



Catholic
Big Brothers Big Sisters

Results of 90-Day Work Plan to investigate
important areas and strategies related to CBBBS'
Development Department

Development Report & Three-Year Plan

Kim Alaine Rathman, Ph.D.
Mercedes Mantilla

CATHOLIC BIG BROTHERS BIG SISTERS
Development Report & Three-Year Development Plan
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CATHOLIC BIG BROTHERS BIG SISTERS
Development Report & Three-Year Development Plan

I. CBBBS Strategic Goals

The most recent strategic plan for CBBBS identified the following fundraising, marketing and board development goals for implementation.

- Create a written fundraising plan with an emphasis on individual giving that: generates a major donor list of current donors, event attendees, corporations, foundations and other constituencies; develops an annual gift club that utilizes mail, telephone, events and personal solicitations annually; and implement an appropriate stewardship component to recognize donors appropriately.
- Produce a marketing program with a strong case statement that focuses on outcomes, is correlated to fundraising plan and is utilized in all CBBBS printed and online materials.
- Develop an endowment building strategy and program with a named planned gift society.
- Establish a board-wide recruitment process that identifies the organizational skills needed by new board members to improve board effectiveness, and bridges to CBBBS' junior partners group.
- Implement an annual board evaluation process that assesses the effectiveness of the newly developed board expectations.

In order to support the above strategic goals, as well as expand and diversify the private sources required to sustain and grow CBBBS programs, a 90-day work plan was initiated to investigate various important areas and strategies related to the development department. The following report and development plan is the result of this research.

II. Donor Database & Donor History

According to the long-time fundraiser, Kim Klein, "accurate, up-to-date and thorough records are a necessity for an ongoing fundraising program. Without such records, you have little capability to ask donors for more money, to target projects to specific donor interests, to track response to appeals, or to carry out any of the other requirements for fundraising from a stable group of individual donors." (Klein, 1994) Consequently, most non-profit organizations must keep track of the following information to maintain the effectiveness of its fundraising:

- Information pertaining to current donors, including their names, addresses and gift history, as well as information that would help new staff ask for more money or other involvement;
- Information pertaining to future prospects;
- Information about the organizations/individuals that will assist in providing more donations and/or prospects; and
- Reference information and/or attributes about past fundraising activities.

Unfortunately, the current state of CBBBS's donor database is very incomplete and the record of past donors was entered in an inconsistent manner due to lack of staff and use of volunteers (which affects the consistency of the data being entered). The extremely inflexible nature of the Denari software, particularly in the area of queries and the pulling of important information lists, has contributed to long delays and difficulties with appeal, special event and thank you mailings. Reconstruction of the agency's donor history is possible, but will be a more long-term project involving the conversion of CBBBS' data from the old Denari software (which nonprofit consumer studies no longer recommend; please see *Appendix A*) to new donor software, once it is chosen. Also, a new database entry protocol will need to be developed to insure greater consistency in entering this important donor information.

In addition, because a review of individual donors and donor capacity was not possible given the current state of the database, it will be important to conduct an electronic screening of CBBBS' donors for their giving capacity.

Another issue related to donor and donation entries are the subsequent thank you letters that need to be sent. Again, due to the lack of staff these important stewardship related letters have been delegated to the accounting department, which works well under ordinary circumstances, but creates a burden to another department during appeals and/or large events. Moreover, these letters can be delayed, which can generate a bad impression among donors. As a result, not only will it be important to develop an entry protocol for the database, but it will need to contain a procedure for sending out thank you letters in a timely fashion. Finally, if CBBBS is going to grow and diversify its funding sources, particularly among individuals, it will need to pay greater attending to its data entry and stewardship systems, which means a Development Associate will need to be brought on staff to conduct the vital DAILY tasks of donor entry and follow-up correspondence. This position also will work on crucial daily social media, expanding the agency's image on the web, as well as assisting other development staff with their activities.

Area Goals

1. Conduct research for appropriate software replace for Denari and whether database clean-up can be done through software group by the end of September 2015.
2. Development entry and thank you protocol for new system by October 2015.
3. Research software analysis groups for electronic screening services and pricing by the end of September 2015, with projected electronic screening for our donor's giving capacity by January 2016.
4. Hire new Develop Associate to conduct critical task in database entry, thank you correspondence, social media and other critical development tasks on a daily basis by September 2015.

Please see Appendix A for Database Comparison

III. Foundations & Corporations

Currently, CBBBS receives only a limited amount of funding from foundation and corporation grant makers a year. Private foundation and corporate giving programs are an excellent source for program development, continuing support and program evaluation funding. Therefore, if CBBBS is going to take full advantage of these funding opportunities it will need to cultivate contacts with the board members of these private funding sources and submit many more proposals to these organizations. In order to open up these funding opportunities a number of tasks were undertaken during the 90-day planning process including: prospect research for compatible funding institutions; the development of master and priority prospect lists; the creation of proposal boilerplates and budgets; and the generation of a proposal submission schedule.

Prospect research was conducted through a review of CBBBS's current foundation and corporate files and using the Metasoft Search Engine. This dual research assisted in the development of a Master and Priority Prospect List containing 93 corporate and foundation prospects that matched CBBBS's mission, of which 37 are priority prospects to be pursued initially in the proposal submission schedule. This Master and Priority Prospect List also contains the names of Foundation and Corporate Trustees to be reviewed for possible contact by CBBBS board members when proposals are submitted.

In developing an initial proposal boilerplate, along with the community need statement contained within it, both research on the local community and discussions with the staff on program priorities were done to create a accurate grant proposal that focuses on how meeting the needs of the organization meets the needs of the community. It is significant to note that the strategic plan spotlighted the need to double the number of children serviced by CBBBS during the next five years. In fact, every 100 new matches made by CBBBS requires an additional full-time staff person. Consequently, in order to support this growth, proposals on increasing staff numbers to increase service and on development capacity building to expand the agency's fundraising capacity, will need to be submitted.

Area Goals

1. Raise \$300,000 to \$400,000 from private sources for the Center's programs and infrastructure during the first year, and increase that amount by \$100,000 each subsequent year for the next three years.

Please see Appendices B, C, D, E, and F for Lists, Needs Statement, Boilerplate, Budget and Submission Schedule.

IV. Individual, Major Donors & Direct Mail Acquisition

Currently, 80 percent of all giving in the United States is given by individuals, but the development of a consistent revenue stream from individuals requires long-term effort and commitment. The vast majority of CBBBS' loyal donors are between 50 and 70 years of age, and not nearly enough work has been done to cultivate these donors beyond annual gifts into major or planned giving areas. In addition, many of the nearly 6,000 names in the donor database have gone inactive. Therefore, a crucial part of the Board and Development Department's work during the next five years will be the acquisition of new individual donors and their cultivation into major and planned giving contributors. This will require the reactivation of the Fund Development Committee for the review of major donor prospects, as well as the creation of appropriate cultivation, solicitation and stewardship protocols that will allow the organization's Board and Staff to develop the untapped major gift resources among its current donors. Also, the above information will assist the agency in organizing small formal luncheons or cocktail party presentations, hosted by Board members, permitting further cultivation of major and planned giving prospects.

In addition, direct mail acquisition of new individual donors will be essential to diversifying and growing CBBBS' funding base, allowing for greater outreach and the long-term cultivation of new donors. Donations from individuals are the most stable form of funding for any nonprofit organization, and the development of a large, loyal base of individual contributors that can continue to be cultivated for larger, more sustainable giving through the years is essential as government funds dwindle and granting priorities among foundations change. Moreover, while the use of social media has had an impact on certain forms of individual giving (for major disasters and other crises) marketing houses now are discovering that it is the written appeal or newsletter that makes the greater impression and has a much longer lasting effect than a social media eblast. As a result, CBBBS needs to implement a direct mail acquisition campaign with the goal of bringing in 3,000 new donors during the next three years.

Area Goals

1. Raise \$125,000 in first fiscal year and increase this amount by \$35,000 each year for the next three years.

2. Reactivate the Fund Development Committee for the review, ranking and strategy development for major gift prospects (including foundations) by August 2015.
3. Create a consistent donor cultivation, solicitation and stewardship protocol by December 2015.
4. Conduct at least two donor stewardship events (small formal luncheons or cocktail party presentations) by July 2016.
5. Hire a direct mail publishing house by September 2015.
6. Develop a direct mail appeal schedule with integrated newsletter that recruits and 1,000 new individual donors in the first year by October 2015.
7. Recruit 3,000 new donors that will raise \$75,000 to \$100,000 in the third year of the campaign.

Please see Appendices G, H, I, J and K for Sample Cultivation Procedures, Fund Development Committee Mission, Sample Stewardship Criteria, Major Donor Referral Form and Sample Direct Mail Projections.

V. Planned Giving

As was mentioned previously, 80 percent of all giving comes from individuals and in a campaign you should expect 80 percent of your donations to come from 20 percent of your donors. This is what makes the development of a major gifts component so critical to the long-term sustainability of an organization's funding. At present, CBBBS has 23 active major gift prospects, but this number will need to be expanded considerably to grow the organization's staff and service to meet the goals of the strategic plan or engage in any kind of endowment campaign.

Area Goals

1. Develop Planned Giving Publications by February 2016.
2. Create Criteria for Naming a "Legacy Society" and begin cultivation of appropriate major gift prospect to initiate the Legacy group by February 2016.
3. Begin conducting Presentation Meetings with Estate Lawyers to introduce CBBBS as Planning Gift Candidate by May 2016.
4. Generate Solicitation Strategies and Planned Giving Presentations for Potential Planned Gift Donors by June 2016.

Please see Appendix L for Sample Planned Gift Brochure

VI. Special Events

At present, CBBBS hosts a number of small to large events in an attempt to target multiple donor groups. Some events are annual, while others are hosted periodically and mainly motivated by Board and Junior Partner interests. Most of these events are driven by Board and Junior Partner committee members, but are supported by

the staff. Consequently, the staff has started to allocate their time related to special events on time sheets in order to track the full-cost of the agency's special events. From fiscal year 2013 to 2015, CBBBS events have included the following:

- Golf Tournament – October/November (40 years)
- The BIG Holiday Party – December (since 2010)
- Champion for Youth Gala – Every two years in Spring (since 2000)
- Bowl For Kids' Sake – Yearly at various times (since 2008)
- BIG Night Out – Volunteer Thank You – During the Summer
- Big for A Day – Two to three times a year
- Junior Partners Mixers / Professional Development – Three to four times a year
- Junior Partners' Casino Night – Summer – (since 2013)
- Charity Concert - Summer (2015)

Currently, special events constitute 48% of CBBBS' income budget. The most successful events have been championed by Board members and Junior Partners. However, in the last three years multiple event co-chairs have relocated to other parts of the country, and it has been difficult to replace volunteer leadership in these areas, especially for annual events. In addition, CBBBS is challenged with securing honorees or VIP guest for the events (i.e Gala, Golf Tournament, Holiday Party.) The goals of CBBBS events are to fundraise, raise awareness, cultivate existing donors and attract new donors, but they are very labor intensive. Therefore, it is recommended that some of the smaller existing events be consolidated into one another to be more cost efficient. Furthermore, the Gala should be conducted annually in order to generate a greater revenue stream by retaining current sponsors and gaining new ones the yearly honorees.

Area Goals

1. Implement the Champions for Youth Gala on an annual basis;
2. Establish awards criteria for honoring individuals and selecting Bigs, Junior Partners and Board Members of the Year;
3. Develop a mission and event criteria for each special event committee;
4. Conduct four Junior Partner mixers that integrate Happy Hour with a Cause and the Junior Partners' Casino Night;
5. Integrate "Bowl For Kids' Sake" with the "Big Holiday Party;"
6. Set a schedule for three "Bigs for a Day" activities per year and develop corporate participation around them; and
7. Hire new Development Associate for database entry and assistance with task above by middle of September 2015.

VII. Marketing

The Los Angeles area is one of the media capitals of the world, and as a result demands a concerted public relations effort in order to compete with all the other voices on the air and in print. Indeed, most successful public relations campaigns require a budget of at least \$250,000 with a concentration on the radio market in order to be noticed in this region of commuters. In lieu of such formidable budget requirements, the following activities will be initiated to raise awareness of CBBBS's mission and impact on the community.

- Develop a standardized set of publications for CBBBS' programs that creates a unique look and greater awareness for the organization;
- Redesign and regularly update website content and format, particularly the donation pages, as well as Facebook page to continue social media engagement with volunteers and donors;
- Produce radio and TV PSA's in English and Spanish, and submit them to appropriate stations;
- Integrate the newsletter, both print and email versions, with a concerted direct mail appeal campaign;
- Recruit a new board member from a media or public relations firm;
- Ask Board members to discuss their board service with CBBBS on their company's website if possible;
- Create a comprehensive case-statement/Annual Report for the agency and its programs that includes funding opportunities for donors; and
- Hire a full-time Development Associate to assist with many of the above projects.

Area Goals

1. Develop with consultant the website redesign and new publications by November 2015.
2. Hire new Development Associate for database entry and assistance with task above by September 2015.
3. Produce radio and TV PSAs by January 2016, and add them to the website.
4. Recruit board member from media or PR firm by June 2016.
5. Ask Board members to discuss their board service with CBBBS on their company's website if possible at the next convenient board meeting.
6. Create a comprehensive case statement/Annual Report by August 2016.

VIII. Board Recruitment, Development & Training

During work on the 90-day plan interviews were conducted with 11 board members and all of the staff, which included questions regarding: the role of the board; their views toward the "give and get" policy; what they would like to see the board do during the next; what CBBBS programs they would like to see prioritized; and what they would like to see the development department doing. The results of these interviews can be found in *Appendix M*. As part of these board interviews, members received copies of potential survey worksheets that can be used for a Board Skills Review and Performance Self-Assessment, which needs to be conducted with all the board members on an annual basis. Please see *Appendix O* for samples of these worksheets. Also during the interview process board members were asked if they had any major donor prospects they would like to refer. Several members had prospects already available in list form, while other members wanted to think more and then submit names. In the

interim a Major Donor Referral Form has been developed and will be passed out to the board member for their convenience.

In addition to the board interviews, a review of important board materials was conducted and it became clear that each board member needs to receive a notebook of all the pertinent documents related to their role as a CBBBS board member. Please see *Appendix N* for an outline of this new Board Manual. It also will be necessary to create a written Board Orientation Protocol to assist with briefing new board members at the beginning of their tenure.

As mentioned previously, the Fund Development Committee is being reactivated for the review of major donor prospects, as well as the creation of appropriate cultivation, solicitation and stewardship protocols that will allow the organization's Board and Staff to develop the untapped major gift resources among its current donors. Moreover, it will be necessary to utilize the above information to assist the agency in organizing small formal luncheons or cocktail party presentations, hosted by Board members, permitting further cultivation of major and planned giving prospects. This strategy also should be used to help expand and cultivate the Junior Partners program, which has been highly successful as a fundraising arm and incubator for new board members. Another suggestion that came forward during a Junior Partners meeting was the possibility of developing Professional Development Breakfast Meeting that featured a business from a long-term CBBBS board member, which would act as "perk" for Junior Partner membership and help grow the group.

Area Goals

1. Distribute Board Manual and Donor Referral Form at next convenient board meeting (Jan/Feb).
2. Develop Board Orientation Protocol by January 2016.
3. Conduct Board Skills Analysis and Performance Self-Assessment at a Board Retreat in 2016.
4. Perform at least two board-hosted donor cultivation gatherings during this fiscal year.
5. Implement Junior Partner Professional Development Breakfasts by February 2016.
6. Carry-out at least one fundraising workshop with the Board during this fiscal year.

Please see Appendices M, N and O for Board and Staff Interview Responses, Board Manual Outline, Board Skills and Performance Self-Assessment Worksheets.

APPENDIX A: SOFTWARE COMPARISON

IDEALWARE Low Cost Software Recommendation Matrix

Donor Software

	Installed	Online Hosted	Just the Basics	Tiny but Growing	Easy to Set up & Use	Events are Critical	Free, for Techies	Track All Constituents	Online Integration	Highly Configurable	Best Fundraising	Also Good Values
Common Ground		•						•		•	•	
Denari Online		•										•
DonorPro		•			•	•		•	•		•	
Exceed! Basic	•	•	•	•								
Giftworks	•		•	•	•	•						
Mission Assist	•					•						•
Orange Leap MPX		•			•	•		•			•	
Sage Fundraising 50	•				•	•		•			•	
Salsa		•							•			

Feature Comparison

We evaluated each of our top ten systems based on a list of 127 criteria, divided into 18 categories. This matrix summarizes our findings (the rating scheme itself is defined in Appendix B). See the next page for pricing information.

- None/ Not Applicable
- Fair
- Good
- Excellent

	Common Ground	DonorPerfect Installed (Basic) *	DonorPerfect Installed (Full) *	DonorPerfect Online (Basic) *	DonorPerfect Online (Full) *	DonorPro	eTapestry (Basic)*	eTapestry (Full)*	Giftworks Standard (Basic)*	Giftworks Premium (Full)*	Neon	Orange Leap MPX Installed **	Sage Fundraising 50	Total Info
Adding and Tracking Donations	●	●	●	●	●	●	●	●	●	●	○	●	●	●
Managing Donor Information	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Prospecting and Proposals	●	●	●	●	●	●	●	●	○	○	○	●	●	●
Permissions	●	●	●	●	●	●	●	●	•	●	○	●	●	●
Mail-Merging Letters	●	●	●	●	●	●	○	○	●	●	○	●	●	●
Emailing	●	○	○	○	○	●	●	●	●	●	●	●	●	●
Querying	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Reporting	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Payments & Web Site Integration	•	•	●	•	●	●	○	●	•	●	●	○	●	○
Tracking Events	○	●	●	○	○	●	○	○	○	●	●	●	●	●
Tracking Other Built-In Interactions	○	●	●	●	●	●	○	○	○	●	●	●	●	●
Customization	●	●	●	●	●	●	●	●	○	●	●	●**	○	●
Integration	●	○	●	●	●	●	○	●	○	○	○	●	●	●
Accounting Support	●	●	●	●	●	●	○	○	●	●	○	●	●	●
Ease of Use	○	●	●	●	●	●	○	○	●	●	●	●	●	○
Extent of Support and Training	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Ease of Installation & Maintenance	●	●	●	●	●	●	●	●	●	●	●	○**	●	○
Product Background	○	●	●	●	●	●	●	●	●	●	●	●	●	●

* **Basic** refers to the cheapest version of the system you can buy; **Full** to the version with all relevant modules and upgrades.

** Orange Leap MPX also offers a hosted version. The ratings for it are identical except it received a Fair in Customization and an Excellent in Ease of Installation and Maintenance.

