



**Strong Nonprofits. Strong Communities.**

# **Description and Needs of Youth-Serving Organizations in the Southern San Joaquin Valley**

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*July 2007*

*Kate Henry, Executive Director,  
Fresno Nonprofit Advancement  
Council*

*With funding from the  
Walter S. Johnson Foundation  
and the  
Fresno Regional Foundation*

Fresno Nonprofit Advancement Council  
1752 L Street  
Fresno, CA 93721  
ph 559.264.1513

web: [www.fresnononprofits.com](http://www.fresnononprofits.com)  
e-mail: [kate@fresnononprofits.com](mailto:kate@fresnononprofits.com)

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e-mail: [kate@fresnononprofits.com](mailto:kate@fresnononprofits.com)

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We would also like to thank our community partners for their invaluable assistance in engaging the communities of the southern San Joaquin Valley: United Way of Merced County, Families of the Americas in Madera County, United Way of Kings County, United Way of Tulare County, and the Girl Scouts, Joshua Tree Council in Kern County.



# About the Fresno Nonprofit Advancement Council

## **Fresno Nonprofit Advancement Council** **Strong Nonprofits. Strong Communities.**

### Information, Education and Representation:

The Fresno Nonprofit Advancement Council operates a Nonprofit Resource Center with over 1,000 volumes and electronic resources available to the public. Included in the library are books on how to start a nonprofit organization, nonprofit management, grant writing, fundraising, marketing, personnel and volunteer management, and technology. We provide literature on resources available on the internet and "how-to's" on many nonprofit topics. Our electronic resources include a cooperating collection of the Foundation Center -- a database of grant-making foundations, searchable and up-to-date. We have DVD and video resources as well. FNAC has coordinated a list of the many nonprofit classes available in the Fresno/Clovis area so that community members may increase their nonprofit skills. This list is available on our website, at our resource center and at all branches of the Fresno County Library. The Fresno Nonprofit Advancement Council staff participates in several local collaboratives and councils to represent the interests of the nonprofit sector. As a membership organization, we listen to the concerns of our members and help to provide this perspective to others, especially in the public and private sectors. Moreover, we are members of statewide organizations including the California Association of Nonprofits and California Management Assistance Partnership.

[www.fresnononprofits.com](http://www.fresnononprofits.com)



# About the Project Funders

## Walter S. Johnson Foundation

Walter S. Johnson was born in East Saginaw, Michigan, in 1884. He moved west while still a youngster, ultimately settling in San Francisco, and graduated from the University of California law school in 1914. In 1927, he founded the American Box Corporation, which later became the American Forest Products Corporation, and served as its president for more than forty years. Walter Johnson received considerable public notice in 1959 with his lead gift to the city of San Francisco for the reconstruction of the Palace of Fine Arts. The Palace remained an enduring interest throughout his life.

Mr. Johnson gave to many San Francisco institutions and served on many nonprofit boards. As an ongoing legacy, the Foundation continues to make general support grants to many of the same organizations that Mr. Johnson supported during his lifetime.

The Walter S. Johnson Foundation's grants reflect two main goals: ensuring the well-being of children and youth; and strengthening public education. By doing so, they aim to assist young people in their transition to adulthood.

[www.wsjf.org](http://www.wsjf.org)

## Fresno Regional Foundation

Established in 1966, the Fresno Regional Foundation, as a nonprofit community foundation, provides unique opportunities for individual donors, families, businesses, and other foundations to invest in programs that address a wide spectrum of economic, social, educational, cultural and environmental needs. With more than 125 donor advised funds, as well as field of interest funds, designated funds, scholarship and unrestricted funds, Fresno Regional Foundation is the trusted steward of charitable giving in the region. The Foundation's commitment to serving youth and the community is reflected in their mission: To improve the quality of life in our community through philanthropy.

<http://www.fresnoregfoundation.org/>



# Executive Summary

## Introduction

Through this assessment, we identified the priorities and needs of responding youth-service agencies and the effect regional demographics have on those priorities. We have compiled the participant data into a results summary that includes quantitative and qualitative information that illustrates the true picture and issues facing organizations in the region. This study of youth-serving organizations can serve the additional purpose of helping funders and community members gain insight into the needs of these organizations so that they, too, can respond to those needs.

## Goals of the Study

- Define the Needs of Youth-serving Organizations - In the process of helping youth-serving nonprofits define their needs, the FNAC will be better able to provide assistance to them on issues of capacity building and funding.
- Build Community - The youth-serving nonprofits of the southern San Joaquin will benefit from contact with similar organizations to create cooperation and collaboration, from contact with FNAC for management support, and by having their voices included in the collection of data.
- Increase Knowledge about FNAC - The FNAC will gain a higher profile in the communities served, open new opportunities for service to nonprofits and have more information on which to base advocacy efforts in the future.
- Increase the Reach of FNAC - The FNAC will increase membership, thereby becoming a more inclusive organization more able to garner community support.
- Provide a Resource to Funders and Agencies - To generate a report that assists the communities served through raised awareness of needs and capabilities. This heightened awareness and information will in turn assist all stakeholders in creating plans for change.

## **Background**

In studying the youth-serving organizations of the region it is important to view them in the context of their environment. Economics, geography and culture influence the needs and access of these programs. The southern San Joaquin Valley has a young population, with 30% under the age of 18, is home to areas of dense poverty and has low educational achievement rates. This area is home to many immigrant families as well and language barriers and low employment rates for youth are continuing challenges for these organizations.

## **Methodology**

A list of 299 organizations was compiled from a variety of sources, including internet databases, other nonprofit organizations and community partners. All of these organizations were invited to participate in a web-based survey on technical assistance needs. The list was further broken down and organization representatives were invited to attend focus groups in their county. Select organizations were also invited to provide feedback through one on one interviews. In combination, a total of 84 agencies participated in this assessment.

## **Results**

### *Technical Assistance Needs:*

- 64 % of the organizations that participated identified fundraising as a top training or consulting need for their organization.
- 33% of the organizations that participated identified Board Development as a top training or consulting need for their organization.
- 28% of the organizations that participated identified Program Evaluation as a top training or consulting need for their organization.

### *Access to Resources:*

- 45 % of the organizations that participated identified cost as a top reason they had not engaged in more training or consulting.
- 33% of organization reported having no budget (\$0 dollars) for professional development or training. This ranged from 50% in Fresno and Merced counties to 10% in Kern County.
- 15 % of the organizations that participated identified lack of resources nearby (within their region) as the top reason they had not engaged in

more training or consulting.

- When interviewed, most organizations reported that the geographic makeup of the county played a significant role in their ability to serve youth and in their access to resources.

#### *Community Building and Increased Knowledge of FNAC:*

- In every focus group, without exception, the participants expressed a need to organize the youth-serving program community, and although many had not met before the meeting, they willingly exchanged contact information with each other.
- Although many organizations provided services in the same community, they were often unaware of the activities of other programs.
- Most of the participating organizations in Fresno County had some knowledge of the Fresno Nonprofit Advancement Council before participating in the study.
- Most of the participating organizations outside of Fresno County had little or no knowledge of the Fresno Nonprofit Advancement Council before participating in the study.
- All organizations contacted were provided with extensive information regarding the services available through FNAC. In addition, all participants were offered a scholarship for a one year membership in the FNAC in order to provide continued benefits and contact with the organizations.

#### *Organizational Characteristics:*

- 31% of the organizations that participated had annual budgets of less than \$100,000.
- 34% of the organizations that participated had annual budgets of between \$100,000 and \$499,999.
- 16% of the organizations that participated had no paid staff.
- 58% of the organizations that participated had executive directors who had been on the job fewer than 5 years.
- 49% of the organizations reported that they had no budget for staff development or training.

## **Conclusions and Recommendations:**

### **Technical Assistance Needs:**

Fundraising. Youth-serving nonprofits need assistance in developing comprehensive funding plans that include diverse revenue streams and that include budgeting for staff development.

Individualized Planning. Due to the great variety of size of the organizations, developmental stage, and geographic location, those offering assistance will need to provide individualized plans for topic areas such as board development, program evaluation and leadership training.

### **Access to Technical Assistance:**

The two main issues for access to TA in this region are distance and cost. The further development of internet training and awareness of that training is one approach that could address the problem of distance but should include some mentoring or coaching to help the organization tailor the information to their situation. With regard to costs, nonprofits should be encouraged to budget some funds for staff training and providers and nonprofits should seek sponsors and scholarships to fund needed assistance.

### **Community Building and Increased Awareness of FNAC:**

In studying the youth-serving organizations of the region, three areas of interest emerged. First, the need to engage nonprofits by using a relationship approach. In the process of the study it was found that organizations were more likely to participate if invited by someone with whom they had an established relationship. Second, the nonprofits expressed need to organize coalitions for the purposes of sector strength and advocacy. Organizations should be provided assistance in creating coalitions and collaborating to address community challenges. Last, utilizing the FNAC in community building by positioning the Council as a hub for the local sector. The FNAC should continue to assist organizations in creating collaboratives and in informing the NPOs of best practices as well as building membership to strengthen the sector.

