



Community  
Science  
Workshop  
Network

CSW Network Capacity Building Project

Interim Report to the S.D. Bechtel, Jr. Foundation

Submitted July 1, 2016

### **Narrative Report of Progress made through May 31, 2016**

1. Objectives for this grant, and detail your progress against each:

CSW Network was awarded a \$250,000 general operating support grant, distributed over a two year term (\$150,000 in summer 2015 and \$100,000 in summer 2016), to ensure the Community Science Workshop Network continued to support its member CSW sites who serve over 30,000 low-income Latino, African-American, mainly farmworker children each year. While in its fifth year of existence, the funding allowed CSW Network to further build its infrastructure, provide technical assistance to its site directors/staff, evaluate program success through a new youth development assets tool, and provide professional development workshops bringing together its members. The organization continues to mature from a start-up nonprofit, into a sustainable organization with systems in place for administration, financial management, and fund development, as a foundation to support the solid programs that have been replicated across the state for 25 years.

The "Expected Results" that were listed CSW Network's original Grant Agreement are as follows:

- ✓ Enhance the sustainability of the network, and of member sites, by developing and implementing a comprehensive fund development plan, including both a statewide strategy and local plans in each of five member sites; and by providing training, technical assistance, and regular reporting and tracking services.
- ✓ Continue to strengthen financial management through training and implementation of protocols and board oversight.
- ✓ Develop a statewide system for tracking individual donors and donor prospects.

#### Sustainability/Fundraising

CSWN drafted its first organizational fund development plan in June with support from its board and fundraising consultant Tobi Marcus in Santa Cruz, CA. The plan was reviewed by site directors in September at a statewide meeting in Gilroy, CA. The

updated version was reviewed and adopted by the entire board of trustees in October as a statewide meeting in Morgan Hill, CA. The plan included a new individual donor strategy as well as a statewide conference component for teachers to receive training from our qualified facilitators. This conference was tentatively scheduled for late fall 2016 after a new executive director had time to transition into the position.

On June 28<sup>th</sup>, 2015, the Network held a full day fund development training workshop in Watsonville, facilitated by Tobi Marcus. A special presentation was provided by Nina Simon, Executive Director of the Museum of Art in Santa Cruz, discussing individual donor solicitation. This was the most fruitful workshop of the day based on feedback from the site directors and development assistants from each member site. Each director practiced “a pitch” for their site and drafted a revenue goal with specific categories for solicitation in FY2016. This was a landmark process for the organization as a whole.

As of October 1<sup>st</sup>, 2016, the Network eliminated the coordinator position and created a full-time Development Director position. Bart Evans was promoted to this position. He met twice a month with site directors (in person or by phone) to develop site plans following the June 2016 workshop. The Development Director conducted a site by site analysis of previous funding sources for last three years. This process was very educational for site directors as the revenue streams had not been analyzed by year and category and source. This offered predictability for upcoming year planning and forethought. Directors identified one person on their team who could help them track donations and begin to compile names for a holiday fundraising mailing in conjunction with the new network Development Director.

The Network staff executed an intensive individual donor solicitation strategy in November and December 2015 by establishing Fund EZ as the statewide donor database. The Development director added 500 names from the San Francisco, Sanger, and Watsonville sites. The Network staff partnered with Mission Science staff to launch the inaugural holiday mailing campaign, which included a holiday mailer with a letter from our founder, Dan Sudran. The campaign raised over \$13K in donations. The Network trained associate director of Mission Science Workshop to track these new donors and follow up with them.

Following that success in November, the sites in Sanger and Watsonville opted to send thank you or appreciation cards to their stakeholders. The Network created spreadsheets with Watsonville and Sanger directors with donor contacts since the inception of their sites, creating the beginning of a database, the first of its kind. Next year, they will send solicitations as they continue to build their contacts into FundEZ fundraising database. Moreover, the Network also helped Sanger’s SAM Academy create a part time Development Assistant position to assist the director to continue this work through the rest of the season.