APPENDIX B: MASTER & PRIORITY FOUNDATION LIST WITH TRUSTEES

CATHOLIC BIG BROTHERS BIG SISTERS
 MASTER FOUNDATION LIST – 06/19/2015

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Aaroe Associates Charitable Foundation, Inc. 16820 Ventura Blvd., Suite 201 Encino, CA 91436-1754 818-784-8609 Natalie M. Hill, Mgr.	Children & Youth Services; Education; Health care;	General Operating; Program Dev.	Children of the Night - \$15K LA's Best Afterschool Enrichment - \$25K		Nyda Jones Church Steve Games	
The Ahmanson Foundation 9215 Wilshire Blvd Beverly Hills, CA 90210 (310) 278-0770 William H. Ahmanson	Arts; Humanities; Edu; Health; Social Services	Building; Capital; Equipment; Software	Salvation Army - \$200,000 PUENTE - \$1,000,000 UCLA Health Center - \$50K ☼	No Deadlines New Donor Database – Clean-up and screening	William H. Ahmanson, Pres. Howard F. Ahmanson, Jr. Karen A. Hoffman Glen A. March, Jr. Mark A. Brooks Stephen D. Rountree John B. Wagner Stephen D. Yslas	
American Honda Foundation 1919 Torrance Blvd. Torrance, CA 9050----- (310) 781-4090 Kathryn A. Carey, Manager	Children & Youth, Education, Vocational Ed., Social Services	Curriculum; Operating Funds; Matching; Program; Seed	Galef Institute - \$80K Alliance for College Ready - \$75K After School All Stars - \$75K RX for Reading - \$50K	Feb. 1; May 1; August 1 Nov. 1	Cyndi Mayeda Joann Vincent Kim Smalley Melissa Romanoli Naoji Ono Nina Bryson Robert Macias Sandra Ramirez Steven Center	
Angell Foundation 10880 Wilshire Blvd., #920 Los Angeles, CA 90024 (310) 475-9700 Perry Oretzky, President	Youth, Education, Spirituality, Social Justice		Hillsides (foster care) - \$100,000 Jewish Family Services - \$100,000		Marian Bukrinsky Perry Oretzky	
The Annenberg Foundation 2000 Avenue of the Stars, #1000 S Los Angeles, CA 90067 (310) 209-4560 (213) 403-3110 Pre-Selects	Arts, Civic; Education; Health & Wellness;	Program; Seed; Challenge; Capacity; Operating	Children's Institute - \$500,000 Heart of LA Youth - \$50,000 ☼		Charles Weingarten Gregory Weingarten Lauren Bon Leonard J. Aube Paul J. Manganiello Wallis Annenberg	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Bank of America Charitable Foundation 401 S. Tryon St., NC1-021-02-20 Charlotte, NC 28255-0001 (800) 218-9946	Arts, Children, Youth & Family Services; Housing;	Annual; Building; Equipment; General Operating; Program Dev	Kidspace - \$15,000 in 2009			Tom Knoodle - IT
Banky La Rocque Foundation P.O. Box 5596 Santa Monica, CA 90409-5596 (323) 728-5440 Donna E. Deitch			Fulfillment Fund - \$85K St. Johns Well Child Center - \$5K		Donna E. Deitch Phyllis P. Wolf	
William C. Bannerman Foundation 9255 Sunset Blvd., Suite 400 West Hollywood, CA 90069 (310) 273-9933 Elliot Ponchick, President	Children, Education, Environment, Secondary Schools	Annual; Building; Equipment; General Operating; Matching; Program Dev.	Wisdom Academy for Young Scientists - \$15,000 Coalition for Clean Air - \$10,000 Boys & Girls Club - \$10K	Oct. 31th	Elliot Ponchick Elizabeth T. Ponchick Gail Matthews Mark Eiduson Will Frost William D. Frost	
BCM Foundation (formerly BC McCabe) 8142 Painter Avenue, #201 Whittier, CA 90602-3100 (562) 696-0338 James D. Shepard, Trustee	Children & Youth; Higher Ed; Human Services		\$50,000 to Kidspace in 2011 for Ed. Prog.	No Deadlines	James D. Shepard Karen P. Shepard	
Kathryne Beynon Foundation P.O. Box 90815 Pasadena, CA 91109-0815 (626) 584-8800 Robert D. Bannon, Trustee Pre-selects	Children & Youth; Education; Social Services; Health; Catholic	Building Funds; Endowment; Operating; Scholarships	St. Annes - \$27K Midnight Mission - \$15K Hugh O'Brian Youth Leadership - \$10K		Alexandra Laboutin Bannon Mary Ellen Stambaugh Mel B. Bannon Robert D. Bannon	
Bickerstaff Family Foundation c/o Gurseay Schneider 1888 Century Park, East Century City, CA 90067-1702 Amy White Application Address: P.O. Box 41100 Long Beach, CA 90853 (562) 433-5661	Children/Youth Crime Prevention; Health care; Higher Ed; Homeless; Human Services		Project Cuddle - \$30,000 Global Lifeworks - \$45,000 Living Hope - \$10,000 Shields for Families - \$5,000		Deborah J. Bickerstaff Glen E. Bickerstaff	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
The Louis L. Borick Foundation 2707 Kipling St. Houston, TX 77098 (213) 278-0855 Steven Borick, Trustee	Arts; Children & Youth Education;		United Way of Greater LA-\$50,000 Amer. Red Cross-\$15,000 Meals on Wheels-\$7,000 Salvation Army-\$5,000		Linda Borick Davidson Robert Borick Steven Borick	
Harry Bronson & Edith R. Knapp Foundation 333 S. Hope St., 43 rd Floor Los Angeles, CA 90071 (213) 617-4175 Phillip Davis, Trustee			Children's Bureau - \$25K Homeboy Industries - \$100K ♻️	Sept. 30	Phillip Davis Sandra Davis	
Brotman Foundation of California 11845 W. Olympic Blvd., #845 Los Angeles, CA 90064 (310) 477-1400 Libby Cavagnaro	Child & Youth; Education; Health; Human Services	Conference; General operating	Holy Family Services - \$5,000 Fulfillment Fund - \$15,000		Craig Tessler Michael B. Sherman Toni Brotman Wald	
Fritz B. Burns Foundation 21800 Oxnard St., #490 Woodland Hills, CA 91367 (818) 212-8808 Rex J. Rawlinson, Pres.	Education; Medical Research; Roman Catholic	General Operating	St. Annes - \$100,000 Ettie Lee Youth & Family Services - \$45,000 ♻️	Sept. 30	Lorraine F. Perry Rex J. Rawlinson, President Maureen E. Rawlinson Cheryl R. Robinson	
Chartwell Charitable Foundation 1999 Avenue of the Stars, #3050 Los Angeles, CA 90067 (310) 566-7600 Jerrold A. Perenchio, Chairman	Arts; Education; Religion; Social Services		Youth Mentoring Connection - \$100K Alliance for College-Ready Schools-\$100K ♻️	None	Jerrold A. Perenchio Kathleen Antion Margaret A. Perenchio Michael A. Enright Robert V. Cahill	TC Macker, Jr.


Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
California Community Foundation 445 S. Figueroa St., Suite 3400 Los Angeles, CA 90071 213-413-4130	Arts, Education; Health care; Human Development; Neighborhood Revitalization	Emergency funds; Capacity Building; Program Dev.; Seed Money	\$85,000 to Center for Nonprofit Management \$300,000 to Desert Community Foundation ☼	BLOOM	David Bohnett Reveta Bowers Sonia Marie De Leon de Vega Jane B. Eisner David W. Fleming Dennis Gertmenian Ronald E. Gother Preston Johnson Joanne Corday Kozberg Quan Phung Carolina Reyes, MD James Rosser Paul Schulz Jean Bixby Smith Melanie Staggs Sheldon M. Stone Cynthia Telles Catherine L. Unger Tom Unterman Ronald T. Vera	
The California Wellness Foundation 6320 Canoga Ave., Suite 1700 Woodland Hills, CA 91367 (818) 593-6600 Joan Hurley, Director	Mental Health; Violence Prevention	Conferences; Operating Program; Evaluation; Seed; Project; Minority scholarships	☼	No Deadlines	David S. Barlow Barbara C. Staggers Gary L. Yates M. Isabel Becerra Elizabeth M. Gomez Elisabeth Hallman Eugene Washington	
Capital Group Companies Charitable Foundation 11100 Santa Monica Blvd, 9 th Fl Los Angeles, CA 90025 (310) 996-6188	Arts; Child & Family Services; Edu; Human Services; Religion		Advocates for Survivors of Domestic Violence - \$46,000 ☼		Edith H. L. Van Huss James B. Lovelace James M. Brown John A. Sussman Naomi Kobayashi Paul G. Hagga, Jr. Roberta A. Conroy Theodore R. Samuels	
Caruso Family Foundation 101 The Grove Drive Los Angeles, CA 90036 (323) 900 8100 David J. Liston	Arts; Education; Health; Youth; Catholic		Operation Progress - \$15K Children's Institute - \$15K ☼		Christina J. Caruso Gloria G. Caruso Henry J. Caruso Marc A. Caruso Rick J. Caruso Tina P. Caruso	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Cathay Bank Foundation 77 N. Broadway Los Angeles, CA 90012-2819 213-625-4899 Thomas Wilson	Community Dev; Education; Family Services; Human Services	General Operating	\$20,000 to Self-Help for Seniors \$10,000 to Midnight Mission			
Chapman & Associates Foundation 1295 Saint Albans Rd. San Marino, CA 91108 James Hull, President Pre-selects –sends out applications	Health & Human Services		St. Annes - \$30K LA Mission - \$20K Homeboy Industries - \$10K		Gerald S. Chapman Gregory S. Chapman Harold Parker, Jr. James Hull Ryan Dietz	
Carol and James Collins Foundation 6101 W. Centinela Avenue., #100 Culver City, CA 90230-6337 310-645-0113 Cathy Hession, ED	Children & Youth; Education	Building; Curriculum; Equipment; General Operating; Program Dev.	Para Los Ninos - \$15,000 Heart of Los Angeles Youth - \$15,000 Inner-City Arts - \$10,000	Sept. 1	Carol L. Collins Cathleen C. Hession James Collins Kelly L Collins Melissa Collins Gudim	
The Confidence Foundation 625 Fair Oaks Ave., #360 South Pasadena, CA 92010 (626) 441-5188 Pre-selects (Whittier Trust)	Children & Youth; Econ. Disadvan; Education; Family Services; Minorities;	Building; Matching; Program; Seed	Homeboy Industries - \$150K Midnight Mission - \$50K Boys & Girls Club - \$25K		Arlo G. Sorensen Cheyenna Whittier David A. Dahl Julie W. Lytle Kimberly Whittier Linda J. Blinkenberg Michael J. Casey Paul Michael Whittier	
Crail-Johnson Foundation 461 W 6 th Street, Suite 300 San Pedro, CA 90731 (310) 519-7413 Rachel Roth, Program Officer	Child Dev; Child, Youth & Family Services; Education; Health	Building; Equipment; General Op; Matching; Program Dev; Seed	St. Anne's Maternity Home - \$30,000 Salvation Army - \$30,000	Sept. 1 to Oct. 15	Eric C. Johnson Carolyn E. Johnson Alan C. Johnson, Pres. Ann L. Johnson Craig C. Johnson John S. Peterson Carolyn B. Escoto Dorothy Courtney Elizabeth Schindler-Johnson	


Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Willametta K. Day Foundation 865 S. Figueroa St., #700 Los Angeles, CA 90071 (213) 891-6300 Theodore J. Day, Pres.	Arts; Community Services; Health; K-12 Ed; Medical Ed;	General Op	Aviva Family - \$30,000 Boys & Girls Club - \$50,000 Frostig Center - \$7K Homeboy Industries - \$5K	No Deadlines	Dorothy W. Day Howard M. Day Howard M. Day, Jr. Jerry W. Carlton Lucinda M. Fournier Robert A. Day Tammis Day Theodore J. Day Thomas Joseph Deetgan-Day Allison M. Keller	
Carl & Roberta Deutsch Foundation 2444 Wilshire Blvd., #600 Santa Monica, CA 90403 (310) 453-0055 William E. Holler Pre-Selects	Arts; Education; Health; Social Services		Los Angeles Youth Network - \$100K Alliance for Children's Rights- \$75K Puente Learning Center-\$75K		Carl Deutsch William E. Holler	
Carrie Estelle Doheny Foundation 707 Wilshire Blvd., #4960 Los Angeles, CA 90017 (213) 488-1122 Nina S. Shepherd, CAO	Aging; Child, Youth & Family Services; Medical; Roman Catholic	Annual; Building; Equipment; General Op; Seed Money	St. Anne's Maternity Home - \$75,000 John Tracy Clinic - \$50,000 ☺	No Deadlines	Robert A. Smith, III Austin F. Gavin Nina S. Shepherd Robert F. Erburu George Gibbs Jospeh Nally Rev. William Piletic, CM	
Joseph Drown Foundation 1999 Avenue of the Stars, #2330 Los Angeles, CA 90067 (310) 277-4488 Wendy Wachtell, President	Arts; Comm. Dev; Education; Health; Social Services	Operating; Matching; Program; Scholarship; Seed	Families in Schools - \$60K United Friends of the Children - \$50K	Jan. 15; Apr 15; July 15; Oct. 15	Elaine Mahoney Norman C. Obrow Philip S. Magaram Thomas C. Marshall Wendy Wachtell	Richard Alonso
Eisner Foundation 9401 Wilshire Blvd., Suite 735 Beverly Hills, CA 90212 (310) 228-6808 Trent Stamp, ED	Arts Education; Foster Care; Athletics; Children; Health care	Building; Equipment; General Operating; Matching; Program Dev.	\$100,000 to Kidspace in 2008	No Deadlines	Jane B. Eisner Michael B. Eisner Anders D. Eisner Eric D. Eisner Trent Stamp Michael D. Eisner Irwin Russell	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Max Factor Family Foundation 6505 Wilshire Blvd., Suite 1200 Los Angeles, CA 90048-4960 (323) 761-8666	Aging, Children/youth services; Education; Health care	Building; Curriculum Dev; Equipment Matching; Program Dev.	\$20,000 to Venice Family Clinic \$15,000 to Aviva Children's Services \$10,000 to Mar Vista Institute	Varies	Dean Factor Gerald Factor Michael Firestein Jonathan Glaser	
Frieda C. Fox Family Foundation 12411 Ventura Blvd. Studio City, CA 91604 (818) 308-4369	Youth; Education; Environment	Program	Youth Mentoring Connection - \$13K Kids Say Yes to the Arts - \$7.5K		Alan C. Fox, President Cathy Reynolds Daveen Fox Ingrid Fox Kevin Fox Sara Fox Scott Semel	
Friars Charitable Foundation P.O. Box 1523 Beverly Hills, CA 90213 (310) 556-3724 Stella Stambler, Pres	Arts, Community Dev; Education; Health		Young Musicians Foundation - \$7.8K Friendly House - \$4K ★		Joanne Freed Lenore Ross Lissa Roth Harrison Lou Zigman March Schwartz Margaret G. Graf – TC Macker, Jr. Marilyn N. Stambler Roy Wallenstein Sidney J. Gittler	Received \$5,000 in May 2015
John Jewett & Helen Chandler Garland Foundation P.O. Box 550 Pasadena, CA 91102 (626) 440-0052 Lisa Hausler, ED	Arts; Children & Youth; Christian Org; Comm. Dev; Education; Family Services; Health; Social Services	Annual; Building; Curriculum; Emergency; Endowments; Operating; Matching	Young & Healthy - \$30K Para Los Ninos - \$20K Kidspac - \$10K		Ann K. Babcock Gwendolyn G. Babcock Hilary D. Garland John C. Babcock Lisa Hausler Sarah G. Babcock Susan Babcock William M. Garland, II	Joe Boskovich, Jr.
David Geffen Foundation 331 N. Maple Dr., #200 Beverly Hills, CA 90210 (310) 733-6333 J. Dallas Dishman, ED	Aging; Arts; Edu; Health; Homeless; Human Services; Youth Services		AVIVA Family Services - \$25,000 People Assisting the Homeless	No Deadlines	J. Dallas Dishman, ED David Geffen, Trustee Richard Sherman, Trustee	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
John Gogian Family Foundation 2531 W. 237 th Street, #24 Torrance, CA 90505 310-325-0954 Lindsey Stammerjohn, Man. Dir	Child & Youth Services	Building; Equipment; Operating; Program	Richstone Children's Center - \$55,000 A Place Called Home - \$40,000 Educating Young Minds-\$25K	March 4 Sept. 10	Carole Jouroyan Dan Muller Greg Alessandra Gary Nelson John J. Gogian Lindsey Stammerjohn Thomas Cody Rebecca Schroff Kathleen D. Crane	Kim to talk with Lindsey
Green Foundation 225 South Lake Ave., Suite 1410 Pasadena, CA 91101 (626) 793-6200 Kylie Wright, Program Officer	Arts; Education; Human Services		Children's Bureau - \$150K Inner-city Arts - \$50K		George H McCrimlisk, President Kathleen McCrimlisk Ron Wilcox Suzanne Green	
Henry L. Guenther Foundation 2029 Century Park E., #4392 Los Angeles, CA 90067 (310) 785-0658 Sarah C. Milliken	Hospitals; Human Services; Youth	Building; Program; Project	St. John's Well-Child Center - \$50K St. Annes - \$30K Friends of Child Advocates - \$25K	May 31 Oct. 31 Must Request Application	Ann Leatherbury D.V. Werdman Joseph P. Battaglia Richard Battaglia Sarah C. Milliken Susanne Sunderg W.D. Milliken	
Bill Hannon Foundation 11611 San Vicente Blvd., Suite 530 Los Angeles, CA 90049 (310) 207-0303 Elaine S. Ewen, President	Social & Human Services; Religion	Building; Equipment; Program	CBBBS - \$25K Puente Learning Center - \$25 ⊕		A.N. Mosich Charlene Laraneta Elaine Ewen Jack S. Goertzen	Tim Macker, Sr. Bob Klein
William H. Hannon Foundation 729 Montana Ave., Suite 5 Santa Monica, CA 90403 (310) 260-2470 Kathleen Hannon Aikenhead	Education; Hospitals; Roman Catholic	Capital Equipment Program	Cathedral - \$200,000 Valley Family Center - \$100,000 ⊕	No Deadlines	Kathleen Hannon Aikenhead Nancy B. Cunningham James A. Hannon Mons. Royale M. Vadakin David A. Herbst David W. Burcham Robert B. Lawton, SJ	
Carl & Henrietta Herrmann Family Foundation 899 El Centro Street, #101 South Pasadena, CA 91030 Catherine L. Herrmann Kerley			Hillsides School -\$5K CBBBS-\$2.5K Pasadena Ed. Foundation-\$10K ⊕		Carl L. Herrmann, III Carron M. Herrmann Catherine L. Herrmann Kerley Christopher M. Herrmann	Find Contact