### **Organizational Characteristics:**

Overall the youth serving organizations of this region are small, localized programs working with at-risk youth populations. Many have been long established groups, but often have Executive Directors who have less than five years experience in the position. Most have little or no funds allocated for staff development.

# Description and Needs of Youth-Serving Organizations in Southern San Joaquin Valley

## Goals

In spring 2007, the Fresno Nonprofit Advancement Council, with the generous support of the Walter S. Johnson Foundation and the Fresno Regional Foundation, conducted a needs assessment of youth-serving organizations in six southern San Joaquin counties: Kings, Tulare, Fresno, Madera, Merced and Kern Counties. The goals of this assessment were to gather information on youth-serving organizations in the region with the following intended results:

- *Define the Needs of Youth-serving Organizations* - In the process of helping youth-serving nonprofits define their needs, the FNAC will be better able to provide assistance to them on issues of capacity building and funding.
- *Build Community* - The youth-serving nonprofits of the southern San Joaquin will benefit from contact with similar organizations to create cooperation and collaboration, from contact with FNAC for management support, and by having their voices included in the collection of data.
- *Increase Knowledge about FNAC* - The FNAC will gain a higher profile in the communities served, open new opportunities for service to nonprofits, and have more information on which to base advocacy efforts in the future. Because the project will gather information on the needs of the nonprofits, the FNAC will be better able to represent those needs (as expressed and defined) in meetings with other regional partners, members of the public sector and of the private sector.
- *Increase the Reach of FNAC* - The FNAC will increase membership, thereby becoming a more inclusive organization more able to garner community support.
- *Provide a Resource to Funders and Agencies* - To generate a report that assists the communities served through raised awareness of needs and capabilities. This heightened awareness and information will in turn assist all stakeholders in creating plans for change.

It is hoped that a clearer picture of youth-serving nonprofits, their technical assistance needs, and the particular region in which they work will emerge so that those who provide technical assistance can bring needed tools and training to those organizations.

## **Background**

On average 29.8% of residents in the southern San Joaquin Valley are under the age of 18. This area, characterized by rich agricultural land, scenic national parks and urbanized areas, is also home to much of the poverty and low educational achievement rates in California. School districts in the region have recently reported that only 50% of those who attend high school will graduate. In most counties, 30.6% of people under the age of 18 live below the poverty rate. Issues of language and culture as well as youth unemployment make success difficult for teenagers in this area. Finally, the issue of geography plays a large part in the challenges faced by youth and those who serve them.

In understanding the needs of the nonprofit organizations who serve youth in southern San Joaquin Valley, it is important to know that there is a structure of service delivery within the counties. In general, the public sector in many regions is the first provider for low income youth who need low cost or free services. Schools may offer after-school programs, assistance for families and health and mental health programs. Also within the public sector are the programs run by city and county departments of recreation or the parks system. During non-school hours these programs may serve many young people.

Next, there are a variety of faith-based youth programs, sometimes serving only members of that particular church, but often running community programs in neighborhoods of need. Finally, there are nonprofit organizations, often in conjunction with churches that run a variety of programs to promote youth development.

Each type of program relies on a different source of support (public, private, etc.), but generally the support is from that local community. The resources of the community are most often dependent on the size on the town or city: the smaller the town is the smaller the tax base, with fewer income earners who can provide donations and fewer businesses available to give in-kind or regular sponsorship.

Following are some of the striking characteristics of this region:

- The southern San Joaquin region is large – the six counties studied cover 26,000 square miles.
- It features only two large urban areas – Fresno and Bakersfield. Four of the six counties had several small urbanized centers and no single centralized urban area.
- There is a large youth population – approximately 30% of the population is under age 18
- The poverty rate is high (on average 35%), resulting in a high rate of at-risk youth and a need to provide services at no cost to youth
- There is a mix of towns and agricultural land in these counties. The small towns (under 10,000 in population) cannot support needed services such as frequent public transportation, hospitals, and extra-curricular activities for children or family support systems for those with at-risk youth.

All of these factors together converge to create an especially challenging environment in which to deliver services and to build a sustainable organization. In the results section, we will discuss some of the other factors that emerged from the needs assessment as challenges to the service delivery and capacity building of the region's youth-serving organizations.

## **Methodology**

A list of youth-serving organizations was compiled from local agencies, websites, internet searches and the *Guidestar* database. A nonprofit organization currently serving youth or the nonprofit sector was identified as a community partner in each of the six counties, with the Fresno Nonprofit Advancement Council serving in this capacity in Fresno County. In consultation with CompassPoint Nonprofit Services, FNAC worked with these community partners to gather contact information on youth organizations in the region. The community partners also assisted FNAC in making contact with these organizations and by providing input about their community's unique needs and assets. The completed list contained 299 organizations; email addresses were obtained for about half of these agencies.

### **Survey**

A web-based survey was developed and administered using the email addresses gathered. 152 organizations were invited to participate through an email invitation from FNAC. In addition, 147 paper surveys were sent to the remaining

organizations for which we had no email addresses. Each regular mailing contained an invitation to participate in the survey, information on the Fresno Nonprofit Advancement Council as a local resource, and a self-addressed stamped envelope in which to return the survey. Additionally, as an incentive to complete the survey, free membership to the FNAC was offered to each of the 299 organizations.

Of the 152 emailed invitations, only 10 organizations responded and completed the survey. This low response was disappointing, but understandable in the context of the agencies receiving the email survey. Prior to this needs assessment, most of the agencies outside of the Fresno area had little knowledge of the Fresno Nonprofit Advancement Council, so receiving an email survey from this then-unknown source may have deterred response from many. (Because the 10 who did respond had an established relationship with FNAC, this seems a reasonable contributing factor.) Also, email Spam blockers may have filtered out the FNAC email from potential respondents' mailboxes. Last, there is the constraint of time: some just may not have had the time to complete the survey.

Of the 147 paper surveys, 42 surveys were completed. An additional 31 surveys were completed in personal contacts with organizations. Community partners were used to make contact with organizations. Through these various methods combined, a total of 84 surveys out of 299 were completed. This equals a 28% return rate, a reasonable number for the purpose of this assessment, although not a truly scientific sample. Please see appendix B for a copy of the survey questions.

### **Focus Groups**

In addition to the survey, respondents were invited to take part in local focus groups and individual interviews. This contact served two purposes: to gather information on technical assistance needs – digging deeper into the needs identified in the survey – and to introduce the resources available to organizations through the Fresno Nonprofit Advancement Council. By exchanging information in this way and making personal contact with the youth-serving leaders, the potential capacity of both parties was increased.

Two focus groups were conducted in the 4 largest counties and one focus group was conducted in each of the two smaller counties (Madera and Kings). The following table provides detail on focus group participation by county.

<b>Focus Group Participation</b>	
<i>County:</i>	<i>Participants:</i>
Merced	8
Madera	9
Fresno	28
Kings	8
Tulare	10
Kern	14

In the focus group discussions, organizations were asked to speak about what kinds of training or consulting they feel their organizations need to build capacity as well as what barriers they saw to accessing that assistance. They were also asked to give a description of the issues facing their served populations, and therefore, the organization. Please see appendix B for a copy of the questions used in the focus groups.

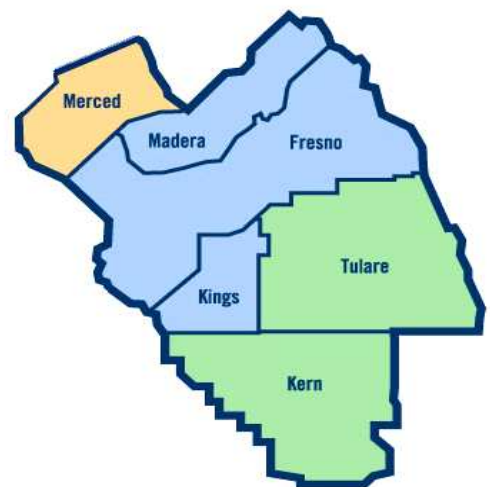
### **Interviews**

Because of issues of distance or of time constraints some information was gathered by individual interviews. When ever possible these interviews were conducted in person, but occasionally a phone interview was utilized. For consistency, the participant was asked the same set of questions as those who attended the focus groups.

## **Results Emerging from Assessment Activities**

This section reports the results of the needs assessment information gathered from the survey, focus groups and interviews. The graphs in this section include data from 84 organizations across all Southern San Joaquin Counties: Merced, Madera, Fresno, Kings, Tulare, and Kern.

This section is contains an overview of the needs of southern San Joaquin Valley youth organizations, including information on all six counties combined. Appendix A contains information on each individual county, independent of the others and detailing that county's unique features.



