vice President	Madison Park Neighborhood Association
Glenda Menges	Program Director	Marisla Foundation
Barbara Nelson	Executive Director	Mary's Shelter
Nancee Lee-Allen	Interim Executive Director	MECCA
Allison Harvey	Development Director	Mercy House Living Centers, Inc.
Larry Haynes	Executive Director	Mercy House Living Centers, Inc.
Michelle Whiting	CEO	Michelle Whiting & Associates
Christine Brooks Nolf	Executive Director	Mika Community Development Corporation
Keturah Kennedy	Director of Operations	Mika Community Development Corporation
Robert May	Executive Director	Mission Hospital Foundation
Rick Olson	Senior Giving & Training Officer	Mission Increase Foundation
Michele Silva	Chief Development Officer	MOMS Orange County
Pam Pimentel	CEO	MOMS Orange County
Zoot Velasco	Executive Director	Muckenthaler Cultural Center
John Scola	Executive Director	Muzeo
Glenn Hayes	President & CEO	NeighborWorks Orange County
Chi Hughes	Manager	Nonprofit Finance Fund
David Greco	Vice President, Western Region	Nonprofit Finance Fund
Jennifer Tankersley	Co-Founder & Principal	NP Strategies
Rebecca Alvarez	Co-Founder & Principal	NP Strategies
Iosefa Alofituli	Executive Director	Oak View Renewal Partnership
Jack Shaw	Founder	Oak View Renewal Partnership
Mollie Grierson	Farmer's Market & Communications Coordinator	Oak View Renewal Partnership
Christina Altmayer	Interim Executive Director	OC Children and Families Commission
Kim Goll	Director of Programs	OC Children and Families Commission
Michael Ruane	Executive Director	OC Children and Families Commission
Ana Jimenez	Founder & Executive Director	OC Children's Therapeutic ARTS Center
Garry Brown	Executive Director & CEO	OC Coastkeeper
Karen Roper	Director	OC Community Services
Caleb Lund	Director of Development	OC Congregation Community Organization
Candy Halamuda	Supervisor of FSS Program	OC Housing Authority
Alison Edwards	Deputy Director	OC Human Relations
Rusty Kennedy	CEO	OC Human Relations
Norma Kurtz	Director, Economic & Workforce Development	OC Labor Federation
Karen Williams	Chief Operating Officer	OC Partnership
Debbie Phares	Executive Director	OCCCCO
Dan Stetson	President / CEO	Ocean Institute
Donald A. Verleur II	Chief Executive Officer	Olive Crest
Tim Bauer	Executive Director of Development	Olive Crest

PARTICIPANT *Directory*

Name	Title	Organization
Dan McQuaid	Pres & CEO	OneOC
Tim Strauch	COO	OneOC
Steve Muzzy	Senior Vice President	OneWest Bank FSB
Katie Steele	Executive Director	Opus Community Foundation
Robyn Class	CEO	Orange Children and Parents Together, Inc
Jason Lacsamana	Director of Strategic Partnerships	Orange County Asian and Pacific Islander Community Alliance
Mary Ann Foo	Executive Director	Orange County Asian and Pacific Islander Community Alliance
Lucy Dunn	President & CEO	Orange County Business Council
Shelley Hoss	President	Orange County Community Foundation
Todd Hanson	VP of Donor and Community Engagement	Orange County Community Foundation
Erin Gunther	Development Director	Orange County Community Housing Corporation
Nora Mendez	Executive Director-elect	Orange County Community Housing Corporation
Martina Guilfoil	Executive Director	Orange County Housing Trust
Aaron Kushner	Publisher and CEO	Orange County Register, Freedom Communications Inc.
John Luker	CFO	Orange County Rescue Mission
Deborah Levy	Executive Director	Orange County Ronald McDonald House
Carla Vargas	Senior Vice President, Community Impact	Orange County United Way
Max Gardner	President and CEO	Orange County United Way
Mary Langsdorf	President, Board of Directors	Orange County Women's Chorus
Andrew Munoz	Executive Director	Orange County Workforce Investment Board
Cal Winslow	Chief Executive Officer	Orangewood Children's Foundation
Bob Haskell	President	Pacific Life Foundation
Michele Townsend	Vice President	Pacific Life Foundation
Tennyson Oyler	Senior Vice President	Pacific Life Foundation
Alan Ball	Associate Vice President of Development	Pacific Symphony
Gary Good	Sr. Executive for Special Campaigns	Pacific Symphony
John Forsythe	President and CEO	Pacific Symphony
Steve Lowe	President and Executive Chaplain	Pacific Youth Correctional Ministries
Barb Jennings	Board President	Pathways of Hope
Maria Mazzenga Avellaneda	Executive Director	Pathways of Hope
Vicki Booth	President	Peter and Virginia Ueberroth Family Foundation
Amber Skalsky	Foundation Assistant	PIMCO Foundation
Jason Tockey	Foundation Administrator	PIMCO Foundation
Sandra Bolton	Executive Director	Pretend City
Kristin Byrnes	CEO & President	Project Access
David Gillanders	Program Manager	Project Hope Alliance
Jennifer Friend	Executive Director	Project Hope Alliance
Julie Evans	CEO	Project Tomorrow
Linda Smith	CEO	Providence Speech and Hearing Center
Russell Brammer	Executive Director	Raise Foundation
Lysanne Ray Sebastian	Community Activist and Educator	Ray Legacy Grant Committee Chair