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Conrad N. Hilton Foundation 30440 Agoura Road Agoura Hills, CA 91301 (818) 851-3700 Steven M. Hilton, President Pre-selects now	Early Child Dev; Homeless; Substance Abuse; Foster Youth; Catholic Schools	Building; Curriculum; Matching; Endowments; Program; Seed			Conrad N. Hilton, III Eric M. Hilton Hawley Hilton McAuliffe James R. Galbraith John L. Notter Steven M. Hilton Linda Hilton William B. Hilton, Jr. William G. Ouchi William H. Foege	Approach Hilmar Rosenast who knows Barron Hilton
H. Leslie Hoffman & Elaine S. Hoffman Foundation 225 S. Lake Ave., #1150 Pasadena, CA 91101 (626) 793-0043 J. Kristoffer Popovich, Trustee Pre-selects	Arts; Children & Youth; Education; Social Services	Operating Funds	Archdiocese of Los Angeles - \$50K YMCA of LA - \$25K Children's Bureau - \$10K		J. Kristoffer Popovich Jane H. Popovich Jennifer Allen Kimberelly Shepherd Patricia Fink	
Bob & Dolores Hope Charitable Foundation 2600 W. Olive, 5 th Fl. Burbank, CA 91505 (818) 333-5067 Geri Simmons	Arts; Education; Health; Roman Catholic	Building; Operating	Holy Family Adoption Services - \$10K Volunteer of America - \$5K		Anthony Montalto John McDonnell Linda Hope Miranda Hope	Ken knows Linda Hope
George Hoag Family Foundation 2665 Main Street, Suite 220 Santa Monica, CA 90405-4054 (310) 664-1358 Sarah Bicknell, Program Officer	Child/Youth Services; Youth Dev.; Social Services	Capital; Program; Project	Orange County Rescue Mission - \$200,000 Union Rescue Mission - \$75,000 Holy Family Adoption - \$50,000	March 31 Sept 30	Gwyn P. Parry George G. Hoag, III John L. Curci John G. Ebey Michael B. Sedgwick Charles W. Smith Michael D. Stephens Melinda Hoag Smith, President	
Mark Hughes Foundation P.O. Box 9399 Marina Del Rey, CA 90295 (310) 670-7411 Ann L. Van Dormolen, Admin.	Children & Youth; Education; Youth Dev.	Curriculum Dev; Equipment; General Operating; Program Dev.	Friends of Child Advocates - \$150K Heart of LA Youth - \$70K Para Los Ninos - \$55K	No Deadlines	Conrad Lee Klein John Reynolds Carol Hannah Jeffrey Glassman	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
James Irvine Foundation One Bush Street, Suite 800 San Francisco, CA 94104 (415) 777-2244 1-800-374-6851 Jessica Hickok, Grants Manager	Arts; Youth; Community Dev. Linked Learning	Operating; Planning; Program; Seed	Los Angeles Small Schools Center - \$150K Homeboy Industries - \$75K	Latinas	Gregory A. Avis Jane W. Carney Paula A. cordeiro Robert E. Denham Don Howard Regina L. Muehlhauser Tim Rios Viril Roberts Steven A. Schroeder Isaac Stein Lydia M. Villarreal	
Jack In The Box Foundation 9330 Balboa Ave. San Diego, CA 92123 (858) 571-2538 Kathy Kovacevich, Secretary	Arts; Education; Health; Social Services		BBBS-GLA - \$41K CBBBS - \$19.5K Jewish BBBS - \$13K ☼		Brian Lusschomb Carlo Cetti Eric Tunquist Galdys Declouet Hal Sachs James Spencer Kathy Kovacevich Linda Lang Mike Barick Terry Graham	
Carl W. Johnson Foundation 5900 Wilshire Blvd., #2300 Los Angeles, CA 90036 (323) 634-2400 Susan J. Ollweiler	Children & Youth; Education; Housing; Health; Shelters		Painted Turtle- \$25,000 Boys & Girls Club - \$10,000 Para Los Ninos - \$10K	Aug 1	Christopher D. Montan David D. Watts Gene Torncello Kathleen Nelson Tim Bodner Wallace D. Franson, President	
Fletcher Jones Foundation 117 E. Colorado Blvd., Suite 403 Pasadena, CA 91105 (626) 535-9506 Christine Sisley, ED	Community Dev; Education; Science	Capital; Endowment; Equipment; Matching	Inner City Education Foundation - \$250K St. Anthony's High School - \$50K Boy Scouts of LA - \$25K ☼		Christine Sisley Daniel E. Lungren Donald Nicelson John d. Pettker Parker S. Kennedy Patrick Haden Peter K. Barker Robert W. Kummer Rockwell Schnabel Samuel P. Bell Stewart R. Smith	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
<p>W. M. Keck Foundation 550 South Hope St. Suite 2500 Los Angeles, CA 90071 Robert A. Day, Chair (213) 680-3833</p>	<p>Child, Youth & Family Services; Early Childhood Dev.</p>	<p>Building; Equipment; Program Dev.; Seed Money</p>	<p>Mount St. Mary's College - \$500,000 Sheriff's Youth Foundation - \$500,000</p>	<p>Counseling Phase – Jan to Feb 28 Phase 1 – May 1 Phase 2 – July 15</p>	<p>Norman Barker, Jr. Peter K. Barker John E. Bryson Marsh A. Cooper Howard M. Day. Robert A. Day Tammis M. Day Theodore J. Day Joseph Deegan-Day Richard N. Foster Lucinda D. Fournier Walter B. Gerken Howard B. Keck, Jr. W.M. Keck, II W.M. Keck, III Stephen M. Keck Theodore J. Keck Kent Kresa Max R. Lents James P. Lower Judith A. Lower Michael T. Masin Kerry K. Mott Randy K. Palmer Simon Ramo Nancy Daly Riordan Stephen J. Ryan Edward C. Stone, Jr. David A. Thomas Julian O. van Kalinowski James R. Ukropina</p>	
<p>KLM Foundation 10100 Santa Monica Blvd., #610 Los Angeles, CA 90067 (310) 551-9936 Kathleen L. McCarthy, Chair</p>	<p>Community Dev; Health; Social Services; Religion</p>		<p>Sisters of Social Service - \$50K LA Alive - \$11K Archdiocese of LA - \$25K </p>		<p>Kathleen L. McCarthy, Chair</p>	

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Fanny & Svante Knistrom Foundation 229 Main Street Chatham, NJ 07928 (973) 635-5200 David Lloyd	Children & Youth; Education; Health; Crime Prevention; Minorities	Capital; Operating; Matching; Seed	St. Annes - \$15K Girls Scouts - \$12.5K Youth First - \$10K		Donald Kreuzberger Donna Barrett Douglas Kreuzberger Eric Buesing Gregory Buesing Guy Buesing Jean Buesing Karen Turner Kurt Kreuzberger Virginia Kreuzberger	
Los Angeles Lakers Youth Foundation 555 N Nash Street El Segundo, CA 90245 (310) 426-6000 Jamie Drexel, President	Education; Social Services; Sports	Program	YMCA – LA - \$75K Special Olympics - \$25K Hillsides - \$10K		James L. Perzik Jamie Drexel Joseph B. McCormack Linda Rambix Susan Matson	
Sherry Lansing Foundation 11812 San Vicente Blvd. Suite 200 Los Angeles, CA 90049 (310) 826-0909 Douglas Collins, ED (PrimeTime) (310) 788-0615	Arts; Education; Health; Social Services; Tutoring		Inner City Arts - \$5K LAUSD - \$11K Archdiocese of LA - \$10K		John C. Stiefel Sherry Lansing	Kim to call Doug Collins at Lansing
Thomas & Dorothy Leavey Foundation 10100 Santa Monica Blvd., #610 Los Angeles, CA 90067 (310) 551-9936 Kathleen L. McCarthy, Chair	Education; Health & Human Services; Catholic Orgs		Dolores Mission - \$100K St. Annes - \$50K Para Los Ninos - \$50K ♻️		Colleen Pennell Jacqueline Powers Doud John McCarthy Karen Hollins Kathleen L. McCarthy Leo E. Denlea, Jr. Louis Castruccio Michael Enright Tom Lemons	John Byrnes & KLM Foundation
The Sharon D. Lund Foundation 25129 The Old Road, #304 Stevenson Ranch, CA 91381 (661) 259-8500 Michelle Lund, President	Arts; Children & Youth; Disabled; Health;	Building; Equipment; Operating; Matching; Seed	A Place Called Home - \$50K BBBS LA - \$50K Make a Wish - \$50K		Bradford Lund Eric Gowy Gloria Wilson Michelle Lund Patricia Patty Robert Wilson	

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Majestic Realty Foundation 13191 Crossroads Pkwy.N., 6 th FL City Industry, CA 91746 (562) 654-2725 Fran Inman, President	Youth; Education; Family; Health; Violence Prev.	Matching; Program	Westside Family YMCA - \$5K Boy Scouts - \$5K		David A. Wheeler Frances L. Inman Gail Kiralla Kevin McCarthy	
Ronald McDonald House Charities 765 S. Pasadena Avenue Pasadena, CA 91105 (626) 744-9449 Nicole Rubin, CEO Must have a Franchise Contact	Children's Services	Program; Seed Money	\$29,000 to Foothill Unity Center for BTS	June 28	Fidencio Mares Ron Piazza David Tuttle Manuel Abud Peter Duchesneau Eric L. Goodman Charlotte Harrison Peter Horner Paul King	
Munger Tolles & Olson Foundation 355 S. Grand Ave., 35 th Floor Los Angeles, CA 90071 213-683-9158 Larry Kleinberg, CFO			Alliance for Children's Rights - \$15K Fulfillment Fund - \$7,500		Larry Kleinberg O'Malley Miller	
Dan Murphy Foundation 800 W. 6 th Street, #1240 Los Angeles, CA 90017 (213) 623-3120 Richard A. Grant, Jr., Pres.	Education; Hospital; Human Services; Roman Catholic	Continuing Support; Operating; Program Dev.	St. Annes Maternity Home - \$100,000 Salesian Boys & Girls Club - \$125K Homeboys Industries - \$75K ♻️	No Deadlines	Edward A. Landry Richard A. Grant, Jr. Debra Kay Duncan Frederick J. Ruopp Jeremiah T. Murphy Joe Sanders Jon L. Rewinski Julia D. Schwartz	
Kenneth T. & Eileen L. Norris Foundation 11 Golden Shore, Suite 450 Long Beach, CA 90802 (562) 435-8444 Robert Barnes, Exe Dir	Child, Youth & Family Services; Econ. Disadv; Edu; Women	Building; Endowment; Equipment; Operating; Program Dev; Scholarship	Teach for America - \$25K Boy Scouts LA - \$15K Para Los Ninos - \$10K	May 1 to June 30	Harlyne J. Norris William G. Corey, MD Ronald R. Barnes Lisa D. Hanson Walter J. Zanino Bradley K. Norris Kimberley Presley	
Leonetti O'Connell Family Foundation 515 S. Figueroa St., Suite 1050 Los Angeles, CA 90071 Cara Esposito, ED			Children's Bureau - \$50K St. Vincent Meals on Wheels - \$28.5K Children's Institute - \$15K		Cara Esposito Margo L. O'Connell Michael F. O'Connell	


Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Pacific Youth Foundation 9100 Wilshire Blvd., Suite 300E Beverly Hills, CA 90212 (310) 774-0057 Allan C. Young Mailing Address: 1224 Lincoln Blvd., #5 Santa Monica, CA 90401	Social & Human Services		Boys Scouts West LA - \$20K Boys & Girls Clubs of America - \$670,000 Boys & Girls Burbank - \$35K		Aaron Young Allan C. Young Corey Dantzler Evan McElroy James D. Shepard Michelle Arellano Sarah Young	
Ralph M. Parsons Foundation 888 West Sixth Street, #700 Los Angeles, CA 90017 (213) 362-7600 Wendy Garen, CEO	Aging; Arts; Child, Youth & Family Services; Education; Health Care	Building; Equipment; General Op.; Matching; Program Dev.	Urban Education Partnership - \$100K Puente Learning Center - \$100K Alliance For College Ready Public Schools - \$100K ☆	No Deadlines	Astra Anderson Galang Elizabeth Hamilton Lowe Franklin E. Ulf Gayle Wilson James A. Thomas Karen Hill Scott Robert Tranquada Walter B. Rose Wendy Garen William Bamattre	
Pasadena Community Foundation 260 S. Los Robles Ave., Suite 119 Pasadena, CA 91101 Jennifer Devoll, ED	Arts; Education; Health; Social & Human Services	Program; Projects	Reading Partners - \$12.5K YMCA _ \$5K Salvation Army - \$5K ☆		Ann Barrett Corene Pindroh David Davis Eddie Newman Fran Scobie Jennifer Devoll Judy Gain Lois Matthews Mariver Copeland Michael Schneickert Michelle Tyson Peter McAniff Philip Swan R. Elen De Lang Raymond Ealy Sidney Tyler Wendy Munger	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Patron Saints Foundation 260 S. Los Robles Ave., #201 Pasadena, CA 91101 (626) 564-0444 Kathleen T. Shannon, ED	Children & Youth Econ. Disadvan; Family Services; Health; Social Services	Building; Equipment; Matching; Program	Boys & Girls of Pasadena - \$10K Five Acres - \$20K Foothill Family Service - \$10K		Britton McConnell Bryan Herrmann Charles Carroll Debra Spiegel Dorothy MCVann J. Benjamin Earl John Gurley Kathryn Meagher Margaret Landry Nathan Lewis Sally Simms Sharon thralls Susan Kane Thomas Collins	
Ann Peppers Foundation 625 S. Fair Oaks Ave., #360 South Pasadena, CA 91030 (626) 441-5188 Philip A. Swan, President Pre-selects	Arts; Children & Youth; Econ. Disadvant; Education; Health; Social Services	Endowment; Operating; Program; Scholarships	Kidspace - \$35K Braille Institute - \$25K Boys & Girls Club - \$15K ☘		H. Ross Macmichael Howard O. Wilson Jennifer Devoll Pegine Grayson Philip A. Swan	
The Pergo Foundation 14170 Chandler Blvd Sherman Oaks, CA 91401 Andrew & Denise Goldfarb	Arts; Education; Health		LA Youth Network _ \$65K Inner City Education Foundation - \$5K Fulfillment Fund - \$5K		Andrew Goldfarb Denise Goldfarb Jessica Goldfarb Rebecca Goldfarb	
Pfaffinger Foundation 316 W. 2 nd Street, Suite PHC Los Angeles, CA 90012 (213) 680-7460 Stephen C. Meier, CEO	Children & Youth, Families, Economically Disadv; Human Services	Operating Funds	LA Times Summer Camp Fund - \$25K YMCA - \$20K Para Los Ninos - \$20K Puente Learning Center - \$15K		Chris K Avetisian Durham J. Monsma Howard G. Weinstein James R. Simpson, Lois G. Ingham Michael S. Udovic Roger W. Smith Sally Melvin Pick Stephen C. Meier Susan E Reardon William R. Isinger	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Raskob Foundation for Catholic Activities, Inc. P.O. Box 4019 10 Montchainin Rd. Wilmington, DE 19807 Janine L. Harlam, Grants Manager	Religious Activities; Charitable Activities; Education; Roman Catholic	Building; Emergency ; Operating; Matching; Program; Seed	Archdiocese of LA - \$35K St. Francis Center - \$25K Salesian Boys & Girls Club - \$20K		Adam J. Borden Anthony W. Bill Raskob, Jr. Christopher R. Chris Raskob Edward H. Robinson Elizabeth M. Woodward Gregory B. Greg Brown J. Max Raskob Kathleen D. Smith L. Charles Rotunno, Jr. Marla R. Mona Robinson Noelle M Fracyon Patrick W. McGrory Paul A Zambenardi T. Mark Raskob Theodore H. Bremekamp, III Theresa G. Robinson Timothy T. Tim Raskob	
RGK Foundation 1301 W. 25 th Street, Suite 300 Austin, TX 78705 512-474-7281 Suzanne Haffey, Grants Assoc.	Education; Community Services; Health; Volunteerism	Program Development; Capacity Building; Matching	\$200,000 to Downtown Women's Center, LA (case management)	No Deadlines	Gregory A. Kozmetsky, Chairman Nadya K. Scott Cynthia H. Kozmetsky Caroline D. Avery Douglas E. Bryant Daniel A. Kozmetsky Sarah K. Miller Laila P. Scott Martha E. Smiley F. Gary Valdez Chris Miller	
Rising Family Foundation 435 Georgian Rd. La Canada Flintridge, CA 91011 (818) 547-5117 Nelson C. Rising, Pres.			Cathedral of Our Lady - \$25K Homeboys Industries - \$10K		Nelson C. Rising Sharon L. Rising	
Rose Hills Foundation 225 S. Lake Avenue., #1250 Pasadena, CA 91101 (626) 696-2220 Victoria Rogers, Pres.	Arts; Child & Youth; Education; Social Services	Capital; Operating; Capacity Building; Project	Sheriff's Youth Foundation - \$200,000 Catholic Charities - \$30K Fulfillment Fund - \$5K ♻️	No Deadlines	Don Mullane Victoria Rogers Jack Borsting John R. Light Richard W. Cook Patrick C. Haden	Mark Kelsey Ryan Haden