## **Regional Factors Impacting Service Delivery to Southern San Joaquin Valley Youth Organizations**

Evident in the information gathered from the youth-serving organizations is the fact that geography and demographics are a determining factor in an organization's ability to access and utilize resources and technical assistance and to deliver its services. Two of the most influential factors are the size of a county and its population density.

The region is largely a mix of small towns and agricultural land. Many of the areas are remote and rural. Most of the small towns (under 10,000 in population) cannot provide adequate public transportation, hospitals, and, as pertinent to this assessment, extracurricular activities for children or family support systems for at-risk youth. Comments from assessment participants include:

*"Our county has a void in the middle, there's no central town or place to organize around."*

*"In this county the towns are really small, so finding businesses or people who will sponsor your program is tough."*

*"We really struggle to keep programs going in the small communities; there just aren't enough people and resources. Sustainability is a big issue."*

Agriculture, tourism, and weather also impact many organizations' ability to serve the youth population. Low-income and at-risk youth in the Central Valley are often deeply involved in agriculture to help support their families; older children may be kept home from school to work in the fields. Weather conditions may affect the amount of work a family is able to do and therefore the income of the family. In the eastern part of the counties where tourism and national parks may provide jobs, this, too, is affected by the season and weather conditions. One organization reported that during the high tourist season, when the youth are out of school for the summer, many parents work twelve hour shifts and are not available to supervise their teenagers.

In essence, the geography, demographics, and economic makeup of the region result in a challenging environment for those attempting to provide services to youth and to build their capacity to better serve these youth. Particular constraints include the following factors:

- Difficulty in transporting youth to participate in programs
- Poverty levels that do not allow programs to charge fees for service to low income clients

- Low availability of funding and capacity building resources in rural areas
- Significant distance needed to travel to engage in training
- Prohibitive amount of time needed to travel to engage in training
- Lack of collaboration between programs, sometimes caused by distance between programs
- Large service area and little to no funds to travel away from the program site

For those in the two counties with an urban center (Fresno and Kern), resources are more geographically available. However, as population centers grow, the programs face new challenges with high school graduation rates at 50%, and crime and gang affiliation rates on the rise. For the programs in these areas, resource development, collaboration and new ways of attracting and engaging youth are crucial. As expected, they are less dependent on weather and distance issues. Both areas have public transportation, universities, community colleges and vocational schools as resources. Collaboration between organizations is a need, however, because many provide similar or overlapping services and compete for grants and donors. Training and consultants are available within a reasonable travel distance, but most programs do not have funds allocated to pay for such services.

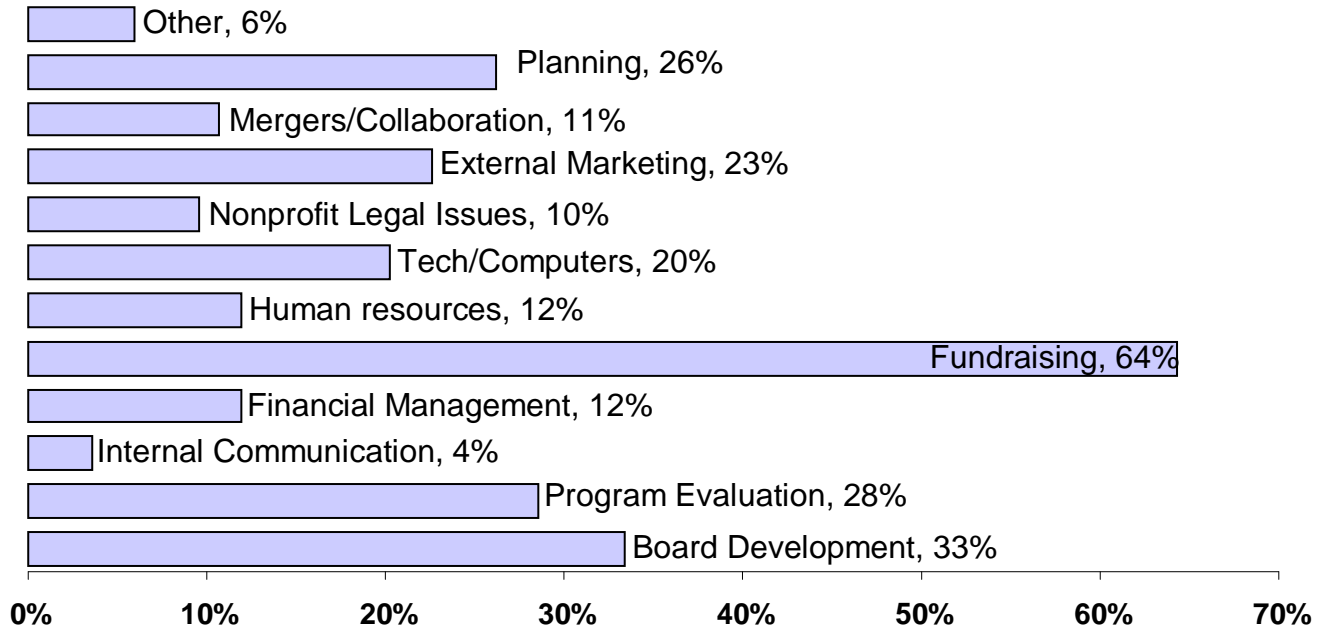
For those who would provide training and consulting it will be of primary importance that they are culturally competent, not only in the areas of race and ethnicity, but also in the culture of the region they are engaging, with a thorough understanding of the geographical implications of that region.

It should be said that the programs surveyed reported that they would engage in training, utilize consultants and welcome any assistance to improve their nonprofit practice, if the barriers of cost and distance could be overcome.

### **General Technical Assistance Needs**

Survey results indicate a broad range of nonprofit management needs among responding youth-serving organizations. However, when asked for their top three areas of need the following content areas emerged: fundraising (selected by 64% of respondents), board development (selected by 33%) and program evaluation was selected by 28%.

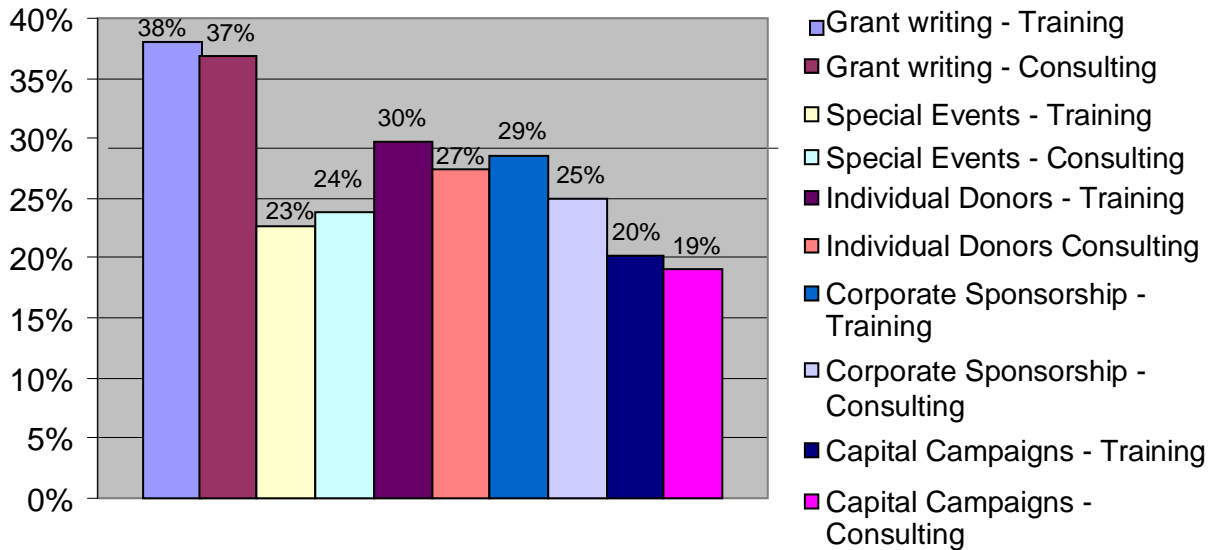
### Top Content Areas of Interest for Capacity Building (by Percentage):



In looking at the responses of individual organizations, as expected, needs varied according to the developmental stage of the organization. Those with grassroots operations, new executive directors and small budgets tended to identify funding and money related issues as primary and then more structural needs such as board development and planning to increase the impact and stability of the organization. In larger organizations funding was still primary but they expressed interest in training in topics such as evaluations and marketing, perhaps driven by the RFP and contracting process.

With regard to fundraising, many programs reported that they looked to only local resources for funding and relied heavily on small grants and donations. They had concerns that they could not attract funding from foundations or donors outside of their local community or in some cases had not considered requesting such funds. Because most of the organizations are at a grassroots level, they have not made funding for staff development, long term savings or investment a part of their annual budgets, stating that the money they do have "should go to the kids" (for direct service costs).

### Fundraising T.A. Needs (by Percentage):



Some of the participant comments regarding fundraising follow.