To continue these efforts, the Network is soliciting project support for the sites in order for site directors to allocate more of their time to fundraising rather than teaching in the

workshop. Each site director is also carving out a staff member's time to track donations and meet new grant deadlines. Allocating staff time to raise funds is a "first" for all of its sites and most directors have done this work on the weekends or had to neglect fundraising when their city jobs required other duties of them. Staff time for "development" is a significant milestone for the entire Network and its members.

## Financial Management

The Network contracted "At Your Nonprofit's Service," led by CPA Martha Jimenez, in September 2015. The Principal, Martha Jimenez, has provided accounting services to non-profit agencies for over 25 years. They are based out of Alameda, California and serve over a dozen nonprofit agencies across the Bay Area. "At Your Non-Profit's Service" (AYNPS) is a full service bookkeeping and accounting company with systems and support designed around a non-profit's particular needs. They provide off-site bookkeeping, accounting, and consultation to agencies with operating budgets ranging from \$200,000 thru \$5,000,000.

All CSWN accounting processes were transferred from Quickbooks to FundEZ Nonprofit software as of July 1, 2016, although the process was not completed until September 30th. The transfer of accounting services from internal to external expertise has been a great benefit to CSW Network. In the past, the Executive Director spent 10 hours a week on accounting tasks. The Administrative Assistant spent 20 hours a week on bookkeeping. Upon contracting this new accounting service, CSWN made a substantial cost savings by eliminating the Administrative Assistant position and freeing up the Executive Director's time to focus on capacity building rather than preparing taxes and monthly financial balance sheets. Today, the board reviews quarterly profit and loss statements and balance sheets on a regular basis, unlike ever before. The board is pleased and confident in this new process through At Your Nonprofit Service.

At Your Nonprofit Service advised the Network on preparation and submission of its FY2015 taxes and annual audit. The Network completed these projects with Patricia Bechwidth, CPA, in Santa Cruz just as it had in 2013 and 2014. However, the Network staff did not prepare the taxes on its own as Emilyn Greene and the board had done prior to 2015. The board will continue to use Ms. Bechwidth for the annual audit and taxes in the future as her rates are very reasonable for a nonprofit of CSWN's size. All of our financial files are held electronically and physically at AYNPS's offices in Alameda with a back up copy at the Network's new office in San Francisco, behind the Excelsior Science Workshop.

In addition to moving the organization headquarters to San Francisco in January, the newly appointed Executive Director attended several training programs with CompassPoint in Oakland, CA, as well as, the Center for Excellence of NonProfits in Redwood City CA. Sol McKinney received training on bookkeeping, financial management, and fundraising and development, among other topics to grow a successful nonprofit. More so, he developed relationships with other organizations with successful fundraising programs for mentorship and to gain insight into best practices.

## Technology Infrastructure

The CSW Network integrated FUND EZ as its online donor software to track donations and funding sources. AYNPS is an authorized FUND EZ business user and has used this software for 20 years. It has an integrated accounting and fundraising function to holistically support nonprofit infrastructure. The description of the software is as follows: “Fundraising made easy. Get started right away with easy import features. Instantly improve relationships between your team and your constituents. Track campaigns, appeals, and sub-appeals. Print budgets by integrating to FUND E-Z Accounting – no double-work.”

This system integrates a funder database with campaign tracking and management, reporting, and general ledger integration. Donor information from the San Francisco sites, Mission and Excelsior, and the Sanger SAM Academy, was imported into this database. The CSW Network, as mentioned in the achievements of section one, started working on creating an outreach program to work with corporations to generate more donations, supporters, and volunteers for the member sites of the Network, which would be incorporated within the FUND EZ database.

1. Please detail any proposed adjustments to your stated objectives for this grant going forward.

The Network did not include a network-sponsored event in its fund development plan and opted to support site sponsored events through staff time and resources. Those who serve youth are more entrenched in their communities in order to make the “ask” as opposed to the Network making the “ask” at an event. It has been a challenge to “pitch” the CSW Network to prospective donors. CSWN staff have discovered that the “ask” is more effective when tied to specific programs in each community. For this reason, CSW Network staff have focused on empowering and training each site director and its designated development assistant staffpersons on a one-by-one basis to learn to identify and solicit local prospects.