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Roth Family Foundation 12021 Wilshire Blvd., #505 Los Angeles, CA 90025 (310) 264-2569 Michael P. Roth, President	Arts; Education; Environment; Econ. Dev; Social Services		Children Youth & Families Collaborative - \$10K Inner-City Arts - \$10K LACER Afterschool Programs - \$7.5K		Andrea Roth Dana Boldt Eric Garcetti Gil Garcetti Michael P. Roth Rachael Roth Sarah Roth Sukey Garcetti	
John & Dorothy Shea Foundation 655 Brea Canyon Rd. Walnut Creek, CA 91789 (909) 594-0941 John F. Shea, Pres.	Education; Health; Catholic; Social Services		Catholic Education Foundation - \$40K St. Thomas School - \$38K Children's Bureau - \$15K ♻️		Dorothy B. Shea John F. Shea John F. Shea, Jr. Ronald L. Lakey	Mike Trueblood
Silicon Valley Community Foundation 2440 W. El Camino Real, #300 Mountain View, CA 94040 (650) 450-5400 Emmett D. Carson, Pres.	Arts; Children & Youth; Economic Security; Education;	Operating; Program; Planning	Inner City Education Foundation - \$500K Los Angeles Leadership Academy - \$100K Homeboy Industries - \$62K Los Angeles Parents Union - \$50K		Anne F. MacDonald C.S. Park Caretha Coleman Dick Wilkolaski Educarado Rallo Eleanor Clement Glass Erika Williams Gloria Brown Gordon Yamate Greg Gallo Ivonne Montes De Oca Jayne Battey John Michael Sobrato John Stuckey Mari Ellen Loijens Nancy H. Handel Narendra Gupta Robert Keller Samuel Johnson, Jr. Sanjay Vaswani Susan M. Hyatt Thomas Friel Vera L. Bennett William S. Johnson	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Sketch Foundation 67 Beverly Park Ct. Beverly Hills, CA 90201 (310) 407-5155 Stacy Peterson, Program Assist.	Arts; Children & Youth; Education; Health	Building; Equipment; Operating; Matching; Program	Children's Bureau - \$25K LA Mentoring Partnership - \$20K Vista Del Mar - \$15K			
Lon V. Smith Foundation 9440 Santa Monica Blvd., Suite 300 Beverly Hills, CA 90210 (310) 276-9306 Marguerite M. Murphy, Sec'y Treasurer	Arts; Child, Youth & Family Services; Health; Housing;	General Operating	LA Free Clinic - \$15,000 Hathaway Children & Family Services - \$10,000	Must Request an Application	Alexander Rados Donald R. Mellert John L. Lahn Marguerite M. Murphy Stafan A. Kantardjieff	
May & Stanley Smith Charitable Trust 2320 Marinship Way, #150 Sausalito, CA 94965 (415) 332-0166 Janet Ferraiolo, Grants Manager	Children & Youth; Education; Disadvan; Disabled; Health	Capacity Building; Operating; Program	Homeboy Industries - \$80K A Place Called Home - \$50K Peace 4 Kids - \$40K		Daniel F. Piombo David C. Cuneo Ruth M. Collings	
Specialty Foundation 2101 Rosecrans Ave., #3270 El Segundo, CA 90245	Education; Health; Religion; Social		Boys Town - \$10K Homeboy Industries- \$35K St. Vincent de Paul - \$25K		Arthur L. Peter Christine Mary Gard Deborah Ann Peter Estes James B. Peter, Jr. Joan Carol Noneman Julie Dwyer Karen Marie Peter Cane	
Sidney Stern Memorial Trust No. 300-6-4020-02 P.O. Box 893 Pacific Palisades, CA 90272 (800) 352-3705	Education; Science ; Charitable activities	Annual; Building; Emergency; Endowment; Operating; Matching; Program	1736 Family Crisis Center - \$12.5K Children's Bureau - \$5K Girl Scouts - \$5K ★		Betty Hoffenberg David A. Hoffenberg Howard Wilson Ira E. Bilson Marvin Hoffenberg Peter Hoffenberg	
Dwight Stuart Youth Foundation 9595 Wilshire Blvd., 212 Beverly Hills, CA 90212 (310) 777-5050 Wendy Chang, Program Dir.	Child & Youth; Education; Social Services	General Operating	Big Brothers & Big Sisters - \$40,000 El Centro - \$15,000 in 2010 CBBBS - \$15K ★	No Deadlines	Ann S. Lucas Bruce F. Stuart Douglas F. Stuart Dwight L. Stuart, Jr. Woody Stuart	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
The Stuart Foundation 500 Washington St., 8 th Fl. San Francisco, CA 94111 (415) 393-1551 Christy Pichel, Pres.	Child, Youth & Family Services; Education; Foster care; Higher Education Human Services.	Curriculum Dev; General Op; Program Development; Seed Money Technical Assist.	Children's Advocacy Centers - \$50K First Star, Inc. - \$50K Sonoma Valley Mentoring Alliance - \$45K		Christy Pichel Dwight L. Stuart, Jr. E. Hadley Stuart, III Davis Campbell Stuart Lucas	
S. Mark Taper Foundation 12011 San Vicente Blvd, #400 Los Angeles, CA 90049 (310) 476-5413 Adrienne Wittenberg, Grants Dir.	Arts; Child, Youth & Family Services; Edu; Health; Homeless; Women.	Annual; Building; Equipment; Operating; Matching; Program; Publications	Women at Work - \$75,000 LA Family Housing - \$50,000 1736 Family Crisis Center - \$30,000	Accepts Letter of Inquiry from Dec to Feb. 28	Janice Taper Lazarof Cynthia Taper Bolker Deborah Taper Ringel Amelia Taper Stabler	
Taproot Foundation 1000 N. Alameda Street, Suite 320 Los Angeles, CA 90012 213-620-0163 Arianne Edmonds – LA Contact	Arts; Education; Environment; Health; Social Services	Capacity Building		Varies with invitation		
Toyota USA Foundation 601 Lexington Avenue, 49 th Fl. New York, NY 10022 (212) 715-7486	Arts; Education (STEM); Civic; Safety	Curriculum; Program; Seed			Chuck Brown Gian Ogilvie Hiroshi Nishida Jim Lentz Patricia Pined Robert C. Daly Yoshimi Inaba	Kathy Mota – however Toyota leaving LA

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
Valero Energy Foundation P.O. Box 696000 San Antonio, TX 78269-6000 (210) 345-2000 Sylvia Rodriguez, Dir., Comm. Rel.	Children & Youth; Health; Social Services		Wilmington Park School - \$7.5K United Way LA - \$11K		Blake H. Middleton Clayton E. Killinger Donna M. Titzman Eric A. Fisher Ethan A. Jones J. Stephen Gilbert Jay D. Browning John L. Perry Joseph W. Gorder Lawrence M. Schmeltekoph Matthew S. Maloy Michael S. Ciskowski Stephanie A. Davis Sylvia C. Rodriguez William D. Day, Jr. William R. Klesse	
Von Der Ahe Foundation 4605 Lankershim Blvd., Suite 707 North Hollywood, CA 91602-1878 (818) 980-9191	Arts; Education; Health; Social Services; Roman Catholic	Building; Capital; Emergency	Archdiocese of Los Angeles - \$75K Little Sisters of the Poor - \$20,000 Dolores Mission - \$15,000 St. Annes - \$10K		Chris Von Der Ahe Clyde V. Von Der Ahe Fredrick T. Von Der Ahe Thomas R. Von Der Ahe Vincent M. Von Der Ahe	Ken Martinet
Ueberroth Family Foundation P.O. Box 37 Corona Del Mar, CA 92625 (949) 720-9646 Vicki U. Booth	Arts; Children & Youth; Education; Health; Social Services	Annual; Building; Curriculum; Endowments; Equipment; Operating; Program	LA Family Housing - \$10K Boy Scouts - \$5K		Heidi Ueberroth Keri Ueberroth Peter Ueberroth Vicki Booth Virginia Ueberroth	

Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities/ Deadlines	Board Members	Who do you know?
UniHealth Foundation 800 Wilshire Blvd., Suite 1300 Los Angeles, CA 90017 213-630-6500 Mary O'Dell, Pres.	Education Health & Well-being; Prevention; Treatment		Los Angeles Mission - \$68,000 Women's Transitional Living - \$45,000	No Deadlines	Bradley C. Call Charles Reed David R. Carpenter David S. Cannom Frank Sanchez Kathleen Salazar Keith W. Renken Lydia Kennard Mary O'Dell Patrick Haden Robert G. Splawn	Ken Martinet
Union Bank of California Foundation Union Bank of California 445 S. Figueroa Los Angeles, CA 90071 Carl Balton/ Thomas Branch	Arts; Child & Youth; Community Dev; Human Services; YM/WCA	Annual; Building; Matching; General Op; Program Dev	Habitat for Humanity - \$150,000 Neighborhood Housing Corp - \$55,000	No Deadlines	Bob McNeely Carl Bollton Union Bank of California, N.A.	
Weingart Foundation 1055 West Seventh St., #3050 Los Angeles, CA 90017 (213) 688-7799 Fred Ali, President	Child, Youth & Family Services; Comm. Dev.; Homeless; Poverty	Building; Capacity Building; Core Support; Operating; Program Dev.	Boys & Girls Club - \$130K YMCA-LA - \$80K My Friends Place - \$75K Five Acres - \$25K ☼	No Deadlines	William C. Allen Andrew E. Bogen Steven D. Broidy Murray L. Galinson Monica c. Lozano John W. Mack Miriam Muscarolas Steven L. Soboroff Belen Vargas Deborah Ives	
Wells Fargo Foundation 333 S. Grand Ave., 11 th Floor, MAC E2065-114 Los Angeles, CA 90071 Jonathan Weedman, Sr. VP	Arts; Econ Dev; Housing; Human Services	Annual; Building; Equipment; General Op; Program Dev	Accelerated School - \$200,000 St. Annes Maternity Home - \$10,000 ☼		Timothy G. Hanlon Bruce U. Moland Les L. Quock Leslie S. Biller Richard M. Kovacevich Carolyn H. Roby	Katie Curtis

APPENDIX C: COMMUNITY NEEDS STATEMENT

Sample Community Needs Statement

The overall poverty rate for children in California is 23%, while in Los Angeles it is almost 31% (Public Policy Institute of California, 2014). But according to the Annie E. Casey Foundation, the situation for children in California, and Los Angeles in particular, is even more stark. In its annual ranking of overall child well-being by state, the Foundation takes into consideration: how well families are able to sustain themselves financially (economic well-being) and what conditions exist to promote successful educational achievement. As a result, the Foundation's 2014 "Kids Count" finds that California ranks 48th out of 50 states in economic well-being for children, and within this poor state performance, Los Angeles County is ranked 25th out of 40 counties with data related to child economic well-being (Annie E. Casey Foundation, Kids Count 2014 Data Book). The price children pay for being born poor is enormous. They are seven times more likely to be the victims of child abuse or neglect than their higher income peers, and have an increased likelihood of exposure to drugs, AIDS, low birth weights, poor nutrition, and lead poisoning. Any one or combination of these factors put poor students at greater risk for having substandard levels of academic achievement.

In addition, the growing number of single parent families in the country further complicates the welfare and economic well-being of children as the poverty rate for children in single parent families is triple the rate for children in two parent families. In 2012, 42% of children in single parent families were poor, compared to 13% of children in two parent families (Legal Momentum, 2014; U.S. Census Bureau). In fact, single parent families constitute 35% of all families both nationally and in California. However, in Los Angeles County the number of single parent homes is at 44%, and of these families 42% live below the poverty line (Kids Count 2014 Data Book). Numerous studies have pointed out "that regardless of parents' race or educational background, children spending some part of their childhood in a single-parent household earn lower grades in school and are less likely to graduate from high school, less likely to attend or graduate from college, and more likely to be unemployed during late adolescence and early adulthood." (McLanahan & Sandefur, 1996; Danzinger et al., 2000; Lichter & Crowley, 2004; McClanahan, 2004; Lichter et al., 2005; McLanahan & Percheski, 2008; Bratter & Damske, 2010).

Again, the Annie E. Casey Foundation found that California currently ranks 39th of 50 states for educational performance, and Los Angeles County ranks 45th of 54 counties with data related to educational outcomes (Kids Count 2014 Data Book). The challenges of single parent households, poverty and poor performing schools are reflected in the dismal academic achievement and low high school graduation rates for Los Angeles County, and the Los Angeles Unified School District. According to a 2011 study conducted by the United Way of Greater Los Angeles, only 60% of students in the County are graduating from high school, and for students in LAUSD that number drops to 52%. In addition, proficiency in English Language Arts continues to be very low among both LAUSD and LBUSD students, as demonstrated by the 2013 STAR test results that revealed more than 60% of third graders had reading skills below proficient levels.

However, research studies during the last two decades have demonstrated that "mentoring helps young people, especially at-risk youth, succeed in school, work, and life." Evaluation data from these studies support the efficacy of quality mentoring and found positive outcomes across social, emotional, behavioral, and academic areas of youth development (McPartland & Nettles, 1991; Freedman, 1993; Clasen & Clasen, 1997; Flaxman, 1998; 2001; Smink, 2000; Lund, 2002; Daloz, 2004; Carter, 2004; Coppock, 2005; Jackson, 2005; Johnson, 2006; Lampley & Johnson, 2010; Sivukamaran, et al., 2010; Bruce & Bridgeland, 2014).

Not only does the research support the notion that, children with mentors are less likely to abuse drugs, skip school and engage in violence or other risky behaviors. In addition, students with mentors are more likely to perform well academically due to improved confidence (Sivukamaran, et al., 2010; Johnson and Lampley, 2010; Bruce & Bridgeland, 2014). Also, several important evaluations conducted on the Big Brothers Big Sisters Mentoring program revealed “that 59% of participants improved in class participation, class preparedness, behavior and attitude, 70% improved in core academic subjects, 84% demonstrated improved self-confidence and 68% improved in their relationship with peers and adults. Not only do Littles display advancement in all of these areas, but they also get the added advantage of having a positive role model in their lives” (Sivukamaran, et al., 2010). Indeed, the researcher’s saw that the close relationship developed between mentor and mentee was the “active ingredient” in the mentoring setting that helps to improve the mentee’s academic performance (Bayer, Grossman & DuBois, 2013).

Consequently, with postsecondary education increasingly becoming a necessity to thrive in today’s economy mentoring programs, such as Catholic Big Brothers Big Sisters, play a key role in opening the doors in a young adult’s mind to the life choices one must make in order to be a successful, autonomous, and contributing citizen.

APPENDIX D: GENERAL PROPOSAL BOILERPLATE

CBBBS – Boilerplate Draft

Summary

On behalf of Catholic Big Brothers Big Sisters (CBBBS), we want to thank the _____ Foundation for its past generous support and this opportunity to submit a grant request in support of CBBBS' programs and services to children and youth in Los Angeles County. As you may know, Catholic Big Brothers Big Sisters' mission to the Los Angeles area has been to provide low-income, at-risk youth, of all beliefs and backgrounds with strong, enduring and professionally supported, one-to-one relationships with caring adults that change the lives of these young people for the better; forever. Its vision is to create a lasting, positive impact on youth, helping them to succeed in school and in life. We are approaching the _____ Foundation with this request because we know these programs align with your Foundation's mission to

Statement of Need

The overall poverty rate for children in California is 23%, while in Los Angeles it is almost 31% (Public Policy Institute of California, 2014). But according to the Annie E. Casey Foundation, the situation for children in California, and Los Angeles in particular, is even starker. The Foundation's 2014 "Kids Count" found that California ranked 48th out of 50 states in economic well-being for children, and within this poor state performance, Los Angeles County is ranked 25th out of 40 counties with data related to child economic well-being (Annie E. Casey Foundation, Kids Count 2014 Data Book).

The growing number of single parent families in the country further complicates the welfare and economic well-being of children; as the poverty rate for children in single parent families is triple the rate for children in two parent families. In 2012, 42% of children in single parent families were poor, compared to 13% of children in two parent families (Legal Momentum, 2014; U.S. Census Bureau). In fact, single parent families constitute 35% of all families both nationally and in California. However, in Los Angeles County the number of single parent homes is at 44%, and of these families 42% live below the poverty line (Kids Count 2014 Data Book). Numerous studies have pointed out "that regardless of parents' race or educational background, children spending some part of their childhood in a single-parent household earn lower grades in school and are less likely to graduate from high school, less likely to attend or graduate from college, and more likely to be unemployed during late adolescence and early adulthood." (McLanahan & Sandefur, 1996; Danzinger et al., 2000; McLanahan & Percheski, 2008; Bratter & Damske, 2010).

Moreover, the Annie E. Casey Foundation found that California currently ranks 39th of 50 states for educational performance, and Los Angeles County ranks 45th of 54 counties with data related to educational outcomes. In fact, the 2015 Measure of America Report by the Social Science Research Council has found that one local Los Angeles Congressional District has the lowest educational index for its children in the country! The challenges of single parent households, poverty and under performing schools are reflected in the dismal academic achievement and low high school graduation rates for Los Angeles County, and the Los Angeles Unified School District. According to a 2011 study conducted by the United Way of Greater Los Angeles, only 60% of students in the County are graduating from high school, and for students in LAUSD that number drops to 52%.

However, research studies during the last two decades have demonstrated that "mentoring helps young people, especially at-risk youth, succeed in school, work, and life." Evaluation data from these studies support the efficacy of quality mentoring and found positive outcomes across social, emotional, behavioral, and academic areas of youth development (McPartland & Nettles, 1991; Flaxman, 1998; 2001; Smink, 2000; Daloz, 2004; Carter, 2004; Lampley & Johnson, 2010; Sivukamaran, et al., 2010; Bruce & Bridgeland, 2014). Not only does the research support the understanding that, children with mentors are less likely to abuse drugs, skip school and engage in violence or other risky behaviors, but students with mentors are more likely to perform well

academically due to improved confidence and self-esteem (Sivukamaran, et al., 2010; Johnson and Lampley, 2010; Bruce & Bridgeland, 2014). Indeed, self-esteem can be seen as a “social vaccine,” a dimension of personality that empowers people and inoculates them against a wide variety of self-defeating and socially undesirable behavior” (Walz, 1991).

In addition, several important evaluations conducted on the Big Brothers Big Sisters Mentoring program revealed “that 59% of participants improved in class participation, class preparedness, behavior and attitude, 70% improved in core academic subjects, 84% demonstrated improved self-confidence and 68% improved in their relationship with peers and adults. Not only do Littles display advancement in all of these areas, but they also get the added advantage of having a positive role model in their lives” (Sivukamaran, et al., 2010). Indeed, the researcher’s saw that the close relationship developed between mentor and mentee was the “active ingredient” in the mentoring setting that helps to improve the mentee’s academic performance (Bayer, Grossman & DuBois, 2013). Consequently, with postsecondary education increasingly becoming a necessity to thrive in today’s economy mentoring programs, such as Catholic Big Brothers Big Sisters, play a key role in opening the doors in a young adult’s mind to the life choices one must make in order to be a successful, autonomous, and contributing citizen.