*"We would like to get more grants and do fundraising but it is so much work, and we don't really know what works."*

*"I'd like to see more on fundraising. To show so strategies ... if we show more collaboration, can we get funding so that we are not competing for the same grants."*

*"We need help finding funds; there just aren't enough people here to go to for donations."*

*"We work with really at-risk youth, at Juvenile Hall, on life skills and anger management and health issues. We don't have any funding for our program; we just volunteer our time as part of our larger program."*

*"We are part of a larger national organization and a lot of the money raised goes to our regional headquarters in Fresno. We have thought of just starting our own program but we don't know if that is a good idea."*

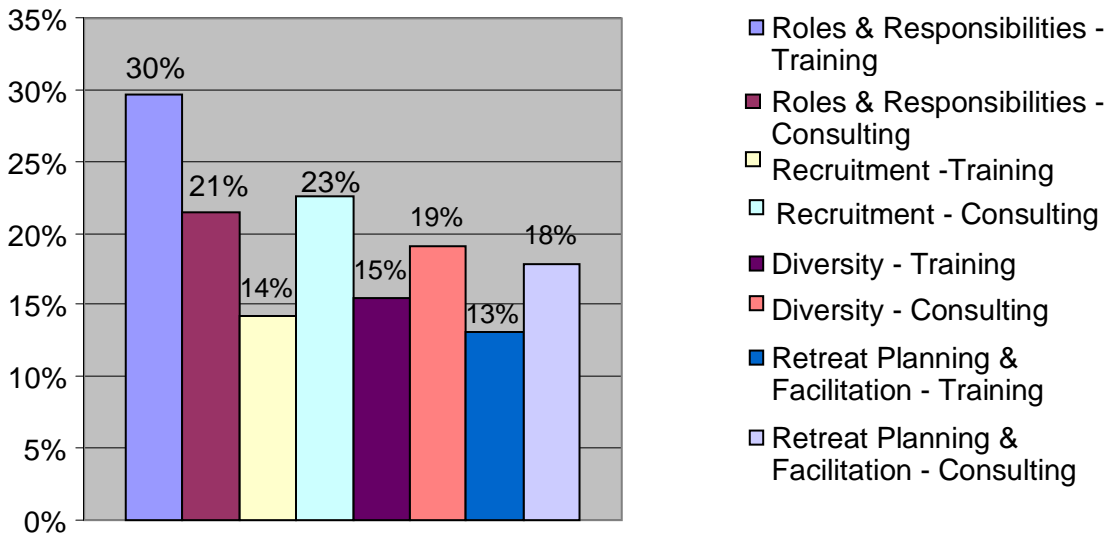
*"We need help with financial planning, we have very little funding so we need help figuring out how to best use what we have."*

In terms of board development, concerns about attracting board members to serve and, particularly, to fundraise were identified as an issue. Staff members also expressed a need to have board members trained on their role and responsibilities in the organizational structure.

*"We need help in Board Development. Our board members serve on so many boards that they are pulled in different directions. There aren't enough board members to go around."*

*"Organizations need planning grants to inform board members to what the organization is doing, otherwise misinformation stops progress"*

**Board Development T.A. Needs (by Percentage):**

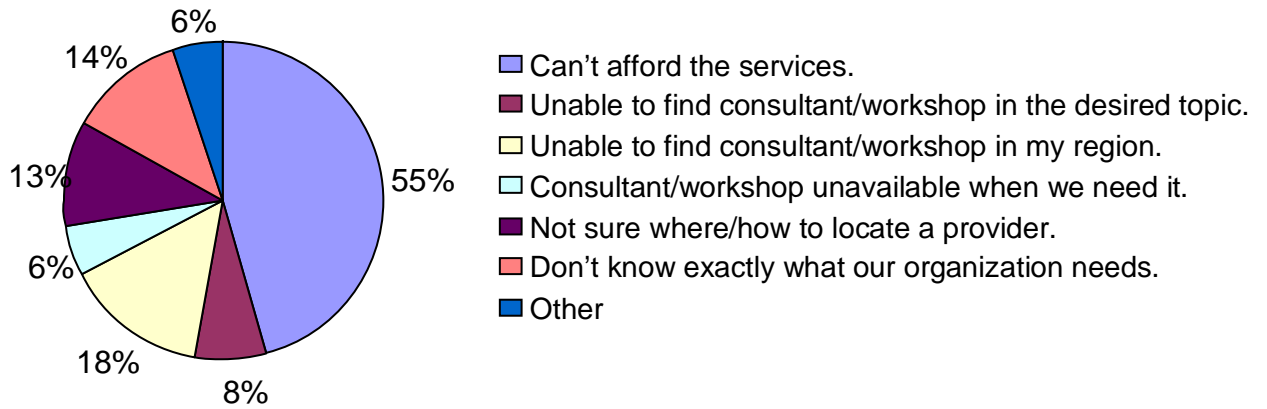


Program evaluation was identified by some of the larger organizations as a result of seeking grants that require this as a component of an RFP. Participants reported confusion at times about what evaluation is, what is expected in this area, how it should be structured, whether someone outside the organization should do the evaluation and where to find such resources at a low cost.

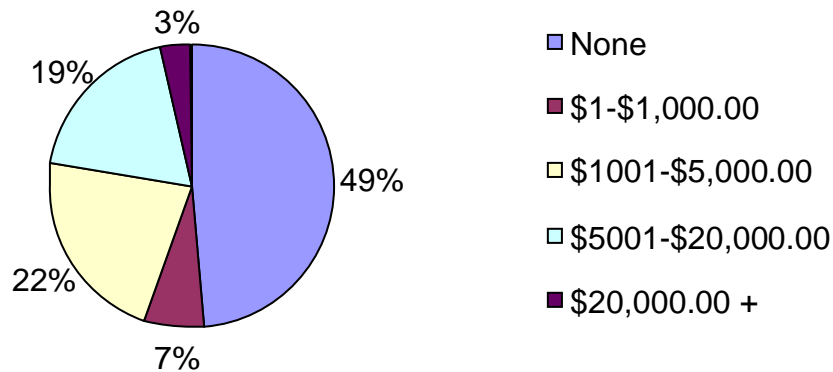
**Access to Technical Assistance**

When the participating organizations reported on their access to technical assistance the main issue was very clear: little or no funding. Many operate without any funds for training or consultants to provide assistance. Notable too is the need for TA within a close geographic area to the organizations. This need is related to funding as well because the cost of traveling to another town or out of the county is prohibitive for most organizations. Time to travel and attend training is another important cost expressed by the participants.

**Top Barriers to Accessing Technical Assistance (by Percentage):**



**Staff Budget for Professional Development**



Comments from participants further support these findings:

*"The families we serve are really needy, if we do something for the kids we have to pay the costs, so we can't spend anything on training, it all has to go to the kids."*

*"It's hard to find consultants in unique situations."*

*"We are starving for training"*

*"It's too far to go to Fresno for training"*

### **Percentage of respondents expressing best time of day for attending workshops:**

Anytime during the day	34%
Weekday mornings	21%
Weekday afternoons	18%
Weekend mornings	18%
Weekend afternoons	6%
Other	4%

### **Community Building and Increased Knowledge of FNAC**

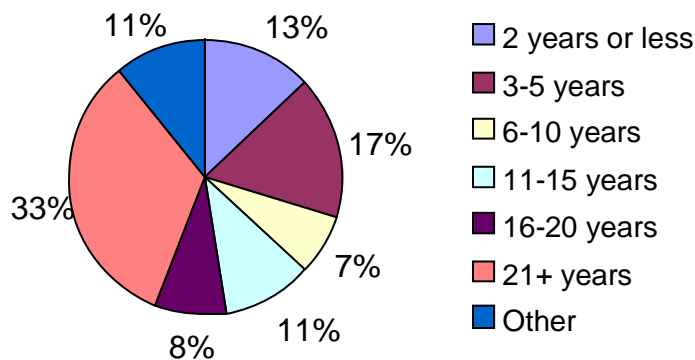
In studying the youth-serving organizations of the region, three areas of interest emerged:

1. The need to engage nonprofits by using a relationship approach. In the process of the study it was found that organizations were more likely to participate if invited by someone with whom they had an established relationship. By working closely with organizations in the community who invited participants and often hosted focus groups, participating nonprofits were more willing and ever eager to invest the time answer questions and discuss issues. In the process of bring these groups together they often reported enjoying the contact with other youth-serving organizations and exchanged contact information for future collaboration. Though informal, this beginning step in community building was a pleasant secondary gain of the process of the study.
2. Agencies expressed the need to organize coalitions for the purposes of sector strength and advocacy. It was suggested that funding for a part-time coordinator, who could identify stakeholders, make contacts, maintain a database, send reminder e-mails and facilitate meetings, would help a great deal in bringing the programs together. Further, all participants discussed a need to collaborate and create a community of like programs for the purpose of solving problems, seeking funding and strengthening advocacy.
3. During the process of this study the FNAC was able to build relationships with a wider scope of organizations. Many of the organizations became members of the FNAC network and will therefore continue to learn more about nonprofit management resources and gain more exposure to other groups in their community and in the region.