In winter 2015 and spring 2016, Network staff participated in meetings with Mission Science and its advisory board to strategize for their 25th anniversary celebration/fundraising gala. The event is slated for fall of 2016. This event will take place at San Francisco City Hall, with a keynote speech from a city official (possibly the Mayor of SF), followed by a gala dinner and “ask.” The CSWN Executive Director held strategic meetings to discuss how to target local corporations for partnerships to increase exposure and donations from corporations and their employees, and gain an audience to invite to this anniversary gala.

2. Describe any highlights from this period including capabilities built or expanded.

Also in October, a comprehensive evaluation system was unveiled through a presentation by Dr. Peter Ellis of Community Crime Prevention Associates, based in Alameda, CA. Dr. Ellis provided site directors an orientation on the youth development outcomes that would be tracked

and analyzed as a result of CSW's program intervention in the lives of youth in each city. Sanger, Greenfield, Excelsior/SF, and Watsonville signed on to implement the youth/parent/staff surveys in Spanish and English to measure indicators of asset change/improvement in school programs, workshop open tinker hours, classroom field trips to the workshops, and Summer Camps. Surveys were disseminated and collected in January to assess first semester progress, and will be again in June (second semester) and September (after summer camps). Preliminary results of these 2015-16 academic year surveys will be made available in Winter 2016.

The four site directors involved in the assessment are particularly excited about having these results in hand in order to make a case for support to their local funding prospects. We are confident these results will encourage the remaining two directors to take on a formal evaluation process in 2017. At this time, they are focused on adding a fundraising component instead.

3. What challenges have you faced in connection with your project to date? How are you addressing them

An interim Executive Director assigned by the board, Paloma Garcia-Lopez, ran the organization part-time from July-December 2015. She is the board treasurer and was based in the East Bay. This represented a challenge in that the Santa Cruz office was no longer the "hub" for the organization and the staff there had no supervision. This issue was remedied by contracting a new accounting service, therefore eliminating the need for an administrative assistant. The Network Coordinator 2015-16 projects by the end of September in order to step into a new role as Development Director. The Alumni Documentation project and the Sign in Tablet System projects were the only two remaining tasks upon his return from paternity leave. Paloma and Bart met weekly in person and bi-weekly by phone to conduct the business of the organization. They focused mainly on executing the objectives of this capacity building grant, the new evaluation system, and providing training to the sites via statewide meetings and site visits. Finally, the Santa Cruz office was closed permanently in December when a new Executive Director was hired. The office's use was minimal as no workshops operate out of Santa Cruz.

Fortunately, the Network identified three strong candidates for the position of Executive Director. The finalist candidate was an internal hire so to speak. The new Executive Director of the Network (Sol McKinney) was the former site director of the Excelsior site in San Francisco and an alumnus of the program since 1997. He came on board four days a week (32 hours) as of January 4, 2016. Together, the Development Director and new Executive Director executed this capacity building project without interruption as Sol McKinney had been involved in the holiday solicitation process in San Francisco, attended the fund development workshop in June, and participated in the September and October site director meetings/orientations covering evaluation and fundraising efforts statewide. Further, he was involved in crafting updated project budgets for all programs and staff allocation of time in Mission and Excelsior workshops.

When he came on board, the Network continued to conduct regular meetings, driving to sites on a monthly basis, to meet with site directors. Rather than have another statewide meeting in January and March, taking site staff away from their work, the Network staff

went to the sites. Additional follow up was virtually, by phone, and in person, to provide technical assistance and address issues like hiring, fundraising, reviewing job postings, and more. This was a change in the original grant plan but it worked more effectively per site director's request.