Organizational Mission, History & Capacity

Since 1925 **Catholic Big Brothers Big Sisters’** (CBBBS) mission to the Los Angeles area has been to provide low-income, at-risk youth, of all beliefs and backgrounds, with strong, enduring and professionally supported, one-to-one relationships with caring adults that change the lives of these young people for the better; forever. Currently, CBBBS provides mentors to students in more than 300 schools throughout Los Angeles County, and has a long history of working with youth facing adversity, as more than half of the agency’s mentoring matches are with youth of incarcerated parents and/or foster youth. Its evidence-based mentoring model provides:

- Highly trained, professional and culturally competent staff;
- A caring network of mentors, volunteers, and program “alumni;”
- Twice per month one-to-one community and school-based mentoring;
- Monthly staff support and monitoring of matches to ensure effective and productive mentoring relationships; and
- Agency materials available in English and Spanish for all its clients and volunteers.

As one of the oldest and most respected mentoring organizations in Southern California, CBBBS has a peerless record for service quality regularly exceeding national match retention rates, with an “Average Match Length” of 34.9 months (as opposed to 28.4 months nationally). CBBBS also has been afforded National and State recognition, with “Bigs of the Year” acknowledged by three U.S. Presidents and three California Governors. In addition, the agency has been designated a Blue Ribbon Social Enterprise by the Points of Light Foundation for its superior management and return on investment in the supervision of its volunteers. **Furthermore, CBBBS has just garnered an unprecedented third National BBBS Quality Award in a row, placing the agency in the top 5% of the 350 organizations that are part of the National BBBS Federation. Finally, and the most important achievement of all, 100% of the children matched with mentors through Catholic Big Brothers Big Sisters graduate from high school, and almost 90% go on to higher education.**

Program Description

The goals of CBBBS' mentoring programs and projects are to: nurture social and emotional development; improve academic achievement; and, ultimately, build self-esteem and empowerment for youth facing economic, social, and physical obstacles to successful life outcomes. Last year, CBBBS served approximately 400 young people with one-to-one mentoring matches; assessed another 400 children and their families for services (and other social service referrals); and screened and trained 500 adults as potential mentors or other skilled volunteer activities. The children served by CBBBS range in age from 7 to 18 years old, come from low-income communities and have a demographic comprised of 70% Latino and 24% African American. In addition, more than half of the agency's mentoring matches are with young people who have incarcerated parents and/or come from foster care.

CBBBS' mentoring programs' utilize a national, evidence-based model recognized by the Standards of Practice for One-to-One Programs and the Office of Juvenile Justice and Delinquency Prevention as having strong positive proof and outcomes across social, emotional, behavioral, and academic areas for its young program participants. Professional, certified program staff performs two of the three key functions in CBBBS' Service Delivery Model; Enrollment and Matching of Bigs and Littles, and scheduled monthly Match Support. In addition, all decisions relative to service delivery, from volunteer and child intake to match closure, are made by the program staff.

Once a volunteer inquiry is received, CBBBS staff interview, orient, train and screen candidates for program appropriateness and match compatibility. Volunteers undergo a rigorous, layered screening that includes: in-person interviews; reference, Federal live-scan, criminal and department of motor vehicles background checks; as well as a review of several child abuse registries. Participating families and mentees are recruited through community outreach, referrals by school teachers, counselors and administrators, recommendations by law enforcement and/or other partners of CBBBS. Families with children interested in program participation, then, are interviewed and assessed for mentor matching. It is during this assessment process that staff builds an individualized Youth Development Plan that identifies the young persons' strengths and needs, along with strategies to achieve positive life outcomes. It also is at this time that families are provided with child safety training and/or referrals to other community services if needed.

When considering a Big/Little match, CBBBS staff reviews the possible pairing for geographic proximity, preferences, special interests, strengths and needs in order to make the best match recommendation for all the involved parties. Each Big/Little match is permission-based and must be accepted by all parties before staff makes an in-person introduction at either the CBBBS Office or another mutually convenient site. Immediately before the match introduction is made, staff administers a Youth Outcome Survey to provide baseline information for future monitoring. Program rules and guidelines initially presented during orientation are reviewed again during the match introduction, and must be agreed to by all parties to assure child safety and the appropriateness of the relationship. The Youth Outcome Development Plan also is presented at this time to begin the relationship building process and the implementation of various strategies that can assist with the attainment of positive youth development goals and outcomes.

Once the match has been made, a young person will meet one-to-one with their Big Brother/Sister for at least five to ten hours per month (at least two times per month) during the course of a minimum one-year period. The mentor serves as a stable, positive, and supportive presence in the life of the mentee, helping the young person overcome challenges at school, at home, and in the community. Specific activities are determined by each mentoring pair and are usually educationally or socially-based. Typical activities for these mentoring pairs tend to include; help with homework, museums, movies, musicals, Dodger games, sports, playing in the park, hiking, outings for ice cream, chores, etc.

As the relationship progresses, assigned and certified (yearly) support staff conducts follow up with the youth, the parent/guardian, and the volunteer on a monthly schedule to monitor and evaluate the mentoring pair's frequency of contact and match activity, **child safety**, relationship development, progress toward meeting youth development plan goals, parent/guardian or volunteer concerns and agency engagement. In addition, the match support process includes the administration, to both the mentor and mentee, of a Strength of Relationship Survey (used as an indicator of match success and whether further support by staff is required) approximately three months into the match, and again at the end of a full year, along with the Youth Outcome Survey. This ongoing match support offered by staff also is designed to help these young people deal with specific and difficult life situations such as: unrest at home, school violence, bullying, incarcerated parents, and avoiding gang involvement. Consequently, CBBBS has set a service quality goal for its staff of completing at least 91% of their monthly support contacts for all active matches. Furthermore, CBBBS utilizes a patented database system for the monitoring of all its mentoring matches; the Agency Information Management (AIM) system. This work flow system tracks every aspect of CBBBS' service delivery to ensure all scheduled match contacts are made on time, thus increasing agency engagement, match retention, quality and child safety. In addition, CBBBS conducts monthly Quality Assurance reviews by randomly selecting and reviewing 5% of the case files

Work with Other Organizations

CBBBS' longevity has allowed it to develop working relationships with a broad array of educational, governmental and social service organizations in order to meet the many needs of at-risk youth in Los Angeles County. These organizations include, but are not limited to: the Los Angeles County Office of Education, the Los Angeles Commission on Human Relations, the Los Angeles County Sheriff's Department (Safe Streets Bureau), the Department of Children and Social Services, the Mayor's Council on Volunteerism, the Los Angeles Mentoring Partnership, Pasadena Mentoring Partners, California Mentoring Partnership, the California State Association of Big Brothers Big Sisters and numerous school districts throughout the Los Angeles Basin.

A. CBBBS/First Star UCLA Bruin Guardian Scholars Academy Partnership

CBBBS has developed several successful programs in collaboration with other academic and nonprofit institutions to help improve the lives of low-income and at-risk youth in Los Angeles County. One of these important partnerships is with the **First Star UCLA Bruin Guardian Scholars Academy (BGSA)** to provide high school foster youth in Los Angeles, some of the most vulnerable young people in our community, with a four-year college preparatory program, along with one-to-one mentoring support by a caring adult. CBBBS' role in this new collaboration is to conduct enrollment, matching, and mentorship support process, and to help each mentor/mentee build a strong friendship that extends beyond the four week residential summer academic program and once a month Saturday Academies on the UCLA campus, adding a year-round element to the curriculum.

B. CBBBS/Washington Involving Neighborhoods Collaboration

Another collaborative initiative that CBBBS has been involved in is the "Washington Involving Neighborhoods (WIN) that worked with Washington Preparatory High School and its feeder middle and elementary schools in South Los Angeles. The community served by the Washington School Cluster is one of the neediest in Los Angeles County, with 40% of the children in the community living below the poverty line (the highest in the county), more than a 50% high school drop-out rate, as well as a high crime rate that includes nine area gangs.

CBBBS continues to work with the Washington School Cluster program, and since 2009 has received 517 youth referrals for mentoring (100% youth of color) and matched 172 young people with mentors. The results of the Washington School Cluster collaboration have far exceeded expectations in helping students to rise above the

everyday challenges that exist in their homes and neighborhoods. Using models of effective, evidence-based practices, student attendance has increased, suspensions have decreased, and students feel safer in one of the most challenged neighborhoods in the County. Indeed, the majority of the WIN schools surpassed the LAUSD average gain in the state's Academic Performance Index (API) scores; 8 of the 12 elementary schools have API scores over 700 out of a max of 800, Avalon Gardens elementary which was taken over by the State 10 years ago for non-performance now has an API of 798 and meets the adequate yearly progress (AYP) goals.

C. LAtinas Public Service Academy

Furthermore, CBBBS is partnering with the Hispanic Heritage Foundation on its LAtinas Public Service Academy (LAtinas). Begun in 2013, the purpose of this program is to provide government and public policy training and instruction to 25 female high school juniors and seniors from low-income communities annually. The curriculum includes training in public speaking, as well as campaign and organizing modules to prepare these young women for public service and/or elective office. Participants also receive training in coding for technology in order to connect public policy and technology development. CBBBS works with the Academy's program staff to match each LAtinas Fellow with a compatible mentor who will help guide and encourage the mentee's high school success, college readiness, as well as reinforce topics explored during the LAtinas Public Service Academy. Conversations also have been initiated with Los Angeles City College to see if "Linked Learning" elements can be implemented among these programs to assist these LAtina Fellows further in their academic and career development.

D. CBBBS/USC Caruso Catholic Center Partnership

Finally, CBBBS is in discussions with the USC Caruso Catholic Center to develop a mentoring partnership among the Catholic (and public) schools in the USC area. This partnership will include the Catholic Schools Collaborative, the Opportunity Collaborative and Operation Progress to develop a comprehensive mentoring program for at-risk youth in one of the neediest Service Planning Areas (SPA) in Los Angeles County; SPA 6. According to the 2014 Community Health Assessment for Los Angeles County, 31% of households in SPA 6 live below the poverty line; 30% of its population is between the ages of 0-17; 44% of its adult population have less than a high school diploma; and only 13% of schools in the SPA have an API score greater than or equal to 800. In addition, while coronary heart disease is the number one cause of premature death in Los Angeles County; in SPA 6, homicide is the number one premature cause of death. Indeed, in SPA 6 the average death rate for firearm homicide per 100,000 individuals is 15.9 deaths annually, as opposed to 5.4 deaths per 100,000 individuals in the County. As seen in the WIN program, the development of a comprehensive mentoring program among the local schools in SPA 6 (with mentors from USC students and neighbors) would have a tremendous impact on the young people living in such an underserved and challenging community environment.

Evaluation

Evaluation is an integral part of CBBBS' programming, and it monitors the effectiveness of its programs by collecting data on inputs/outcomes related to a child's success using the patented, real-time Agency Information Management (AIM) system. The information collected by this data system allows staff to track a mentoring pair's progress in their relationship and toward their youth development goals, and includes: referrals; participation in extracurricular programs and services; academic improvement; educational expectations; avoidance of risky behaviors and truancy; parental trust and social acceptance. Furthermore, CBBBS employs a Youth Outcome Survey (YOS) utilized at pre-match and every year at a match's anniversary thereafter; a Strength of Relationship (SoR) Survey used within the first three months of each mentor/mentee match, and an individualized Youth Development Plan (YDP) to identify each mentee's personal strengths and needs will be administered. **The comprehensive and conscientious service provided by CBBBS has just garnered it an unprecedented 3rd**

National BBBS Quality Award in a row, placing the agency in the top 5% of the 350 agencies that are part of the BBBS Federation.

Results

Last year, CBBBS served approximately 400 young people with one-to-one mentoring matches; assessed another 400 children and their families for services (and other social service referrals); and screened and trained 500 adults as potential mentors or other skilled volunteer activities. In addition, while the challenges of poverty, single parent households and under-performing schools have hampered graduation rates among Los Angeles County youth, **100% of the children matched with mentors through Catholic Big Brothers Big Sisters graduate from high school, and almost 90% go on to higher education.** Also, several important evaluations conducted on the Big Brothers Big Sisters Mentoring program revealed “that 59% of participants improved in class participation, class preparedness, behavior and attitude, 70% improved in core academic subjects, 84% demonstrated improved self-confidence and 68% improved in their relationship with peers and adults. Not only do Littles display advancement in all of these areas, but they also get the added advantage of having a positive role model in their lives” (Sivukamaran, et al., 2010). Consequently, with postsecondary education increasingly becoming a necessity to thrive in today’s economy, mentoring programs, such as Catholic Big Brothers Big Sisters, play a key role in opening the doors in a young adult’s mind to the life choices one must make in order to be a successful, autonomous, and contributing citizen.

Moreover, mentoring just doesn’t benefit the child; it also enriches the life of the volunteer. Being special in a child’s life, enjoying experiences together through a child’s eye, offering a guiding hand and a caring ear will make a difference in the mentor’s life as well. It’s easy. Anyone can volunteer, man or woman of any faith, background and age. According to Big Brother Jay, “to be a mentor and help someone else navigate through life is super valuable. My Little Brother, he helps me slow down and remember what it is like to learn new things and see new things, which you can forget to do when you are an adult.” Or again, for Big Sister Kathryn, “I grew up with positive female role models in my life and being a big sister clearly has changed me. To have that opportunity to give guidance and support to another young women; I can’t think of anything better.”

Sustainability

Given the funding needs of the above mentoring programs and the limited government funding that is available to this extremely needy population; the CBBBS Board initiated a strategic planning process that analyzed every aspect of the organization’s programs and operations. This planning process identified CBBBS’ number one priority as the hiring of an experienced development officer and the creation of an effective and professional development department that will 1) increase donations from foundation and corporate giving programs through grant proposals; 2) expand individual donations through direct mail cultivation; 3) create a major and planned giving program for solicitation of higher end donors; and 4) improve the public’s awareness of the CBBBS’ work through the production of at least one high profile and several smaller special events. As a result, the Board of Directors has recently hired Dr. Kim Elaine Rathman, who brings more than 30 years of administrative, fundraising, program development and strategic planning experience to her new role as Chief Development Officer for CBBBS.

Currently, Dr. Rathman is working with members of the Board to institute a new fundraising committee focusing on the cultivation of individual major gifts, developing a priority prospect list and submission schedule for proposals to foundations and corporations, and implementing small formal luncheons or cocktail party presentations, hosted by current Board members, to begin the cultivation process with individuals who have major and/or planned giving capacity. Furthermore, new proposal boilerplates are in the process of being developed on behalf of the agency

and its programs, and will be sent in the next few months to the following foundations and corporations: The Ahmanson Foundation, Chartwell Charitable Foundation, Crail-Johnson Foundation, the Eisner Foundation, Green Foundation, William H. Hannon Foundation, George M. Hoag Foundation, Pacific Youth Foundation, Ralph M. Parsons Foundation, Rose Hills Foundation, Dwight Stuart Youth Fund, and the S. Mark Taper Foundation, to name a few.

Funding Request

Consequently, Catholic Big Brothers Big Sisters is approaching the _____ Foundation with a grant request of \$_____ in support of CBBBS' programs and services to the low-income and at-risk young people of Los Angeles County. Such a grant will enable CBBBS to continue making a significant difference in the lives of even more young people by helping them: avoid risky behaviors; improve their academic achievement, break the cycle of poverty; and become self-sufficient, successful adults. Therefore, on behalf of all the children, families and adult volunteers served by CBBBS, thank you for your consideration of this important funding request.

APPENDIX E: DEVELOPMENT BUDGET & FUNDRAISING GOALS

Catholic Big Brothers Big Sisters

2015-2016

Development Department Expenses

EXPENSES

Personnel Expenses	Amount
Salaries (2.0 FTE)	\$140,221
Benefits @ 23%	\$32,251
Sub-Total	\$172,472

Program Expenses	Amount
Office Supplies	\$3,000
Dues & Subscriptions	\$1,000
Mileage/Parking	\$1,500
Seminars/Meetings/Conferences	\$7,500
Professional Fees (database)	\$20,000
Printed Materials	\$5,000
Volunteer/Donor Recognition	\$6,000
Direct Mail	\$75,000
Sub-Total	\$119,000

Total **\$291,472**

INCOME

Foundations	\$320,000
Corporations	\$75,000
Major Gifts	\$30,000
Individual Donations	\$50,000
Annual Appeal	\$20,000
Direct Acquisition Mailing (800 to 1,000 new donors)	\$25,000
Board Giving	\$20,000
Junior Partners	\$1,000
Sub-Total	\$541,000

Special Events	
Gala	\$200,000
Golf Tournament	\$90,000
Bowl for Kids Sake	\$10,000
Holiday Party	\$25,000
Other	\$25,000
Sub-Total	\$350,000

Total **\$891,000**

APPENDIX F: PROPOSAL SUBMISSION SCHEDULE

CATHOLIC BIG BROTHERS BIG SISTERS
PROPOSAL SUBMISSION SCHEDULE – REV. 07/16/15

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Status/Next Steps
MARCH 2015	Mark Wahlberg Youth Foundation				\$26,250	3/12/2015	Pending
	Lakers Youth Foundation				\$5,000	3/12/2015	Pending
JULY	Carl W. Johnson Foundation 5900 Wilshire Blvd., #2300 Los Angeles, CA 90036 (323) 634-2400 Susan J. Ollweiler	Children & Youth Housing; Health; Shelters		Painted Turtle- \$25,000 Boys & Girls Club - \$10,000	\$10,000 toward program expansion	7/16/2015	Pending
	The Riordan Foundation P.O. Box 491190 Los Angeles, CA 90049 (310) 472-2020 Jessica Flores, President	Children & Youth; Education; Literacy; Technology	Operating; Matching; Program	CBBBS - \$50,000	Development Capacity Grant - \$150,000 for 2 years	7/16/2015	Pending
	Tangram Insurance – Community Giving Fund 140 – 2 nd Street, Suite 230 Petaluma, CA 94952 Ms. Lauren Borg	Supports non- profits within their insurance group.	Operating Program		\$5,000 for program expansion	7/16/2015	Pending
	William H. Hannon Foundation 729 Montana Ave., Suite 5 Santa Monica, CA 90403 (310) 260-2470 Kathleen Hannon Aikenhead	Education; Hospitals; Roman Catholic	Capital Equipment Program	Cathedral - \$200,000 Valley Family Center - \$100,000 ♻️	Program Dev.	No Deadlines	Spoke w/ Ms. Aikenhead & have apt. w/ her and Tim Macker on July 27.
	Angell Foundation 10880 Wilshire Blvd., #920 Los Angeles, CA 90024 (310) 475-9700 Perry Oretzky, President	Youth, Education, Spirituality, Social Justice		Hillsides (foster care) - \$100,000 Jewish Family Services - \$100,000			Called – Not accepting just mentoring will look at Latinas or First Star
	Dan Murphy Foundation 800 W. 6 th Street, #1240 Los Angeles, CA 90017 (213) 623-3120 Richard A. Grant, Jr., Pres.	Education; Hospital; Human Services; Roman Catholic	Continuing Support; Operating; Program Dev.	Salesian Boys & Girls Club - \$125K Homeboys Industries - \$75K ♻️		No Deadlines	Ken spoke with Richard Grant, & while not optimistic said to send in a proposal.
	Carol and James Collins Foundation 6101 W. Centinela Avenue., #100 Culver City, CA 90230-6337 310-645-0113 Cathy Hession, ED	Children & Youth; Education	Building; Curriculum; Equipment; General Operating; Program Dev.	Para Los Ninos - \$15,000 Heart of Los Angeles Youth - \$15,000	\$10,000 toward program expansion	7/16/2015	Pending Spoke w/ Ms. Hession, the proposal docket is full for the next board meeting, but she asked for an LOI.