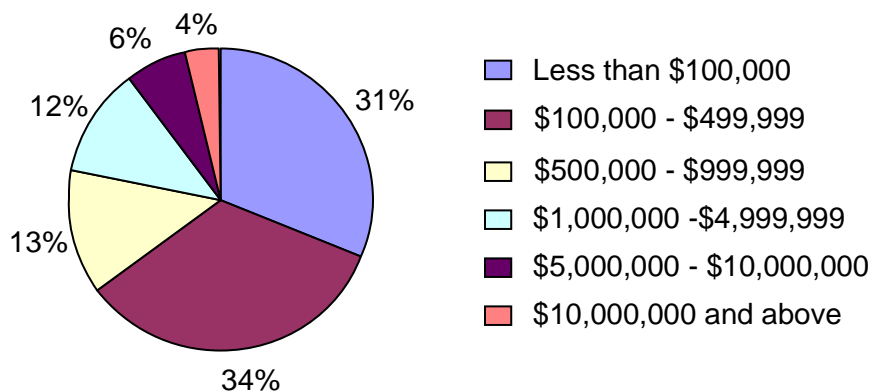
### Characteristics of the Region's Youth-serving Organizations

Many organizations that participated in the study have been established for many years: 41% have been in existence for 16 years or more. But at the same time, 30% reported being in existence for five years or less. 34% percent report budgets of \$500,000 or less, and 31% of respondents report budgets under \$100,000. Furthermore, we are aware that many of those with larger budgets are affiliates of large national organizations and reported the total budget of the parent organization rather than what is spent locally. 49% of the organizations had no money budgeted for staff development with an additional 7% reporting \$1,000 or less in their budget for training. This information indicates that the majority of the studied organizations are smaller, community-based groups with limited resources. While the organizations could definitely benefit from technical assistance, staff development is largely inaccessible due to lack of funds.

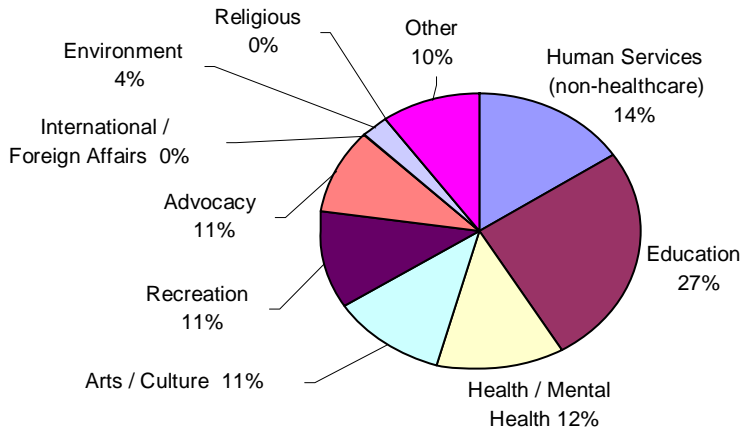
#### Age of Organization in Years:



#### Organization's Operating Budget:

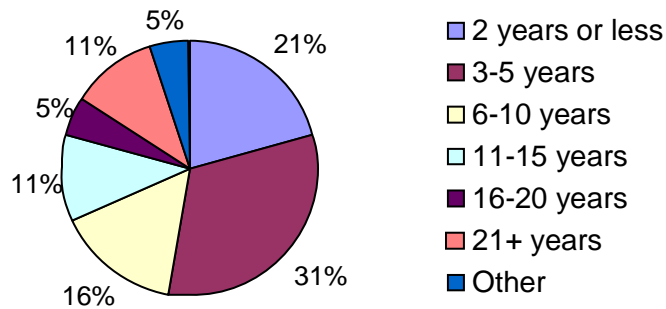


## Primary Activity of the Youth-Serving Organizations



With regard to staff development, it is significant to note that 52% of the organizations reported that the current executive director had been on the job less than 5 years, and 58% reported that the executive director was a first time director. Leadership training and affinity groups may be useful to assist these executive directors who are relatively new in their positions.

## Duration Current ED has been on the job:



## Status of the Executive Director:

- ED is the Founding ED: 31%
- ED is a first-time ED: 58%

# Conclusions and Recommendations

## Technical Assistance Needs- Addressing Identified Needs:

### Fundraising: Creating Funding Plans

Each county in the study has unique challenges and resources. Many organizations reported in the focus groups and interviews that attracting money was their greatest need; therefore fundraising was a top priority. But many of the participants also reported that they had limited the prospects for funding their activities from grants, donations and resources in the local area. Many noted that once wage-earners have paid taxes and tithed to their community church or faith based organization that there is not much left for donations to the nonprofit organizations. Many organizations need assistance in telling their unique story to stakeholders in order to attract support and funding.

Recommendation: Offer training in the creation of comprehensive funding/resource plans. Many organizations need assistance in developing a frame work that includes utilization of many different resources (volunteers, in-kind donations, collaboration, co-location and mergers, creative solutions *and* grants and donations. Help nonprofit organizations to expand their vision of how to pay for activities and expand their vision beyond the local area in prospecting for funding. Offer training to organizations, in particularly grassroots organizations, in identifying their strengths and weaknesses, crafting a message and representing themselves to the public, to donors and to funders. Training in the use of the internet for marketing is especially needed. Included in the funding plan attention to budgeting for staff development and training will help to improve organizations skill level.

### Technical Assistance-Individualized Plans

For programs in more urban areas such as Fresno and Bakersfield, most organizations expressed a need for training or consulting that was of a more advanced level than what local resources could provide. For those programs in less urban areas and in rural areas, there was an expressed need for basic training and consulting in the areas of financial management, fundraising, marketing and volunteer management. Many organizations are in need of low-cost or free assistance, with little or no budget for staff development.

- Recommendation: When planning to provide service to these organizations, MSOs need to tailor their activities to the unique needs of the region and be aware of the ability of the organization to engage

in training or consulting. Consider ways to offer free or low cost service and take the services to the community due to distance issues. Address cultural competency of services – use as a way to better tailor services, reach providers and their constituents, understand how to serve them, especially considering that 5 of 6 counties in this study serve largely Latino populations.

## Access to Technical Assistance

### *Improved Access to Technical Assistance: Geography determines access*

During discussions in focus groups participants provided many examples of the challenges caused by the size of the community and related distances between towns and resources. They reported that geography is a determining factor in the ability of the programs to serve youth, with very large counties and few urban centers. However, it is also an issue for those seeking training and skill improvement because most training may be a relatively long distance away.

Recommendation: In addressing the issues of distance, time and cost when bring training and increased skill levels to organizations MSOs and funders can offer help in a variety of ways.

For organizations with internet access, an increased awareness of distance learning (online classes and information) is needed or a system of itinerant trainers should be developed to assist these communities. With systems of distance learning it will be important to offer personal contact as well, due to the relational nature of the communities. One option would be to direct organizational staff to e-learning resources but include a mentoring or coaching service. A mentor/coach could check in on a regular basis, even by phone, and discuss the information learned and how to apply it to that particular organizations needs.

MSOs should provide improved websites and/or offer annotated directory of web resources. These web resources have valuable information on topics of nonprofit management but MSOs should work to increase awareness of the resources within the nonprofit sector in the region.

Finally, to ameliorate cost concerns with regard to training MSOs can assist organizations budgeting for staff development, seeking scholarships and sponsors from foundations and the private sector for staff members to engage in learning experiences and MSOs themselves can offer training that is sponsored by a third party.

## Community Building and Increased Knowledge of FNAC

### *Community Engagement-Building Relationships*

As experienced by the FNAC during the data gathering phase of this study, engaging the NPOs requires a relationship approach. The nonprofits of the region reported that they are stretched very thin and staff has very little time to participate in research such as surveys and meetings. Therefore, when engaging these organizations, it is very important to use a relational model whenever possible. For this study the community partners (those in each county with established relationships with the NPOs) proved to be invaluable resources, and when they extended the invitation to attend a discussion group a better response was seen. This may be because the community partner was local and because the invitee often knew them.

Recommendation: For data collection it is better to approach agencies through a known contact (e.g., community group), rather than “cold call”. Having an understanding of the unique culture of the town or geographic area is vital in engaging the organization. MSOs should foster a continued relationship with the community contact, utilizing them as a partner to disseminate technical assistance information, hosting capacity building workshops, convening groups, etc.