Another major change occurred at the site level. The creation of an Associate Executive Director position in San Francisco has freed up Dan Sudran, founder of Mission Science and the CSW Network, to explore his new interests. He is still teaching but less involved in the daily administration of the sites and more engaged in expanding the model of the community science workshop. He has committed \$50,000 of his personal savings to explore a new workshop site in Salinas, CA. He has formed a committee with three site directors and identified members of the Salinas public library system, city government, and local schools (Alisal Union School District) to launch an expansion initiative. A kick-off event was held at the Cesar Chavez Library on April 18. Bart Evans, Network Development Director, was inspired by Dan's work and has left the Network to dedicate himself to this new initiative led by Dan Sudran. While it was a challenge for the Network to lose a staff person, the new Executive Director is optimistic that a fundraising consultant will be able to more effectively jump start the engine of grant writing while he focuses more closely on prospect development throughout the state.

The Salinas initiative has led the board to reconsider expansion as one of its priorities. Substantial work in the realm of fundraising and financial management infrastructure in year 1 of this grant from Bechtel Foundation. Most of the capacity building grant objectives have been met. A strategic planning meeting will take place July 17 in order to develop a new work plan for 2016-17 for the board and the staff of the organization.

#### 4. What progress have you made toward greater financial sustainability?

This fiscal year, the CSW Network did not make program grants to the sites as in prior years. Instead, the Network focused on providing guidance on fundraising, evaluation, and infrastructure to each site. The Network worked with each site director to help them identify a development assistant within their existing staff and/or carve out weekly hours in their own job description to focus on fundraising efforts. The transition from "program director" to "executive director" was fostered at each site. In order for the Network to be sustainable, its sites need to operation like nonprofit organizations led by an executive director that may teach classes at the workshop but makes sure to dedication adequate time to staff management, fiscal oversight, fundraising analysis and planning, solicitation, and evaluation. This has been a key transitional year for each site as the role of the site director changes.

Throughout the year, site directors reported their findings as they dug deeper into analyzing their funding sources and juxtaposing them against each project budget and specific deliverables. Site directors made key decisions in the Fall and Spring to implement their funding streams more efficiently, as well as, identify opportunities for greater success. Specifically:

- Sanger SAM Academy adopted a strategy of providing fee-for-service conferences for Migrant Education Mini-Corps Members twice a year, therefore, creating a new revenue stream. Sanger also secured \$50,000 to expand services to surrounding rural communities by deploying a mobile workshop in its first year, possibly establishing a second workshop in its second year (2017).
- Fresno adopted a model of raising some funds through a fiscal agent other than the city Parks & Recreation Department in order to fund additional staff time to serve more students. This allowed Fresno to re-open its second workshop site that had closed the year prior to due city restrictions on staff hours. The site director, Manuel Hernandez, retired from his post as Director of Parks and Recreation, and is dedicating his time to coaching the new directors at the Fresno workshops he established.
- Greenfield solicited \$20,000 from the city and was awarded the funds for general operating costs. This was a major boon for the organization and a first “ask” for the site director. He has worked to leverage this gift to raise additional funds in Spring 2016. Adding a fundraising component to his job description is new in this site but he finally realized it was necessary to get involved in order to diversify support.
- Watsonville has identified all of its funding streams and negotiated an execution and renewal plan with the city in order to expand its services and avoid over extension of the staff. Prior to the new director hired in March 2015, Jose Sandoval, the site was serving more schools than funds committed, therefore, always being understaffed. Prior site directors at this site were not involved in crafting the annual program budget or managing the revenue streams. Through a revenue analysis, Mr. Sandoval quickly adjusted the staff allocation per school contract and tied it to funding committed. He reduced his teaching time and increased his oversight of 22 staff members and all of its projects to make sure each program was adequately staffed and funded before agreeing to provide additional services. Adding a financial and fundraising management component to the site director’s job description was new at his site but welcomed by him and the city administration.
- San Francisco has promoted its Director of Administration to Associate Executive Director. Ziggy Kahn started as a grantwriter for Mission Science three years ago. In her second year, she assumed all fiscal oversight of the organization’s budget and program budgets. In her third year, she assumed human resources management. An effectively leader, she manages the overall operations of the organization at both Excelsior and Mission Science. Through her leadership, these San Francisco sites raised over \$13,000 in holiday campaign donations for the first time. They will make this an annual solicitation.