♻️ CBBBS has received a gift

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Date Submitted
AUGUST	Thomas & Dorothy Leavey Foundation 10100 Santa Monica Blvd., #610 Los Angeles, CA 90067 (310) 551-9936 Kathleen L. McCarthy, Chair	Education; Health & Human Services; Catholic Orgs		Dolores Mission - \$100K St. Annes - \$50K Para Los Ninos - \$50K ♻️			
	Green Foundation 225 South Lake Ave., Suite 1410 Pasadena, CA 91101 (626) 793-6200 Kylie Wright, Program Officer	Arts; Education; Human Services		Children's Bureau - \$150K Inner-city Arts - \$50K			
	Rose Hills Foundation 444 S. Flower St. #1450 Los Angeles, CA 90017 (213) 439-9690 Victoria Rogers, Pres.	Child & Youth Services	Building; Program Dev	Sheriff's Youth Foundation - \$200,000			
	Chartwell Charitable Foundation 1999 Avenue of the Stars, #3050 Los Angeles, CA 90067 (310) 566-7600 Jerrold A. Perenchio, Chairman	Arts; Education; Religion; Social Services		Youth Mentoring Connection - \$100K Alliance for College-Ready Schools-\$100K ♻️		None	
SEPTEMBER	Fritz B. Burns Foundation 21800 Oxnard Street, #490 Woodland Hills, CA 91367 (818) 313-8808 Joseph E. Rawlinson, Pres.	Edu; Human Services; Medical Research; Roman Catholic	General Operating	St. Annes - \$100,000 Children's Hospital Los Angeles - \$100,000		Deadline Sept 30	
	George Hoag Family Foundation 2665 Main Street, Suite 220 Santa Monica, CA 90405-4054 (310) 664-1358 Sarah Bicknell, Program Officer	Child/Youth Services; Youth Dev.; Social Services	Capital; Program; Project	Orange County Rescue Mission - \$200,000 Union Rescue Mission - \$75,000 Holy Family Adoption - \$50,000		March 31 Sept 30	

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Date Submitted
	Henry L. Guenther Foundation 2029 Century Park E., #4392 Los Angeles, CA 90067 (310) 785-0658 W.D. Milliken	Social Services	Building; Program; Project	St. Vincent de Paul – OC - \$200,000 Optimist Youth Homes - \$100,000		No Deadlines Must request application	
	Patron Saints Foundation 260 S. Los Robles Ave., #201 Pasadena, CA 91101 (626) 564-0444 Kathleen T. Shannon, ED	Children & Youth Family Services; Social Services	Building; Equipment; Matching; Program	Boys & Girls of Pasadena - \$10K Five Acres - \$20K Foothill Family Service - \$10K			
OCTOBER	Caruso Family Foundation 100 Wilshire Blvd. 14 th Fl. Santa Monica, CA 90401 (310) 445-0076 David J. Liston, Secy	Children & Youth; Education; Human Services	Building; Curriculum Development; General Operating	Pepperdine University - \$211,000 St. John's Medical Center - \$77,500		Board meets in Dec.	
	William C. Bannerman Foundation 9255 Sunset Blvd., Suite 400 West Hollywood, CA 90069 (310) 273-9933 Elliot Ponchick, President	Children, Education, Environment, Secondary Schools	Annual; Building; Equipment; General Operating; Matching; Program Dev.	Wisdom Acad. for Young Scientists - \$15,000 Coalition for Clean Air - \$10,000 Boys & Girls Club - \$10K		Oct. 31th	
	The Ahmanson Foundation 9215 Wilshire Blvd Beverly Hills, CA 90210 (310) 278-0770 William H. Ahmanson	Arts; Humanities; Edu; Health; Social Services	Building; Capital; Endowment; Equipment; Program; Scholarships	Salvation Army - \$200,000 PUENTE - \$1,000,000 UCLA Health Center - \$50K		No Deadlines	
NOVEMBER	Crail-Johnson Foundation 222 W. 6 th Street, #1010 San Pedro, CA 90731 (310) 519-7413 Pat Christiansen	Child Dev; Child, Youth & Family Services; Education; Health	Building; Equipment; General Op; Matching; Program Dev; Seed	St. Anne's Maternity Home - \$30,000 Salvation Army - \$30,000		Applications accepted Oct through Dec	

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Date Submitted
	John Jewett & H. Chandler Garland Foundation P.O. Box 550 Pasadena, CA 91102-0550 (626) 440-0052 Lisa Housler	Aging; Arts; Edu; Health; Homeless; Human Services; Youth Services	Building; Endowment; Equipment; General operating; Matching; Scholarship	PUENTE learning Center - \$150,000 Lost Hills Children's Services - \$120,000		No Deadlines	
	Von Der Ahe Foundation 4605 Lankershim Blvd., Suite 707 North Hollywood, CA 91602-1878 (818) 980-9191	Arts; Education; Health; Social Services; Roman Catholic	Building; Capital; Emergency	Archdiocese of Los Angeles - \$75K Little Sisters of the Poor - \$20,000 Dolores Mission - \$15,000 St. Annes - \$10K			
DECEMBER	S. Mark Taper Foundation 12011 San Vicente Blvd, #400 Los Angeles, CA 90049 (310) 476-5413 Raymond F. Reisler, Exe Dir	Arts; Child, Youth & Family Services; Edu; Health; Women.	Annual; Building; Equipment; General Op; Program; Publications;	Women at Work - \$75,000 LA Family Housing - \$50,000 1736 Family Crisis Center - \$30,000		Applications accepted from Dec 1 to Feb 27.	
	UniHealth Foundation 5959 Topanga Canyon Blvd., #390 Woodland Hills, CA 91367 (818) 888-4090 Mary O'Dell, Pres.	Education Health & Well- being; Prevention; Treatment		Los Angeles Mission - \$68,000 Women's Transitional Living - \$45,000 Western University of Health Science - \$50,000		No Deadlines	
	May & Stanley Smith Charitable Trust 2320 Marinship Way, #150 Sausalito, CA 94965 (415) 332-0166 Janet Ferraiolo, Grants Manager	Children & Youth; Education; Disadvan; Disabled; Heath	Capacity Building; Operating; Program	Homeboy Industries - \$80K A Place Called Home - \$50K Peace 4 Kids - \$40K			

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Date Submitted
JANUARY 2016	American Honda Foundation 1919 Torrance Blvd., MS 100-1W-5A Torrance, CA 90501-2722 (310) 781-4091 Alexandra Warnier, Mgr.	Education; Higher Education; Math; Minorities; Science;	Curriculum Development; General Operating; Program Development; Seed Money	Center for Science Teaching - \$75,000 United negro College Fund - \$75,000		Deadlines Feb 1; May 1; Aug 1; Nov 1.	
	Ralph M. Parsons Foundation 888 West Sixth Street, #700 Los Angeles, CA 90017 (213) 362-7600 Wendy Garen, Pres.	Aging; Child, Youth & Family Serv; Education; Health Care	Building; Equipment; General Op.; Program Dev.	\$208,000 to ICSC \$150,000 to Da Camera Society Salvation Army - \$100,000		No Deadlines	
	Eisner Foundation 9401 Wilshire Blvd., Suite 735 Beverly Hills, CA 90212 (310) 228-6808 Trent Stamp, ED	Arts Education; Foster Care; Athletics; Children; Health care	Building; Equipment; General Operating; Matching; Program Dev.	\$100,000 to Kidspac in 2008		No Deadlines	
	Bill Hannon Foundation 11611 San Vicente Blvd., Suite 530 Los Angeles, CA 90049 (310) 207-0303 Elaine S. Ewen, President	Social & Human Services; Religion	Building; Equipment; Program	CBBBS - \$25K Puente Learning Center - \$25 ☘			
FEBRUARY	Banky La Rocque Foundation 5332 Harbor St. Commerce, CA 90040 (323) 728-5440 Phyllis P. Wolf			Fulfillment Fund - \$85K St. Johns Well Child Center - \$5K			
	BCM Foundation (formerly BC McCabe) 8142 Painter Avenue, #201 Whittier, CA 90602-3100 (562) 696-0338 James D. Shepard, Trustee	Children & Youth; Higher Ed; Human Services		\$50,000 to Kidspac in 2011 for Ed. Prog.	No Deadlines		
	Brotman Foundation of California 11845 W. Olympic Blvd., #845 Los Angeles, CA 90064 (310) 312-8206 Libby Cavagnaro	Child & Youth; Education; Health; Human Services	Conference; General operating	Holy Family Services - \$5,000 Fulfillment Fund - \$15,000			

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Date Submitted
	Bickerstaff Family Foundation c/o Gursej Schneider 1888 Century Park, East Century City, CA 90067-1702 Amy White Application Address: P.O. Box 41100 Long Beach, CA 90853 (562) 433-5661	Children/Youth Crime Prevention; Health care; Higher Ed; Homeless; Human Services		Project Cuddle - \$30,000 Global Lifeworks - \$45,000 Living Hope - \$10,000 Shields for Families - \$5,000			
MARCH	Kenneth T. & Eileen L. Norris Foundation 11 Golden Shore, Suite 450 Long Beach, CA 90802 (562) 435-8444 Robert Barnes, Exe Dir	Child, Youth & Family Services; Econ. Disadv; Edu; Women	Building; Continuing Endowment; Equipment; Program Dev;	Salvation Army - \$50,000		March 31	
	John Gogian Family Foundation 3305 Fujita St. Torrance, CA 90505 310-325-0954 Lindsey Stammerjohn, Man. Dir	Child & Youth Services	Building; General Op	Richstone Children's Center - \$55,000 A Place Called Home - \$40,000		LOI Deadlines on Sept 16 and Mar 3	
	Dwight Stuart Youth Foundation 9595 Wilshire Blvd., 212 Beverly Hills, CA 90212 (310) 777-5050 Wendy Chang, Program Dir.	Child & Youth; Education; Social Services	General Operating	Big Brothers & Big Sisters - \$40,000 El Centro - \$15,000 in 2010 CBBBS - \$15K		No Deadlines	
	The Stuart Foundation 500 Washington St., 8 th Fl. San Francisco, CA 94111 (415) 393-1551 Christy Pichel, Pres.	Child, Youth & Family Services; Education; Foster care; Higher Education Human Services.	Curriculum Dev; General Op; Program Development; Seed Money Technical Assist.	Children's Advocacy Centers - \$50K First Star, Inc. - \$50K Sonoma Valley Mentoring Alliance - \$45K			
	Joseph Drown Foundation 1999 Avenue of the Stars, #2330 Los Angeles, CA 90067 (310) 277-4488 Wendy Wachtell, President	Arts; Comm. Dev; Education; Health; Social Services	Operating; Matching; Program; Scholarship; Seed	Families in Schools - \$60K United Friends of the Children - \$50K		Jan. 15; Apr 15; July 15; Oct. 15	

Month	Organization	Interests	Types of Support	Gifts to Other Institutions	Grant Possibilities	Submission Deadlines	Date Submitted
APRIL	Bob & Dolores Hope Charitable Foundation 2600 W. Olive, 5 th Floor Burbank, CA 91505 (818) 333-5067 Geri Simmons	Arts; Education; Health; Roman Catholic	Building; Operating	Holy Family Adoption Services - \$10K Volunteer of America - \$5K			
	Mark Hughes Foundation P.O. Box 9399 Marina Del Rey, CA 90295 (310) 670-7411 Ann L. Van Dormolen, Admin.	Children & Youth; Education; Youth Dev.	Curriculum; Equipment; General Operating; Program Dev.	Heart of LA Youth - \$70K Para Los Ninos - \$55K		No Deadlines	
	Pacific Youth Foundation 9100 Wilshire Blvd., Suite 300E Beverly Hills, CA 90212 (310) 774-0057 Allan C. Young Mailing Address: 1224 Lincoln Blvd., #5 Santa Monica, CA 90401	Social & Human Services		Boys Scouts West LA - \$20K Boys & Girls Clubs of America - \$670,000 Boys & Girls Burbank - \$35K			
	Capital Group Companies Charitable Foundation 11100 Santa Monica Blvd, 9 th Fl Los Angeles, CA 90025 (310) 996-6188	Arts; Child & Family Services; Edu; Human Services; Religion		Advocates for Survivors of Domestic Violence - \$46,000			Capital Group has a program that farms out middle managers to non-profits as board members.
MAY							
JUNE	Pfaffinger Foundation 316 W. 2 nd Street, Suite PHC Los Angeles, CA 90012 (213) 680-7460 Stephen C. Meier, CEO	Children & Youth, Families, Economically Disadv; Human Services	Operating Funds	LA Times Summer Camp Fund - \$25K YMCA - \$20K Para Los Ninos - \$20K Puente Learning Center - \$15K			

APPENDIX G: SAMPLE CULTIVATION PROCEDURES

CATHOLIC BIG BROTHERS BIG SISTERS

Major Donor Cultivation Process

First and foremost, you need to meet with all prospects in person on a regular basis.

- I. **Preparing for your meeting with the donor – When calling for your first meeting you must emphasize that you do need to meet in person and that you will be brief.**
 - A. Assure the donor that you will not be asking for money at this meeting; that you just want to start a conversation and give them an opportunity for input.
 - B. Make sure you meet with them at their home or office – NOT in a public place.
 - C. Do not overpower the donor with a crowd; only have two (maybe three) people at the meeting
 - D. Do not bring a lot of materials; that gives you the opportunity to mail follow-up materials.
- II. **The first meeting focused on getting to know the donor and starting the relationship. – It is all about TRUST.**
 - A. First – Thank the donor for their time or their donation and tell them how the donation was used.
 - B. Second – Begin finding out more about why the donor gave.
 1. Why are you involved with our agency
 2. What motivated you to give
 3. How important is philanthropy to you
 4. What other charities do you support
 5. What do you see us doing more of
 6. Why do you feel the mission is important
 7. What do you know about our programs
 8. What concerns you about us
 9. How would you like to be more involved
 - C. Third – Have the donor tell you more about themselves
 1. Tell me about yourself.
 2. What do you do
 3. Where did you go to school
 4. What do you do for fun
 5. Ask about their family background
 6. Again, what other charities, hobbies are they involved with
 7. Ask for Advice on other programs or interests
 - D. Fourth – It is all about the donor
 1. Make Sure You Listen and be Sparing with your own words

E. Fifth – Schedule a tour, meeting or other activity

III. Always establish a follow-up plan for what will happen next – Success or failure hinges on how well you know your donors and that is all about LISTENING.

A. Cultivation is the process of getting to know your donor and building a sense of trust/engagement

B. Schedule a tour or send materials – follow-up materials with a meeting to discuss them further or ask additional advice.

C. Develop cultivation activities with the goal of building relationships with donors and moving them one step closer to a gift. Including

1. In-person meetings to update donors
2. Tours
3. Volunteer Opportunities
4. Small group Events
5. Phone calls
6. Correspondence
7. Special Cultivation Plans – based on donors likes, dislikes, communication style, etc.
 - a. Face to face meetings for personal engagement
 - b. Special invitation update meetings with CEO/Board Chair
 - c. Meet and Greets with program staff/clients
 - d. Special update letters

IV. Making the Ask – The donor should always know that they will be asked for a gift.

A. Always be upfront about the purpose of your visit beforehand.

B. Do not ask in a public place – the donor should be asked at the home or office where they are most comfortable.

C. If the donor is married or has a significant other, they should be at “the ask” as well.

D. Normally, “the ask” should be made by the Executive Director or a Board Member.

APPENDIX H: FUND DEVELOPMENT COMMITTEE MAJOR & PLANNED GIVING

Catholic Big Brothers Big Sisters
Fund Development Committee – Major & Planned Giving

The mission of the Fund Development Committee, Major and Planned Giving, is to help CBBBS to sustain and grow its mentoring programs by identifying, cultivating and soliciting foundations, corporations and individuals with the capacity and interest to give major contributions to the organization. The specific responsibilities of this committee shall be to:

- Assist with the identification of major and planned giving prospects;
- Develop overall strategies, procedures, events and activities for the cultivation and solicitation of major and planned gifts;
- Create and implement a stewardship process for the appreciated recognition of those individuals and organization making major donations to the organization; and
- Help with the development of a Legacy Circle for the purpose of building the agency's endowment.

APPENDIX I: SAMPLE STEWARDSHIP CRITERIA

STEWARDSHIP

Charge to IA Staff: Develop ways for the Mount community to embrace the values of philanthropy, celebrate successes and recognize donors. Develop more effective ways of thanking donors, create a Donor wall on both campuses, and be more forceful in promoting private support.

Staff Members: Don Davidson, Joy Jacobs, Joy Lockard, Kim Rathman

In his article “*Stewardship of Major Donors*,” William Haden, Vice President for Public Affairs at Reed College in Oregon, puts forth two important concepts that “remind us of the essential connection between stewardship and successful solicitations.”

- The best prospect for a gift is someone who has already made one to your organization.
- Once a donor has made a gift of substance to your organization, it is vitally important for them to receive confirmation that they have done the right thing in making the gift. (i.e., they must know that the gift is appreciated and has made a difference.)

“The purpose of a stewardship program is to actively appreciate donors and their gifts, while assuring them that making these gifts was worthy and right. As stewardship congratulates, it does so with an eye toward the next gift. To this end, it is essential that the relationship between stewardship and solicitation is flexible, but constant.”

Appreciation & Cultivation of the Mount Community – In order to establish an atmosphere of caring for donors throughout MSMC, the faculty and staff reception should be re-instated to honor those members of the College community who give to the Mount. This reception could take several forms such as an ice cream social, tea, or wine and cheese reception.

Review & Establish Donor Giving Levels – The levels currently found in The Mount Magazine Honor Roll of Donors might be used as a starting place.

Donor Appreciation – A donor at each level of giving (above a certain amount) should receive some type of recognition or appreciation gift.