PARTICIPANT *Directory*

Name	Title	Organization
Anna Romiti	Vice President	Ripe Orange
Lilia Tanakeyowma	Dean of Student Affairs	Santa Ana College
Jerry Creekpaum	General Manager	Second Harvest Food Bank of Orange County
Nicole Suydam	CEO	Second Harvest Food Bank of Orange County
Holly Hagler	President & CEO	SeniorServ
Kimberly Shettler	Grants Management Director	Serve the People
Jean H. Wegener	Executive Director	Serving People in Need, Inc.
Sarah Kasman	Executive Director	Shanti Orange County
Karen McGlinn	Executive Director	Share Our Selves
Kathleen Bruski	Sr. Program Officer	Share Our Selves
Regina Fox, SSND	Executive Director	Sister of St. Joseph Healthcare Foundation
Shannon Santos	Executive Director	Someone Cares Soup Kitchen
Debbie Millar	Real Estate Professional	Sotheby's International Realty
Susan Reeder	Director of Development	South Coast Repertory
Lara Fisher	Executive Director	South County Outreach
Connie J. Jones	Executive Director	Southwest Minority Economic Development Association
Gabriela Robles	Executive Director	St. Joseph Health Systems Foundation
George Avila	Program Officer	St. Joseph Health Systems Foundation
Barry Ross	Secretary	St. Jude Neighborhood Health Centers
Shelley Lummus	Administrator	Straight Talk, Inc
Lisa Wolter	Executive Director	Susan G. Komen for the Cure Orange County
Lisa Ackerman	Executive Director	TACA
Violette Prentice	Development Director	TACA
Angela Wegechik	Co Chairman	Taller San Jose
Karyn Mendoza	Director of Programs	Taller San Jose
Shawna Smith	Executive Director	Taller San Jose
Julie Hudash	Founder & CEO	Team Kids Incorporated
Gwyn Grenrock	Executive Director	The Allergan foudnation
Kevin Ober	Global Corporate Citizenship	The Boeing Company
Virginia Mosqueda	Program Manager	The California Endowment
John Benner	Board President	The Cambodian Family
Sundaram Rama	Executive Director	The Cambodian Family
Kevin O'Grady	Executive Director	The Center OC
Lara Montagne	Executive Director	The Grain Project
Rigoberto Rodriguez	Principal Consultant	The INNOVA Group, Inc.
Joan Horton	Executive Director	The Irvine Ranch Outdoor Education Center
Cesar Covarrubias	Executive Director	The Kennedy Commission
Anne Olin	CEO	The Olin Group
Gerald Solomon	Executive Director	The Samueli Foundation
Michelle Freeman	Policy & Research Analyst	The Samueli Foundation
Susan Karlshoej	Director	The TK Foundation
Dawn Reese	Executive Director and Co-CEO	The Wooden Floor
Randy Barth	CEO and Founder	Think Together

PARTICIPANT *Directory*

Name	Title	Organization
Cyndee Albertson	Executive Director	Thomas House Family Shelter
Mary Van Dorn	Development Chair	Thomas House Family Shelter
Jessica Carbajal	Director, Development & Community Affairs	Tiger Woods Learning Center
Katherine Bihr	Vice President	Tiger Woods Learning Center
Cordula Dick-Muehlke, Ph.D	Director of Education	UCI Institute for Memory Impairments and Neurological Disorders
Rossina Gallegos	Vice President	Union Bank Foundation
Cathleen Collins	CEO	United Cerebral Palsy of Orange County
Erin Ball	Senior Gifts Officer	United Cerebral Palsy of Orange County
Kathy Johnson	President	Vital Link
Ruth Harrell	Development Director	Vital Link
David Washburn	Managing Editor	Voice of OC
Norberto Santana	Editor-in-Chief	Voice of OC
Wylie Aitken	Board Chair	Voice of OC
Milissa Bedell	Manager	WD Foundation
Rose Krupp	Director	WD Foundation
Terrie Doizaki	Program Officer	Weingart Foundation
Jack Toan	Regional Vice President	Wells Fargo
Vivian Pham	Community Development Officer	Wells Fargo
Tony Wells	Board Director	Wells Foundation
Kathleen Davis Bowman	Executive Director	WISEPlace
Janie Wolicki	Executive Director	Women Helping Women
Jerri Rosen	CEO/Founder	Working Wardrobes
Megan Harless	VP, Business Development	Working Wardrobes
Paul Andresen	President and CEO	YMCA of Anaheim
Diane Masseth-Jones	Executive Director	YWCA of North Orange County
Nancy Wieben Stock	Board Member	YWCA of North Orange County
Rita Louh	Independent Evaluation Consultant	

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