### *Community Organizing and Advocacy*

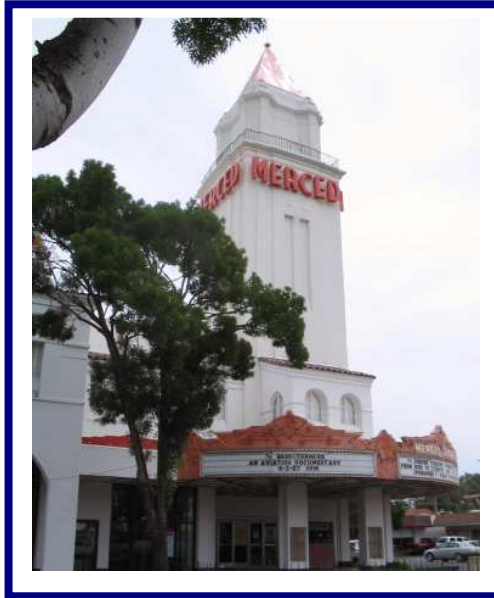
There is a great need for the youth-serving organizations to receive assistance with collaboration and community organizing (partnerships). In two communities, Kern County and Kings County, it was suggested that funding for a coordinator (a few hours a week) -- who could identify stakeholders, make contacts, maintain a database, send reminder e-mails and facilitate meetings, would help a great deal in bringing the programs together. Though not as concrete a plan was expressed in the other counties, all participants discussed a need to collaborate and create a community of like programs for the purpose of solving problems, seeking funding and strengthening advocacy. One challenge which was not unique and was voiced by programs in every county was the need for solutions to deal with limited transportation resources for both the youth served and the programs that serve them. Many programs in rural areas are unable to engage clients because the youth cannot travel to a central location and there is little or no public transportation.

Recommendation: Organizations should be offered assistance in the area of community organizing and advocacy. They have identified the need and willingness to engage, but lack the time and skills to participate in such activity. The FNAC can provide some assistance in this regard, however there is a great deal of need over a large geographic area and other organizations are needed at this time to provide this assistance. These advocacy activities could be used to address many needs in their community such as co-location of services and transportation improvement and to develop an increased awareness within the public sector and in the foundation community about how very challenging these issues are to the service provider, in order to prioritize funding.

The FNAC should continue to offer organizations representation, education and information in the region and expand this assistance as FNAC capacity builds. The FNAC should explore creating programs that utilize the internet to reach rural communities to keep them informed of nonprofit issues and information and collaborate with other MSOs to provide assistance.

## Appendix A - County Snapshots

### MERCED COUNTY



#### Snapshot:

Merced County is the most northern county in the study and has an estimated 241,706 residents. There were 63,815 households with an average household size of 3.09 and an average family size of 3.59. Merced County is geographically the second smallest county in the study with 1,929 square miles.

In Merced County, the population is young, with 32.60% under the age of 18. The median income for a household in the county is \$36,709 and the median income for a family is \$38,009. Men have a median income of \$31,721 as opposed to women with \$23,911. The per capita income for Merced County is \$14,257. An estimated 16.90% of families and 21.70% of the population live below the poverty line, including 28.40% of those under the age of 18.

The racial makeup of Merced County is 50.2 % Hispanic or Latino, 37.6 % White, 4.1% African-American, 6.7% Asian, 1.6% Native American, 0.2% Pacific Islander. Persons reporting two or more races are 2.1 %. Of the languages reported, 55.1% reported English as their first language, 35.3% Spanish, 3.2% Hmong, 2.9 Portuguese and 1.0% Panjabi.

## Youth-Serving Organizations:

The estimated number of youth-serving organizations in Merced County is 26 (from *Guidestar* database and FNAC community partners) and 13 organizations participated in the study. The participating organizations reported several challenges that youth face in the county, including a lack of adequate public transportation in order to engage in services and programs, intergenerational drug use and gang involvement, a rising rate of second pregnancy among teenage girls, and a lack of interaction (and therefore apprehension of ) college programs.

- 50% of the organizations that participated had annual budgets of \$100,000 to \$499,999.
- 12.5% of the organizations that participated had no paid staff.
- 87.5% of the organizations that participated had one or more paid staff.
- One large organization reported having 250 paid, full-time staff and 40 paid part-time staff. Of the remaining organizations, the average number of staff was 5 full time and 3.7 part-time.
- 25% of the organizations that participated had executive directors who had been on the job 2 years or less.
- 12.5% of the organizations that participated had executive directors who had been on the job between 16 and 20 years.
- 50% of the organizations that participated had executive directors who had been on the 21 or more years.

As these organizations work to address these issues with the youth they serve, the management support services of consulting and training can increase capacity and efficiency. The respondents identified the following areas of nonprofit management as needed:

- 87.5% of the organizations that participated identified fundraising a top training or consulting need for their organization.
- 37.5% of the organizations that participated identified external marketing as a top training or consulting need for their organization.
- 62.5% of the organizations that participated identified Cost as a reason they had not engaged in more training or consulting.

- 37.5% of the organizations that participated identified lack of knowledge of what their organizational needs regarding training/consulting as a barrier to receiving assistance.

The participants expressed several other needs, and these included:

“Our staff is so over-worked already; they don’t have time to go to training.”

“We need more collaboration between groups”

“There’s too much crisis management and not enough vision”

“We need more volunteers who are interested in helping.”

“There aren’t enough sites for us to run programs at and the school sites are running out of space for the CBOs to use.”

“Our county has a void in the middle, there’s no central town or place to organize around.”

“Transportation is a big issue, getting the kids to our programs; it’s hard to keep it going.”

“We really struggle to keep programs going in the small communities; there just aren’t enough people and resources. Sustainability is a big issue.”

“It seems like people do things backward, they try to solve problems first and then build community. What we need to do is build community first and then work together to solve the problems.”



## MADERA COUNTY



### **Snapshot:**

Madera County is 2,136 square miles and the fourth largest county in the study. The population is 142,788 persons living in 36,155 households, and 28,598 families.

Of the 36,155 households 40.20 report having children under the age of 18 in the home and the average household size is 3.18 with the average family size as 3.52. The population of the county is young, with 29.60 % under the age of 18.

The median household income is \$36,018 and the median income for a family is \$39,226. Men have a median income of \$33,658 as opposed to women with a median income of \$24,415. The per capita income is \$14,682. Many in the county live below the poverty line with 21.40% of the general population and 15.90% of families falling into this range. Of those under the age of 18, 28.60% live below the poverty line.

With regard to racial statistics for the county, 47.5% are of Hispanic or Latino origin, 44.7% White, 4.3% African- American, 3.0% Native American, 1.6% Asian origin, Pacific Islander at 0.4%. The percent of persons reporting two or more races is 1.6%.

There are 10 school districts containing 77 schools. There is a community college campus at the southern end of the county and the regional Children's Hospital (serving all of the San Joaquin Valley) is located in Madera. Industry and employment in this county are largely agricultural with grapes, milk and nuts as

the largest crops grown in the area. The Women's Correctional Facility in Chowchilla and tourism in the mountain regions due to the close proximity of Yosemite National Park are also sources of employment.

### **Youth-Serving Organizations:**

The estimated number of youth-serving programs is 24 (from the *Guidestar* database and FNAC community partners) and 11 participated in our study.

- 55% of the organizations that participated had annual budgets of less than \$100,000.
- 36% of the organizations that participated had annual budgets of \$100,000 to \$499,999.
- 27% of the organizations that participated had no paid staff.
- 45% of the organizations that participated had 2 full-time paid staff and 1 to 5 part-time staff.
- 28% of the organizations that participated had more than 6 full-time paid staff.

As these organizations work to address these issues with the youth they serve, the management support services of consulting and training can increase capacity and efficiency. The respondents identified the following areas of nonprofit management as needed:

- 45.4 % of the organizations that participated identified fundraising as a top training or consulting need for their organization.
- 36.3% of the organizations that participated identified planning as a top training or consulting need for their organization.
- 27.2% of the organizations that participated identified computers/technology as a top training or consulting need for their organization.
- 45% of the organizations that participated identified cost as the top reason they had not engaged in more training or consulting.
- 25% of the organizations that participated identified being unable to find consultant/workshop in the desired topic as the top reason they had not engaged in more training or consulting.

- 25% of the organizations that participated identified unable to identify what the organizational needs are as the top reason they had not engaged in more training or consulting.
- 50% identified weekday mornings as the best time for attending a workshop.
- 36% identified weekday afternoons as the best time for attending a workshop.

The participants expressed several other needs and these included:

"We work with really at-risk youth, at Juvenile Hall, on life skills and anger management and health issues. We don't have any funding for our program; we just volunteer our time as part of our larger program."

"We are part of a larger national organization and a lot of the money raised goes to our regional headquarters in Fresno. We have thought of just starting our own program but we don't know if that is a good idea."

"Our organization could use help in how to work with the schools; so many times they don't have the time, 'it's all about testing' they tell you."

"We would like to use more volunteers but there are so many problems with screening and there aren't that many people who can help."

"We need help with financial planning, we have very little funding so we need help figuring out how to best use what we have."

"Because we are so close to Fresno, a lot of people think 'If you need help, just go to Fresno' but our kids and their families can't get there."

"Having employees is very expensive."