- People at lower levels of giving might receive Mount mugs, paperweights, pens or other small gifts.
- People contributing at higher levels might receive tickets to Da Camera Society concerts, or at the highest levels could be honored at a special presidential or trustee dinner. Gifts also might include: donor medals, framed drawings/painting of campus buildings, etc.

Donor Walls – Establish small, but elegantly done donor walls on both campuses that would honor either donors to a specific campaign (such as the upcoming endowment campaign) or all donors that give over a certain level. Possible sites for these walls might be:

- The Administration Building at Chalon
- The Coughlin Complex at Doheny

Other Forms of Donor Appreciation, Recognition & Cultivation

- Major donors need to be featured more in The Mount Magazine and Website.
- Alumnae could be invited back to campus as guest lecturers in classes or seminars, receiving a reception with the students afterwards, along with a framed photo of themselves giving the lecture or some other small gift.

APPENDIX J: MAJOR DONOR REFERRAL FORM



CATHOLIC BIG BROTHERS BIG SISTERS
Major Donor Referral Form

Date:
Name (first, middle, last):
Title (Mr., Ms., Mrs., Dr.):
Address:
Phone:
Email:

Place of Employment:
Job Title:
Address:
Phone:
Email:
Website

School(s) Attended:
Board Affiliations:
Foundation Affiliations:
Any Giving History:
Hobbies

Spouse's Name:
Occupation:
Number of Children:
Children's Names:

Comments:
Next Steps:

Referral Made by: _____

APPENDIX K: SAMPLE DIRECT MAIL PROJECTIONS

Society of St. Vincent de Paul Los Angeles
Direct Mail Plan Sept. 2007 - May 2008

Mail Date									Gross Income	Cost/M	Postage Cost/M	Total Cost	Net Income
	File	Selection	Appeal	Package	Mail Qty	Response	Resp. %	Ave. Don.					
October	Major Donors	\$100+	Thanksgiving	Handwritten	144	19	13.0%	\$ 105.00	\$ 1,965.60	\$ 1,600.00	\$ 820.00	\$ 348.48	\$ 1,617.12
2nd week	Donors	All	Thanksgiving	Card	3363	245	7.3%	\$ 40.00	\$ 9,806.51	\$ 380.00	\$ 145.00	\$ 1,765.58	\$ 8,040.93
	Acquisition	Response	Thanksgiving	Card	30000	150	0.5%	\$ 32.00	\$ 4,800.00	\$ 425.00	\$ 149.00	\$ 17,220.00	\$ (12,420.00)
	Acquisition	Carrier Route	Thanksgiving	In-line	40037	28	0.1%	\$ 45.00	\$ 1,261.17	\$ 200.00	\$ 120.00	\$ 12,811.84	\$ (11,550.67)
				TOTAL	73544	442			\$ 17,833.27			\$ 32,145.90	\$ (14,312.62)
November	Donors	or, DM, Katrina, Vincentians, Sh	Holiday	Card	970	77	7.9%	\$ 60.00	\$ 4,621.08	\$ 380.00	\$ 145.00	\$ 509.25	\$ 4,111.83
	Acquisition	Response	Holiday	Card	28340	170	0.6%	\$ 32.00	\$ 5,441.28	\$ 425.00	\$ 145.00	\$ 16,153.80	\$ (10,712.52)
	Acquisition	Carrier Route	Holiday	In-line	40037	36	0.1%	\$ 55.00	\$ 1,981.83	\$ 200.00	\$ 120.00	\$ 12,811.84	\$ (10,830.01)
				TOTAL	69347	283			\$ 12,044.19			\$ 29,474.89	\$ (17,430.70)
January	Donors	Active Donors	Annual Renewal	Newsletter	3603	101	2.8%	\$ 42.40	\$ 4,277.48	\$ 450.00	\$ 145.00	\$ 2,143.79	\$ 2,133.70
January	Donors	Fall '07	Annual Renewal	Newsletter	384	8	2.0%	\$ 35.00	\$ 268.80	\$ 450.00	\$ 145.00	\$ 228.48	\$ 40.32
				TOTAL	3987	109			\$ 4,546.28			\$ 2,372.27	\$ 2,174.02
March	Major Donors	All incl. fall '07 \$100+	Spring Campers	Handwritten	321	26	8.0%	\$ 90.00	\$ 2,311.20	\$ 1,600.00	\$ 820.00	\$ 776.82	\$ 1,534.38
1st week	Donors	DM, Katrina, Fall '07	Spring Campers	Letter	1139	57	5.0%	\$ 40.00	\$ 2,278.00	\$ 400.00	\$ 145.00	\$ 620.76	\$ 1,657.25
	Acquisition	Response Lists	Spring Campers	Letter	4770	52	1.1%	\$ 45.00	\$ 2,361.15	\$ -	\$ -	\$ -	\$ 2,361.15
				TOTAL	6230	135			\$ 6,950.35			\$ 1,397.58	\$ 5,552.78
June	Donors	Active Donors	Spring Events	Newsletter	4039	117	2.9%	\$ 46.00	\$ 5,388.03	\$ 440.00	\$ 145.00	\$ 2,362.82	\$ 3,025.21
September	Donors	Active Donors	Fall Events	Newsletter	4039	121	3.0%	\$ 55.00	\$ 6,664.35	\$ 471.00	\$ 145.00	\$ 2,488.02	\$ 4,176.33
OVERALL TOTALS:					161186	1207	0.7%	\$ 44.27	\$ 53,426.47			\$ 70,241.46	\$ (16,814.99)

DM Acquisition Summary		DM Cultivation Summary	
Total Acquisition Revenue	\$ 13,484.28	Total Cultivation Revenue	\$ 39,942.20
Total Acquisition Cost	\$ 58,997.48	Total Cultivation Cost	\$ 11,243.98
Net Gain/(Loss)	\$ (45,513.20)	Net Gain/(Loss)	\$ 28,698.21
Revenue: Cost Ratio	\$0.23	Revenue: Cost Ratio	\$3.55

Overall Summary Report	
Total Revenue	\$ 53,426.47
Total Cost	\$ 70,241.46
Net Gain/(Loss)	\$ (16,815)
Revenue: Cost Ratio	\$0.76
Number of New Donors	384
Donor File Growth %	38%
Long-Term Value of New Donors Acquired This Period	\$96,025



Society of St. Vincent de Paul Los Angeles
Direct Mail Plan Sept. 2008 - May 2009

Mail Date	File	Selection	Appeal	Package	Mail Qty	Response	Resp. %	Ave. Don.	Gross Income	Cost/M	Postage Cost/M	Total Cost	Net Income
2nd week	Donors	\$0.00-\$99.99	Thanksgiving	Card	3639	284	7.8%	\$ 32.50	\$ 9,224.87	\$ 380.00	\$ 145.00	\$ 1,910.48	\$ 7,314.39
	Acquisition	Response	Thanksgiving	Card	30000	300	1.0%	\$ 40.00	\$ 12,000.00	\$ 425.00	\$ 149.00	\$ 17,220.00	\$ (5,220.00)
	Acquisition	Carrier Route	Thanksgiving	In-line	20000	100	0.5%	\$ 55.00	\$ 5,500.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ (900.00)
				TOTAL	54039	736			\$ 34,524.87			\$ 26,498.48	\$ 8,026.39
November	Donors	All Donors	Holiday	Card	4039	182	4.5%	\$ 57.00	\$ 10,360.04	\$ 380.00	\$ 145.00	\$ 2,120.48	\$ 8,239.56
	Acquisition	Response	Holiday	Card	30000	300	1.0%	\$ 32.00	\$ 9,600.00	\$ 425.00	\$ 145.00	\$ 17,100.00	\$ (7,500.00)
	Acquisition	Carrier Route	Holiday	In-line	20000	100	0.5%	\$ 65.00	\$ 6,500.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 100.00
				TOTAL	54039	582			\$ 26,460.04			\$ 25,620.48	\$ 839.56
January	Donors	All Donors	Holiday Wrap-up	Newsletter	4039	113	2.8%	\$ 42.40	\$ 4,795.10	\$ 450.00	\$ 145.00	\$ 2,403.21	\$ 2,391.90
March	Major Donors	\$100+	Spring Campers	Handwritten	480	38	8.0%	\$ 90.00	\$ 3,456.00	\$ 1,600.00	\$ 820.00	\$ 1,161.60	\$ 2,294.40
1st week	Donors	\$0.00 - 99.99	Spring Campers	Letter	4359	218	5.0%	\$ 40.00	\$ 8,718.00	\$ 400.00	\$ 145.00	\$ 2,375.66	\$ 6,342.35
	Acquisition	Response Lists	Spring Campers	Letter	4770	52	1.1%	\$ 45.00	\$ 2,361.15	\$ 450.00	\$ 145.00	\$ 2,838.15	\$ (477.00)
				TOTAL	9609	309			\$ 14,535.15			\$ 6,375.41	\$ 8,159.75
June	Donors	All Donors	Spring Events	Newsletter	4891	142	2.9%	\$ 46.00	\$ 6,524.59	\$ 440.00	\$ 145.00	\$ 2,861.24	\$ 3,663.36
September	Donors	All Donors	Fall Events	Newsletter	4891	147	3.0%	\$ 55.00	\$ 8,070.15	\$ 471.00	\$ 145.00	\$ 3,012.86	\$ 5,057.29
OVERALL TOTALS:					131508	2028	1.5%	\$ 46.80	\$ 94,909.89			\$ 66,771.65	\$ 28,138.24

DM Acquisition Summary		DM Cultivation Summary	
Total Acquisition Revenue	\$ 33,600.00	Total Cultivation Revenue	\$ 61,309.89
Total Acquisition Cost	\$ 47,120.00	Total Cultivation Cost	\$ 19,651.65
Net Gain/(Loss)	\$ (13,520.00)	Net Gain/(Loss)	\$ 41,658.24
Revenue: Cost Ratio	\$0.71	Revenue: Cost Ratio	\$3.12

Overall Summary Report	
Total Revenue	\$ 94,909.89
Total Cost	\$ 66,771.65
Net Gain/(Loss)	\$ 28,138
Revenue: Cost Ratio	\$1.42
Number of New Donors	800
Donor File Growth %	80%
Long-Term Value of New Donors Acquired This Period	\$200,000



Society of St. Vincent de Paul Los Angeles
Direct Mail Plan Sept. 2009 - May 2010

Mail Date	File	Selection	Appeal	Package	Mail Qty	Response	Resp. %	Ave. Don.	Gross Income	Cost/M	Postage Cost/M	Total Cost	Net Income
2nd week	Donors	\$0.00-\$99.99	Thanksgiving	Card	4411	353	8.0%	\$ 35.00	\$ 12,350.80	\$ 380.00	\$ 145.00	\$ 2,315.78	\$ 10,035.03
	Acquisition	Response	Thanksgiving	Card	30000	360	1.2%	\$ 40.00	\$ 14,400.00	\$ 425.00	\$ 149.00	\$ 17,220.00	\$ (2,820.00)
	Acquisition	Carrier Route	Thanksgiving	In-line	20000	180	0.9%	\$ 55.00	\$ 9,900.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 3,500.00
				TOTAL	54891	965			\$ 47,450.80			\$ 27,097.38	\$ 20,353.43
November	Donors	All Donors	Holiday	Card	4891	235	4.8%	\$ 57.00	\$ 13,381.78	\$ 380.00	\$ 145.00	\$ 2,567.78	\$ 10,814.00
	Acquisition	Response	Holiday	Card	30000	390	1.3%	\$ 32.00	\$ 12,480.00	\$ 425.00	\$ 145.00	\$ 17,100.00	\$ (4,620.00)
	Acquisition	Carrier Route	Holiday	In-line	20000	200	1.0%	\$ 65.00	\$ 13,000.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 6,600.00
				TOTAL	54891	825			\$ 38,861.78			\$ 26,067.78	\$ 12,794.00
January	Donors	All Donors	Holiday Wrap-up	Newsletter	4891	147	3.0%	\$ 42.40	\$ 6,221.35	\$ 450.00	\$ 145.00	\$ 2,910.15	\$ 3,311.21
March	Major Donors	\$100+	Spring Campers	Handwritten	593	47	8.0%	\$ 90.00	\$ 4,269.60	\$ 1,600.00	\$ 820.00	\$ 1,435.06	\$ 2,834.54
1st week	Donors	\$0.00 - 99.99	Spring Campers	Letter	5428	271	5.0%	\$ 40.00	\$ 10,856.00	\$ 400.00	\$ 145.00	\$ 2,958.26	\$ 7,897.74
	Acquisition	Response Lists	Spring Campers	Letter	5000	55	1.1%	\$ 45.00	\$ 2,475.00	\$ 450.00	\$ 145.00	\$ 2,975.00	\$ (500.00)
				TOTAL	11021	374			\$ 17,600.60			\$ 7,368.32	\$ 10,232.28
June	Donors	All Donors	Spring Events	Newsletter	6076	176	2.9%	\$ 46.00	\$ 8,105.38	\$ 440.00	\$ 145.00	\$ 3,554.46	\$ 4,550.92
September	Donors	All Donors	Fall Events	Newsletter	6076	182	3.0%	\$ 55.00	\$ 10,025.40	\$ 471.00	\$ 145.00	\$ 3,742.82	\$ 6,282.58
OVERALL TOTALS:					137846	2669	1.9%	\$ 48.06	\$ 128,265.31			\$ 70,740.89	\$ 57,524.42

DM Acquisition Summary		DM Cultivation Summary	
Total Acquisition Revenue	\$ 49,780.00	Total Cultivation Revenue	\$ 78,485.31
Total Acquisition Cost	\$ 47,120.00	Total Cultivation Cost	\$ 23,620.89
Net Gain/(Loss)	\$ 2,660.00	Net Gain/(Loss)	\$ 54,864.42
Revenue: Cost Ratio	\$1.06	Revenue: Cost Ratio	\$3.32

Overall Summary Report	
Total Revenue	\$ 128,265.31
Total Cost	\$ 70,740.89
Net Gain/(Loss)	\$ 57,524
Revenue: Cost Ratio	\$1.81
Number of New Donors	1,130
Donor File Growth %	113%
Long-Term Value of New Donors Acquired This Period	\$282,500



Society of St. Vincent de Paul Los Angeles
Direct Mail Plan Sept. 2010 - May 2011

Mail Date	File	Selection	Appeal	Package	Mail Qty	Response	Resp. %	Ave. Don.	Gross Income	Cost/M	Postage Cost/M	Total Cost	Net Income
October	Major Donors	\$100+	Thanksgiving	Handwritten	610	92	15.0%	\$ 150.00	\$ 13,725.00	\$ 1,600.00	\$ 820.00	\$ 1,476.20	\$ 12,248.80
2nd week	Donors	\$0.00-\$99.99	Thanksgiving	Card	5466	437	8.0%	\$ 37.50	\$ 16,398.00	\$ 380.00	\$ 145.00	\$ 2,869.65	\$ 13,528.35
	Acquisition	Response	Thanksgiving	Card	30000	360	1.2%	\$ 43.50	\$ 15,660.00	\$ 425.00	\$ 149.00	\$ 17,220.00	\$ (1,560.00)
	Acquisition	Carrier Route	Thanksgiving	In-line	20000	180	0.9%	\$ 57.00	\$ 10,260.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 3,860.00
				TOTAL	56076	1,069			\$ 56,043.00			\$ 27,965.85	\$ 28,077.15
November	Donors	All Donors	Holiday	Card	6076	304	5.0%	\$ 60.00	\$ 18,228.00	\$ 380.00	\$ 145.00	\$ 3,189.90	\$ 15,038.10
	Acquisition	Response	Holiday	Card	30000	390	1.3%	\$ 35.00	\$ 13,650.00	\$ 425.00	\$ 145.00	\$ 17,100.00	\$ (3,450.00)
	Acquisition	Carrier Route	Holiday	In-line	20000	200	1.0%	\$ 65.00	\$ 13,000.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 6,600.00
				TOTAL	56076	894			\$ 44,878.00			\$ 26,689.90	\$ 18,188.10
January	Donors	All Donors	Holiday Wrap-up	Newsletter	6076	188	3.1%	\$ 45.00	\$ 8,476.02	\$ 450.00	\$ 145.00	\$ 3,615.22	\$ 4,860.80
March	Major Donors	\$100+	Spring Campers	Handwritten	723	58	8.0%	\$ 90.00	\$ 5,205.60	\$ 1,600.00	\$ 820.00	\$ 1,749.66	\$ 3,455.94
1st week	Donors	\$0.00 - 99.99	Spring Campers	Letter	6483	324	5.0%	\$ 40.00	\$ 12,966.00	\$ 400.00	\$ 145.00	\$ 3,533.24	\$ 9,432.77
	Acquisition	Response Lists	Spring Campers	Letter	5000	55	1.1%	\$ 45.00	\$ 2,475.00	\$ 450.00	\$ 145.00	\$ 2,975.00	\$ (500.00)
				TOTAL	12206	437			\$ 20,646.60			\$ 8,257.90	\$ 12,388.71
June	Donors	All Donors	Spring Events	Newsletter	7261	218	3.0%	\$ 46.00	\$ 10,020.18	\$ 440.00	\$ 145.00	\$ 4,247.69	\$ 5,772.50
September	Donors	All Donors	Fall Events	Newsletter	7261	240	3.3%	\$ 55.00	\$ 13,178.72	\$ 471.00	\$ 145.00	\$ 4,472.78	\$ 8,705.94
OVERALL TOTALS:					144956	3045	2.1%	\$ 50.32	\$ 153,242.52			\$ 75,249.33	\$ 77,993.19

DM Acquisition Summary		DM Cultivation Summary	
Total Acquisition Revenue	\$ 52,570.00	Total Cultivation Revenue	\$ 100,672.52
Total Acquisition Cost	\$ 47,120.00	Total Cultivation Cost	\$ 28,129.33
Net Gain/(Loss)	\$ 5,450.00	Net Gain/(Loss)	\$ 72,543.19
Revenue: Cost Ratio	\$1.12	Revenue: Cost Ratio	\$3.58

Overall Summary Report	
Total Revenue	\$ 153,242.52
Total Cost	\$ 75,249.33
Net Gain/(Loss)	\$ 77,993
Revenue: Cost Ratio	\$2.04
Number of New Donors	1,130
Donor File Growth %	113%
Long-Term Value of New Donors Acquired This Period	\$282,500



Society of St. Vincent de Paul Los Angeles
Direct Mail Plan Sept. 2011 - May 2012