5. Do you have any feedback for the S.D. Bechtel, Jr. Foundation? How could we better help you and other grantees in building their capacity and sustainability? CSW Network’s Board President Dr. Jerry Valadez, Board Treasurer Paloma Garcia-Lopez, and Executive Director Sol McKinney, met with the Bechtel Foundation team in January 2016. This meeting proved very helpful and informative. Bechtel’s input reminded us to focus on capacity building efforts that truly met the unique nature of our organization. The offer to provide an additional \$50,000 in support for a particular need was very encouraging.

We are still crafting that “ask” as our initial request for development assistant salary in each site was not fitting for the foundation’s expectations. Instead, the CSW Network will solicit funds for consultant support of the new executive director.

Specifically, the new executive director needs coaching in his new role as well as support to develop the board of trustees into a more modern and effective governing body. So far, the CSW Network board is composed of 5 site directors and 4 statewide directors. The CSW Network is no longer bound by its charitable status to maintain this allocation of interested and “non-interested” parties. This presents an opportunity to grow the board in number and expertise. The new executive director is developing a list of prospective board and advisory board members. He has also interviewed three potential consultants who will support the organization in its further improvement of board effectiveness and executive directorship. The CSW Network is grateful for the encouragement and support of the Foundation to do this exploration of its upcoming infrastructure/capacity building needs.

### **FINANCIAL REPORT**

1. A detailed financial statement is attached.
2. Variance of more than 10% from the original budget is not applicable.
3. List of additional funding that was secured:
  - a. A 3 year pledge of \$50,000 a year was secured from the MaCready Family Foundation in Seattle, WA. This is a general donation geared to support the overall programs of the CSW Network and its sites. CSW Network is working to identify other donors who may be inspired by this gift to also make similar commitments.
  - b. Goldman Foundation increased its funding from \$10,000 operating support to \$15,000 this fiscal year. We are working to continue to improve this partnership.
  - c. The Driscoll Fund at the Community Foundation of Santa Cruz County renewed its award of \$10,000 to support programs in Greenfield. A successful completion of the Community Garden Project gained recognition from the foundation and the Driscoll Corporation committee further garnishing support for local programs.

All of these efforts have helped the Network be on better footing to manage its finances and steward fundraising efforts effectively. Thank you for your continued support.



CSW Network  
 Bechtel Project Expenses  
 Year-to-Date: 7/1/2015 - 5/31/2016

	Current Year Year-to-Date
Revenue	
Bechtel Foundation (FY15-16)	150,000
Revenue	150,000
Total Expenses	
Acting Executive Director	14,100
Executive Director	29,709
Development Dir/Outreach/Exp	29,745
Network Coordinator	3,200
Payroll Taxes/Workers Compensation	7,954
Fringe Benefits	9,528
Professional Fees	644
Site Director Release Time	7,203
Staff Development	775
Staff Travel Expenses	5,550
Program Materials	496
Meeting Expense	1,037
Meeting Exp- Board of Directors	2,949
Meeting Exp- Site Director Meetings	1,302
Small Equipment & Computer Supplies	86
Fundraising Software	1,588
Printing Expense	135
Postage Expense	317
Prof Fees: Accounting	15,525
Prof Fees: Audit & Tax Preparation	3,200
Prof Fees: Payroll Service Fees	1,127
Office Rental Expense	2,501
Insurance Expense	1,419
Computer Software & Equipment Supplies	2,424

Office Supplies	508
Telephone Expense	796
Taxes & Licenses	176
Interest Expense	10
Miscellaneous Expenses	50
Total Expenses	<hr/> 144,050
Balance Available for June 2016 Expenses	<hr/> <hr/> 5,950