"We run an after-school program in a rural area but we have no bathrooms or running water. We have outhouses."

"We would like to get more grants and do fundraising but it is so much work, and we don't really know what works."

"Help with technology would be great. It seems like you need to upgrade every year."

“We are so spread out, our clients can’t get to the program and if we can get them here, we can’t take them anywhere because we don’t have transportation.”

“We spend a lot of time encouraging the youth to go to college but in Madera the bus doesn’t go all the way to the community college, so they have to have a car or just not go.”

## FRESNO COUNTY



### **Snapshot:**

Fresno County is the most populous county in the study with an estimated 891,756 residents, over half of whom live within the adjacent cities of Fresno (427,652) and Clovis (88,000). 41.20% had children under the age of 18 living with them out of 252,940 households. The average household size was 3.09 and the average family size was 3.59. Fresno County is geographically one of the largest counties in the state with 5,963 square miles.

In Fresno County, the population is young with 32.10% under the age of 18. The median income for a household in the county is \$34,725 and the median income for a family is \$38,455. Men have a median income of \$33,375 as opposed to women with \$26,501. The per capita income for Fresno County is \$15,495. An estimated 17.60% of families and 22.90% of the population live below the poverty line, including 31.70% of those under the age of 18.

Fresno County is similar in racial diversity to the other counties in this study with 46.1% of Hispanic or Latino origin, 37.9 % White, 8.9% Asian, 5.7% African-American, 1.9% Native American, 0.2% Pacific Islander. Persons who report being of two or more races makeup 1.9% of the population.

There 14 school districts serving adolescents in the county. The largest of these, the Fresno Unified School District, has recently reported that they currently have a 50% high school graduation rate. Fresno County is home to a community college system with three campuses and two universities, California State University, Fresno and Fresno Pacific University.

### **Youth-Serving Organizations:**

The estimated number of youth-serving organizations in Fresno County is 126 (from the *Guidestar* database and FNAC database) and 35 organizations

participated in the study.

- 35% of the organizations that participated had annual budgets of less than \$100,000
- 24% of the organizations that participated had an annual budget of \$100,000 to \$499,999.
- 34% of the organizations that participated had no paid full-time staff.
- 23% of the organizations that participated had only part-time paid staff (no full-time)
- 43% of the organizations that participated had executive directors who had been on the job less than 5 years.

As these organizations work to address these issues with the youth they serve, the management support services of consulting and training can increase capacity and efficiency. The respondents identified the following areas of nonprofit management as needed:

- 77% of the organizations that participated identified fundraising as a top training or consulting need for their organization.
- 51% of the organizations that participated identified board development as a top training or consulting need for their organization.
- 74% of the organizations that participated identified cost as the top reason they had not engaged in more training or consulting.
- 17% of the organizations that participated identified lack of information about where or how to locate a provider as a barrier to engaging in training or consulting.

The participants expressed several other needs and these included:

“The larger the county, the more difficult it is to get people to participate or collaborate, but then if you don’t, you miss out.”

“We need grants to pay for someone to keep us moving forward [the nonprofit sector].”

“We need to share best practices, resources and what is going on in other

areas.”

“I’d like to see more on fundraising. To show so strategies ... if we show more collaboration, can we get funding so that we are not competing for the same grants.”

“A mobile training unit would be nice, to send out to places.”

“It’s hard to find consultants in unique situations.”

“We need training for Boards.”

“There is available help for assistance; however, the money is not there to keep the help.”

“Organizations need planning grants to inform board members to what the organization is doing, otherwise misinformation stops progress”

“Small nonprofits do not have the means (money, skills) to provide assistance or help to develop or train new workers.”

“Technology has always been a challenge.”

“The priority to train people is at the bottom.”

“Yearly audits are not done because of cost.”

“We can’t compete with the big organizations for large grants because of the lack of money to hire a grant writer.”

“We need help with how to do fundraising. For example, insurance cost for functions or fundraisers is sky high.”

“Board involvement is a challenge.”

“Fundraising is the last thing some board members want to do.”

“How do we start a relationship with funders?”



# KINGS COUNTY



## **Snapshot:**

Kings County is geographically the smallest county in the study at 1,391 square miles, but the second smallest in population, with 143,420 residents. It is important to note, however, that this population figure does not include the population of the two men's prison facilities or the naval air base in this county. Of that general population figure, 27.6% are under the age of 18. There are 34,418 households in the county with an average of 3.18 persons per household.

The median income for a household in the county is \$36,105 and the median income for a family is \$26,983. Men have a median income of \$31,700 as opposed to women with \$24,772. The per capita income for Kings County is \$15,848. An estimated 15.80% of families and 19.50% of the population live below the poverty line, including 25.90% of those under the age of 18.

With regard to racial statistics for the county, 46.1% are of Hispanic or Latino origin, 40.4% White, 8.6% African-American, 2.0% Native American, 3.3% Asian origin, Pacific Islander at 0.3%. The percent of persons reporting two or more races is 1.7%.

## **Youth-Serving Organizations:**

Estimated number of youth-serving organizations is 13 (from *Guidestar* database and the FNAC community partner) and 8 participated in the study.

- 50% of the organizations that participated had annual budgets of less than \$100,000.
- 50% of the organizations that participated had annual budgets of \$100,000 to \$499,999.

- 75% of the organizations that participated had 2 paid staff.
- 80% of the organizations that participated had executive directors who had been on the job less than 2 years. 87% were first-time executive directors.

As these organizations work to address these issues with the youth they serve, the management support services of consulting and training can increase capacity and efficiency. The respondents identified the following areas of nonprofit management as needed:

- 87.5% of the organizations that participated identified board development as a top training or consulting need for their organization.
- 50% of the organizations that participated identified volunteer management as a top training or consulting need for their organization.
- 25% of the organizations that participated identified cost as the top reason they had not engaged in more training or consulting.
- 25% of the organizations that participated identified being unable to find consultants or workshops on the desired topic as the top reason they had not engaged in more training or consulting.
- 25% of the organizations that participated identified being unable to find consultants or workshops in their region as the top reason they had not engaged in more training or consulting.
- 25% of the organizations that participated identified unable to identify what the organizational needs are as the top reason they had not engaged in more training or consulting.
- 50% identified any time during the day as the best time for attending a workshop.
- 50% identified weekend mornings as the best time for attending a workshop.

The participants expressed several other needs and these included:

“We need help finding funds; there just aren’t enough people here to go to for donations.”

“It’s really difficult to get the kids engaged in programs; there are too

many negative things they can get into.”

“The families we serve are really needy, if we do something for the kids we have to pay the costs, so we can’t spend anything on training, it all has to go to the kids.”

“In a lot of our families the father isn’t there because he is incarcerated or in the navy.”

“Just getting resources for these kids is a challenge.”

“In this county the towns are really small, so finding businesses or people who will sponsor your program is tough.”

“Transportation is a big issue, we don’t really have good transportation system and the one we do have is too expensive for the students to use.”



# TULARE COUNTY



## **Snapshot:**

Tulare County ranks as the third most populous county in the study with an estimated 410,874 residents. There are 110,385 households, of which 41.20% reported having children under the age of 18 living with them. The average household size is 3.28 and the average family size is 3.67. Tulare County is 4,824 square miles in size.

In the county, the population is young, with 33.80% under the age of 18. The median income for a household in the county is \$33,157 and the median income for a family is \$36,297. Men have a median income of \$30,892 as opposed to women with \$24,598. The per capita income is \$14,006. Approximately 18.80% of families and 23.90% of the population are below the poverty line, which includes 32.60% of those under the age of 18.

The racial make-up of the county is 54.2% Hispanic or Latino, 39.1% White, 3.5% Asian, 1.9% African-American, 1.9% Native American, 0.3% Pacific Islander. 1.5% reported being of two or more races.

There are 12 high school districts serving the county and 31 high schools. College-level opportunities are available through two community colleges.

## **Youth-Serving Organizations:**

Estimated number of youth-serving organizations is 44 (from *Guide star* database and the FNAC community partner) and 12 participated in the study.

- 42% of the organizations that participated had annual budgets of \$500,000 to \$999,999.

- 33% of the organizations that participated had annual budgets of \$100,000 to \$499,999.
- 16% of the organizations that participated had no paid staff.
- 84% of the organizations that participated had 1 or more full-time paid staff.
- 67% of the organizations that participated had executive directors who had been on the job less than 10 years, with only one organization under 6 years.

As these organizations work to address these issues with the youth they serve, the management support services of consulting and training can increase capacity and efficiency. The respondents identified the following areas of nonprofit management as needed:

- 25% of the organizations that participated identified board development as a top training or consulting need for their organization.
- 25% of the organizations that participated identified program evaluation as a top training or consulting need for their organization.
- 25% of the organizations that participated identified cost as the top reason they had not engaged in more training or consulting.
- 33% of the organizations that participated identified lack of resources near by (within their region) as the top reason they had not engaged in more training or consulting.