Mail Date	File	Selection	Appeal	Package	Mail Qty	Response	Resp. %	Ave. Don.	Gross Income	Cost/M	Postage Cost/M	Total Cost	Net Income
2nd week	Donors	\$0.00-\$99.99	Thanksgiving	Card	6535	523	8.0%	\$ 37.50	\$ 19,605.00	\$ 380.00	\$ 145.00	\$ 3,430.88	\$ 16,174.13
	Acquisition	Response	Thanksgiving	Card	30000	360	1.2%	\$ 43.50	\$ 15,660.00	\$ 425.00	\$ 149.00	\$ 17,220.00	\$ (1,560.00)
	Acquisition	Carrier Route	Thanksgiving	In-line	20000	180	0.9%	\$ 57.00	\$ 10,260.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 3,860.00
				TOTAL	57261	1,172			\$ 62,949.00			\$ 28,807.80	\$ 34,141.21
November	Donors	All Donors	Holiday	Card	7261	385	5.3%	\$ 65.00	\$ 25,014.15	\$ 380.00	\$ 145.00	\$ 3,812.03	\$ 21,202.12
	Acquisition	Response	Holiday	Card	30000	390	1.3%	\$ 35.00	\$ 13,650.00	\$ 425.00	\$ 145.00	\$ 17,100.00	\$ (3,450.00)
	Acquisition	Carrier Route	Holiday	In-line	20000	200	1.0%	\$ 65.00	\$ 13,000.00	\$ 200.00	\$ 120.00	\$ 6,400.00	\$ 6,600.00
				TOTAL	57261	975			\$ 51,664.15			\$ 27,312.03	\$ 24,352.12
January	Donors	All Donors	Holiday Wrap-up	Newsletter	7261	225	3.1%	\$ 45.00	\$ 10,129.10	\$ 450.00	\$ 145.00	\$ 4,320.30	\$ 5,808.80
March	Major Donors	\$100+	Spring Campers	Handwritten	839	67	8.0%	\$ 90.00	\$ 6,040.80	\$ 1,600.00	\$ 820.00	\$ 2,030.38	\$ 4,010.42
1st week	Donors	\$0.00 - 99.99	Spring Campers	Letter	7552	378	5.0%	\$ 43.50	\$ 16,425.60	\$ 400.00	\$ 145.00	\$ 4,115.84	\$ 12,309.76
	Acquisition	Response Lists	Spring Campers	Letter	5000	55	1.1%	\$ 45.00	\$ 2,475.00	\$ 450.00	\$ 145.00	\$ 2,975.00	\$ (500.00)
				TOTAL	13391	500			\$ 24,941.40			\$ 9,121.22	\$ 15,820.18
June	Donors	All Donors	Spring Events	Newsletter	8446	253	3.0%	\$ 46.00	\$ 11,655.48	\$ 440.00	\$ 145.00	\$ 4,940.91	\$ 6,714.57
September	Donors	All Donors	Fall Events	Newsletter	8446	279	3.3%	\$ 55.00	\$ 15,329.49	\$ 471.00	\$ 145.00	\$ 5,202.74	\$ 10,126.75
OVERALL TOTALS:					152066	3403	2.2%	\$ 51.91	\$ 176,668.61			\$ 79,704.98	\$ 96,963.63

DM Acquisition Summary		DM Cultivation Summary	
Total Acquisition Revenue	\$ 52,570.00	Total Cultivation Revenue	\$ 124,098.61
Total Acquisition Cost	\$ 47,120.00	Total Cultivation Cost	\$ 32,584.98
Net Gain/(Loss)	\$ 5,450.00	Net Gain/(Loss)	\$ 91,513.63
Revenue: Cost Ratio	\$1.12	Revenue: Cost Ratio	\$3.81

Overall Summary Report	
Total Revenue	\$ 176,668.61
Total Cost	\$ 79,704.98
Net Gain/(Loss)	\$ 96,964
Revenue: Cost Ratio	\$2.22
Number of New Donors	1,130
Donor File Growth %	113%
Long-Term Value of New Donors Acquired This Period	\$282,500



APPENDIX L: SAMPLE PLANNED GIFT BROCHURE

The **Society of St. Vincent de Paul, Council of Los Angeles** provides services for children, the homeless and the poor within the counties of Los Angeles, Ventura and Santa Barbara free of charge regardless of religion, race, gender, sexual orientation handicap or national origin. These programs include the operations of St. Vincent's Cardinal Manning Center, Circle V Ranch Camp, St. Vincent de Paul Thrift Store (which also distributes clothes, furniture and appliances free of charge to the needy), a winter shelter in Ventura County, and more than 100 community-based conferences of lay volunteers that have furnished direct services and referrals to poor individuals and families throughout the above mentioned counties since 1908. **As a result, the Society through its programs helped more than 1,000,000 people who were experiencing various emergencies and needed food, shelter, clothing, utilities or rental assistance, furniture and/or medical or dental care of some kind during the 2005-06 fiscal year.**

FOR MORE INFORMATION
PLEASE CONTACT:
DR. KIM ALAINE RATHMAN

**SOCIETY OF
ST. VINCENT DE PAUL
COUNCIL OF LOS ANGELES**
210 NORTH AVENUE 21
LOS ANGELES, CA 90031
323-276-6083 (PHONE)
323-225-4997 (FAX)
KRATHMAN@SVDPLA.ORG



PLANNED GIVING

INVESTING IN YOURSELF,
YOUR FAMILY AND
YOUR COMMUNITY



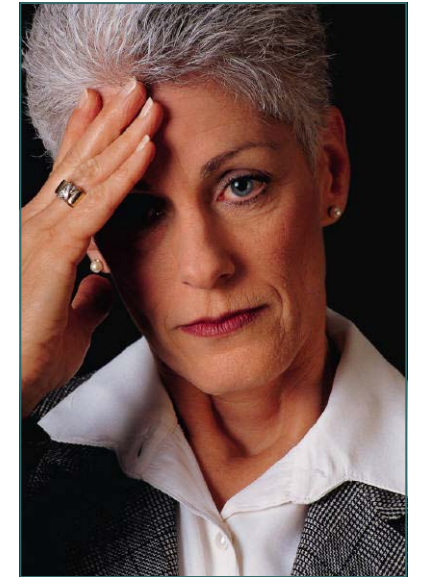
YOUR WILL CAN MAKE A DIFFERENCE . . .

The majority of Americans die without a will, leaving their estates to be distributed according to a legislative formula determined by the state government.

Planned Giving is an aspect of estate planning that takes advantage of tax laws for charitable gifts in your favor, whether it is an immediate gift of cash or a future gift through a charitable annuity or bequest.

With proper planning, you can make wonderful gifts that will help the Society for generations to come, while maintaining or even improving your financial status.

Consequently, a will or living trust would allow you to provide for your family after your death, and at the same time establish a legacy by supporting an important charitable program or mission, such as the Society of St. Vincent de Paul, Council of Los Angeles.



WHAT ARE YOUR OPTIONS?

There are many ways to make a planned gift, from designating a specific amount in your will to bestowing property, such as stocks or real estate.

WILLS & LIVING TRUSTS

A will or living trust lets you provide for your family after your death, with the major difference between a will and a living trust being that the trust assets will avoid probate. Wills and trusts are fully revocable so that you can terminate them at any time, and donations made to charities, such as the Society, are deducted from the value of the total estate for purposes of determining estate taxes. This allows you to provide support for the Society, while at the same time enabling you to reduce the rate at which your loved ones are taxed, thus preserving the value of the estate they will inherit.

LIFE INSURANCE POLICIES

Many Americans today have paid-up life insurance policies that are no longer needed. A gift of this policy to the Society would assure the future growth of the Society, provide you with an income tax deduction, and remove this asset from your estate, thus furnishing you with a reduction in your estate taxes. In addition,

you might purchase a new life insurance policy, pay the modest annual premiums for several years, and make a significant gift to the Society by naming it as the beneficiary or contingent beneficiary.

RETIREMENT PLAN ASSETS

Retirement plan assets may be subject to double taxation upon your death by being assessed as much as 55 percent for estate tax purposes with the balance being prone to income taxes. Naming the Society as a beneficiary of your retirement plan will give your loved ones an estate tax charitable deduction, as well as avoid the imposition of any income tax.

CHARITABLE LEAD TRUSTS

This form of trust is a way to pass assets on to your family with a significant estate and gift tax savings, while at the same time making a gift to the Society. Assets that produce income are transferred to a trust for a fixed number of years. The Society receives an annual income for that period, after which the principal is returned to your family with estate or gift taxes reduced or eliminated. A charitable lead trust may be particularly appealing if you are the owner of a family business or you are willing to forgo investment income for a specific number of years, with the assets returning to your heirs at a future time.

CHARITABLE REMAINDER TRUSTS

This form of trust allows you to obtain an income for life, while receiving a tax deduction and helping the programs and services of the Society at the same time. Setting up a charitable remainder trust permits the donor to receive a fixed or variable yearly income for life, a healthy tax deduction, and a reduction in estate taxes for the donor's family upon his or her death, with the remainder of the fund benefiting the programs and services of the Society.

CHARITABLE GIFT ANNUITIES

A charitable gift annuity is a simple contract between the donor, the Society of St. Vincent de Paul and the annuity agency. In exchange for a gift of assets, typically cash or stock, the donor will receive an annual payment of an amount based on the donor's age and the value of the gift. For example, an 80-year old donor, at current rates, would receive an eight percent return on their donation annually. The donor also receives significant tax advantages, including an immediate charitable tax deduction, and a portion of each payment is considered a tax-free return of principal to the donor. The annual payout would occur through the donor's lifetime, and after the donor's death, the remainder of the annuity will be placed in a restricted fund at the annuity agency for the Society of St. Vincent de Paul.

GIFTS OF STOCK

Gifts of appreciated stock or other securities owned for more than a year afford the benefit of a full-market value donation to the Society while you avoid the onerous capital gains tax and obtain a charitable deduction on your current federal and state income tax. Or if your stock has decreased in value, you should consider selling it first and then contributing the proceeds to the Society, which allows you to receive a tax deduction for both the capital loss and the charitable gift.



The Society strongly urges that all prospective donors of a planned gift seek the advice of their own attorney in reviewing the State and Federal Income Tax consequences of their gift, terms of any trust or annuity agreement and the advisability of the gift in light of the donor's overall estate plan and financial circumstances.

FOR MORE INFORMATION
PLEASE CONTACT:
DR. KIM ALAINE RATHMAN

SOCIETY OF
ST. VINCENT DE PAUL
COUNCIL OF LOS ANGELES
210 NORTH AVENUE 21
LOS ANGELES, CA 90031
323-276-6083 (PHONE)
323-225-4997 (FAX)
KRATHMAN@SVDP.LA.ORG

APPENDIX M: BOARD & STAFF INTERVIEW REPOSSES

**CATHOLIC BIG BROTHERS BIG SISTERS
BOARD & STAFF INTERVIEW RESPONSES**

Question	Responses
<p>1. What do you view as the three primary roles and objectives of board leadership?</p>	<p>Maintain the message & mission of the agency (3) Passionate Involvement (3) Help to grow the organization (3) Fundraising (7) Recruiting new Board members (2) Raising awareness of the agency to the public Fiscal and administrative oversight (4) Successful planning for sustainability (2) Retention – keeping the right staff and board member involved Be a resource and advocate for staff Custodian of history Evaluation of programs</p>
<p>2. What type of personal/career profile do you see as important for prospective board members?</p>	<p>High level of leadership in the business world Successful in their career and have the ability to help with fundraising (3) Should be someone with integrity that you know is not on a board yet (4) Mid-career and cares about the mission (3) Need people who have ties to the community (2) Fewer commercial development people Recruit more people from Junior Partners Need more investment and venture capital people Need to be very philanthropic with time and money Need to represent different industries (4)</p>
<p>3. In your opinion what is the appropriate amount of annual board financial commitment (give/get)?</p>	<p>Should be raised to \$10,000 (2) \$7,500 works well (5) Might be too high, but need to track compliance (3) Should revisit the amount</p>
<p>4. How many board members do you view as appropriate for CBBBS? Given the diversity of the region, how do you see that reflected in board membership?</p>	<p>About 30 (3) We need more women and minorities (6) Too many white men Should grow the board through the Junior Partners We need to utilize the younger members energy to help expand the board's skills About 25 and younger Current size is fine but need greater diversity Not sure how many, but they need to be involved May want to have an Executive Board & General Board Needs to be a number that allow agency to stay in touch with all of them Could be unlimited depending on how well they are coordinated</p>
<p>5. What would you like to see the board accomplish and what changes would you like to see?</p>	<p>Would like to triple the agency's budget/funds to serve more kids Need more follow-up and tracking of "give and get." Should get soft credit every time referred donor gives Create an endowment Raise more revenue to stabilize organization (2) Integrate the Junior Partners into board and give them a greater voice (2)</p>

	<p>Hire more program staff Need to move the Gala into a yearly event Tangible strategy to get away from government money Would like a presentation on board's fiduciary role See more board members attending events</p>
<p>6. What would you like to see the Chief Development Officer accomplish for the organization in the first six months; the first year?</p>	<p>Promote the agency's visibility Bring in big funding grants (6) Reach out to high end donors (2) Develop new prospects for agency endowment Get to know the board members (2) Find new sources of money (2) Create a stronger message for the organization Get committee up and running Develop marketing materials (3) Develop a board orientation (2) Create a development plan (2) Board needs to understand that development requires more resources Implement a newsletter</p>
<p>7. What program goals and projects are you hoping to expand funding for during the next three years?</p>	<p>Grow the number of kids served (double or triple) (4) Need to find matches for kids on the waiting list (2) Expand programs into more Catholic schools (2) Work with Catholic Universities to recruit more mentors More presentations/cocktail parties that showcase CBBBS work to funders More follow-up with Littles and how they are doing Create an alumni group for Littles Develop a graduation event for graduation Littles Need to upgrade the website</p>
<p>8. What priorities or specific fundraising areas would you like the person in this position to focus on? What sources of funding would you like to see expanded first?</p>	<p>Revamp our approach to government grants More Big Night Out and Bowl 4 Kids - Easy to send members to these events Bring in more foundations (2) Need to formalize our development efforts and free agency from government money Assist Board with individual fundraising Work on growing individual donations Start Planned Giving (2)</p>
<p>9. Are you interested in implementing a direct mail campaign and/or an endowment campaign?</p>	<p>Yes, we should institute direct mail (7) Yes, but need to make sure it is integrated with social media as well Would like to help with direct mail (2)</p>
<p>10. Who do you think would be an appropriate major donor or board prospect for cultivation by CBBBS?</p>	<p>Let me think more about that (6) List given (3)</p>

APPENDIX N: BOARD MANUEL OUTLINE

CBBBS Board Manual Outline

1. Mission, Vision & History of Organization
2. Board Roles & Responsibilities w. signed agreement
3. Current Member List
4. Organization Chart
5. Board Committees & Requirements
6. Junior Partners' Program & Commitment Forms
7. CBBBS Programs
8. CBBBS Strategic Plan
9. By-Laws
10. Articles of Incorporation
11. BBBS Board & Governance Standards
12. Financial Policies
13. Investment Policies
14. Pertinent Articles on Nonprofit Management
15. Board Minutes

APPENDIX O: BOARD SKILLS & SELF-ASSESSMENT WORKSHEETS

WORKSHEET 7
BOARD SELF-ASSESSMENT

Questions	Ratings				
	Outstanding	Good	Fair	Poor	Don't Know
Evaluation of how the Board as a whole fulfills its governance roles and responsibilities?					
Mission: The Board understands the mission and purpose of the organization.					
Legal: The Board ensures compliance with federal, state, and local regulations and fulfillment of contractual obligations, including payment of payroll taxes and filing of required reports.					
Financial: The Board safeguards assets from misuse, waste, and embezzlement through financial oversight and making sure that effective internal controls are in place.					
CEO: The Board monitors and evaluates the performance of the CEO on a regular basis and delegates the day-to-day management to the CEO.					
Planning: The Board participates with staff in determining program and administrative strategies and overall long-term priorities.					
Programs: The Board approves an annual operating plan, monitors implementation, and makes sure there are program evaluations to measure impact.					
Efficiency & Impact: The Board ensures a realistic budget that maximizes use of resources.					
Financial Viability: The Board makes sure that the organization has an overall fundraising strategy to support the effective delivery of services and monitors the implementation of the funding plan.					
Policies: The Board approves personnel and other policies and reviews them periodically to ensure they are up to date and relevant.					
Evaluation: The regularly assesses whether the organization is achieving its purpose (effectiveness), at what cost (efficiency), and is meeting the needs of the community.					
<i>Overall, how well do you think the Board does in fulfilling its governance responsibilities?</i>					
Evaluation regarding Board composition and processes in place that support Board effectiveness.					
Board members clearly understand their Board responsibilities and fulfill them.					
The Board has a clear policy on the responsibilities of Board members in fundraising.					
The Board currently contains an appropriate range of expertise and diversity to make it effective governing body.					
The Board ensures effective governance through evaluation of the Board itself, committees, and its leadership, and ensures the Board's own continuity.					

Questions	Ratings				
	Outstanding	Good	Fair	Poor	Don't Know
The Board actively recruits, orients, and trains new Board members, and removes those members who are not fulfilling their agreed-on responsibilities					
The Board encourages and supports individuals to treat fellow Board members and staff with trust, respect, and understanding.					
Board and committee meetings are interesting, well run and effective.					
The Board has the necessary effective Board leadership – an individual and /or group of individuals who are willing and able to help the Board fulfill its governance and support functions.					
<i>Overall, how well do you think the Board is doing in terms of clarity of roles, Board composition, evaluation of self, leadership, and encouraging meeting and decision-making processes that ensure that the Board's work gets done?</i>					
Evaluation of the fulfillment of your support responsibilities.					
Fundraising: I participate with staff in raising adequate financial and other resources.					
Public Relations: I act as an ambassador to the community on behalf of the organization and its clients.					
Volunteerism: As needed, I volunteer to assist staff and/or recruit new volunteers.					
Advises staff in areas of expertise: I act as a sounding Board for the executive director and other executive staff.					
Credibility: I lead my name and personal reputation to the organization to use in brochures, grant proposals, and other marketing materials.					
I understand and fulfill my governance and support responsibilities as a member of the Board.					
I am knowledgeable about the organization's mission, programs, and services.					
I come prepared to Board and committee meetings and follow through on commitments.					
<i>How well do you think you do in fulfilling your support responsibilities (e.g. fundraising, public relations, volunteerism, advising as needed, adding credibility, understanding roles, knowledgeable about programs and services, and following through on commitments)?</i>					
<i>How well do you think your colleagues do in fulfilling their support responsibilities (e.g., fundraising, public relations, volunteerism, advising as needed, adding credibility, understanding roles, knowledgeable about programs and services, and following through on commitments)?</i>					