The participants expressed several other needs and these included:

“We are starving for training”

“It’s too far to go to Fresno for training”

“Each of the counties down here is so different, it’s hard to get funders to see what we need is unique.”

“We have gotten help from the United Way, they were very helpful.”

“Some of the information we get is too general, we need material that

addresses the needs in Tulare County.”

We need to increase the “Culture of Giving” in this area”

We are interested in earned income but we really don’t have the skills needed.”

“One issue is paying for staff time to go to training.”

“We have a need for technical assistance but the cost is prohibitive.”

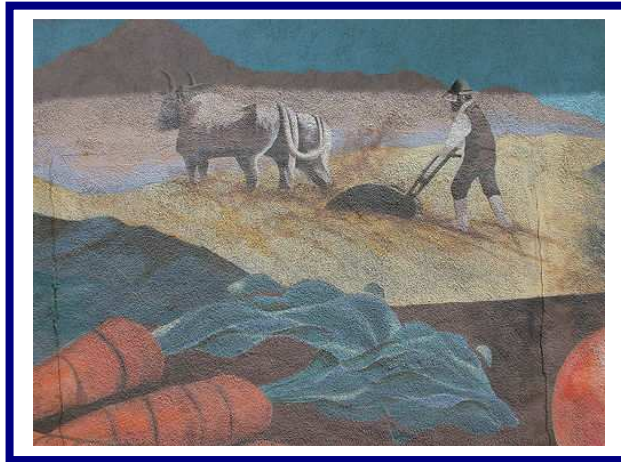
“We don’t have a good public transportation system and what we have is too expensive for low income clients.”

“Because of the distance, it is really hard to have enough resources to serve low income families. For instance the Juvenile Court is 10 miles north of the city, families can’t afford to travel there so we try to transport, that might be 40 miles round trip in a day.”

“Our county is so big that a lot of services we need aren’t practical, like a homeless drop- in center. It’s hard to give everyone access, so we can’t meet the funding criteria of some grants.”



## KERN COUNTY



### Snapshot:

Kern County is the largest of the counties in the southern San Joaquin Valley at 8,141 square miles -- larger in fact than the states of Connecticut, Delaware and Rhode Island combined, and the third largest county in California. Although larger in geographic size, it is second in population (to Fresno County) with 756,825 Kern County residents. There are an estimated 208,652 households and 156,489 families in the county. The average household contains 3.03 members. As with the other counties in this study, the population is young, 31.90% under the age of 18. The second largest city in the study is located in Kern County, Bakersfield with a population of 323,213.

The median income for a household is \$35,446 and the median income for a family is \$39,403. Men earn a median income of \$38,097, women a median income of \$25,876. The per capita income is \$15,760. Approximately 16.80% of families and 20.80% of the population are below the poverty line, which includes 27.80% of those under the age of 18.

The racial make-up of the county is 45.8% White, 42.5% Hispanic or Latino, 6.3% African-American, 3.5% Asian, 1.7% Native American, 0.3% Pacific Islander. 2.0% reported being of two or more races.

There are 4 high school districts serving the county and 31 high schools. In the K through 12th grade population, the enrollment in the county is 170,362 students. It is estimated that 20% of the student population is enrolled in the Limited English Program, with about 30,632 students with Spanish as their primary language. College level opportunities are available through community colleges and California State University, Bakersfield.

## Youth-Serving Organizations:

Estimated number of youth-serving organizations is 94 (from *Guidestar* database and the FNAC community partner) and 20 participated in the study.

- 50% of the organizations that participated had annual budgets of \$499,999 or less.
- 10% of the organizations that participated had no paid staff.
- 50% of the organizations that participated had less than 12 paid staff.
- 60% of the organizations that participated had executive directors who had been on the job less than 10 years.

As these organizations work to address these issues with the youth they serve, the management support services of consulting and training can increase capacity and efficiency. The respondents identified the following areas of nonprofit management as needed:

- 55% of the organizations that participated identified fundraising as the top training or consulting need for their organization.
- 35% of the organizations that participated identified program evaluation as the top training or consulting need for their organization.
- 57% of the organizations that participated identified cost as a top reason they had not engaged in more training or consulting.
- 29% of the organizations that participated identified lack of information about where to locate a provider as a top reason they had not engaged in more training or consulting.

Several other needs were expressed by the participants and these included:

"I worry that like water rushing down a creek, by the time the money gets to Kern County from up north, there will be nothing left."

"We are such a large county, it's just about impossible to serve the kids in the rural areas."

"I need help in presenting what our needs are so that we can get funding".

“We don’t really need another basic grant writing class, we need something more than that. Something more sophisticated.”

“We need to keep up with the nonprofit trends”

“More donors want to know where their dollars are going and what we are doing with the money.”

“We have pretty much exhausted the local donors; we can’t keep going back to them over and over again.”

“We need help in Board Development. Our board members serve on so many boards that they are pulled in different directions. There aren’t enough board members to go around.”

“We use to have a coalition of nonprofits that worked on organizing but it is hard to keep that going. We all have full-time jobs already, that’s just another responsibility.”

“We really do need to form a coalition to help represent the nonprofits and get funding. If someone could pay a ‘coalition manager’ for a few hours a week to set up and lead meetings and remind people, that would really help.”

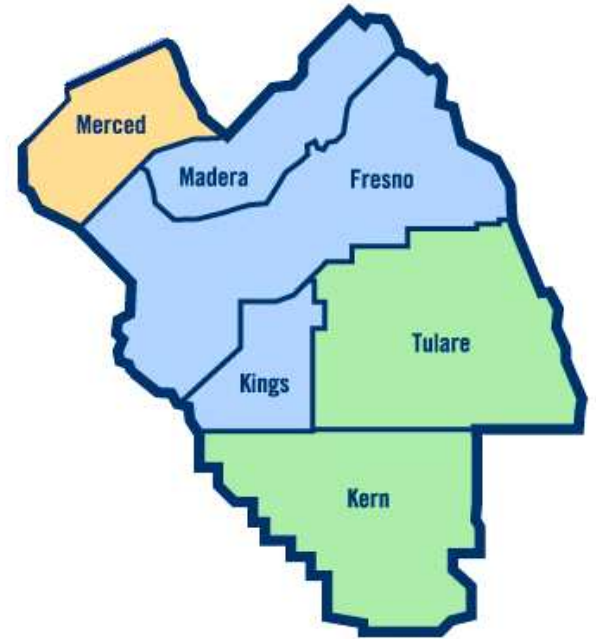
“I think that we need to educate the nonprofits in what their needs are and what’s available and how it all works.”

“I need advice on how to deal with program outcomes, it seems like foundations want ‘measurables’ but I’m not sure how to show what we are doing to them.”

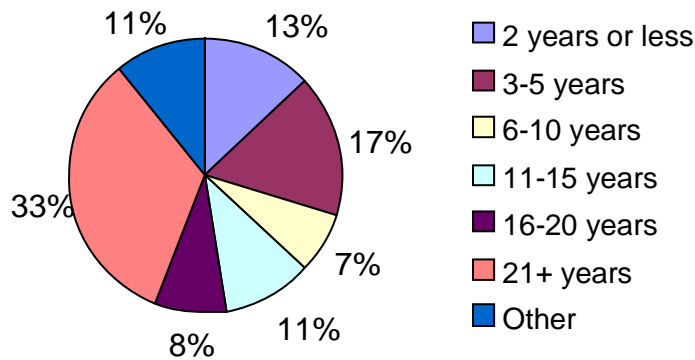


# Appendix B – Survey and Focus Groups Graphs and Tables

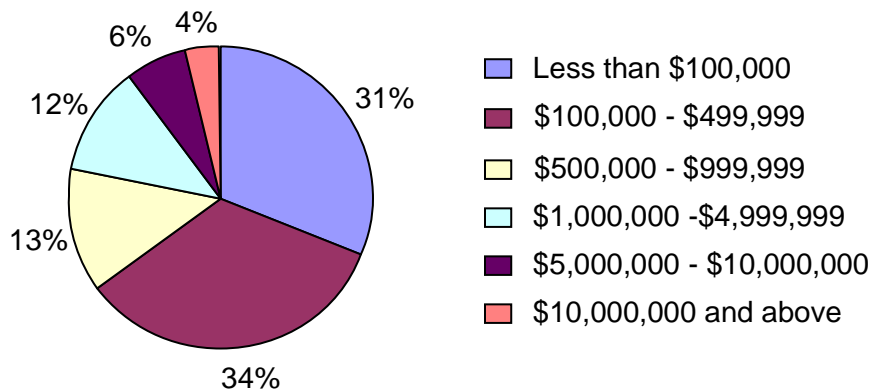
The following charts provide an overview of the responses of youth-serving organizations to the organizational needs survey. This section includes data from all 84 of the organizations responding across all six Southern San Joaquin Counties: Merced, Madera, Fresno, Kings, Tulare, and Kern Counties.



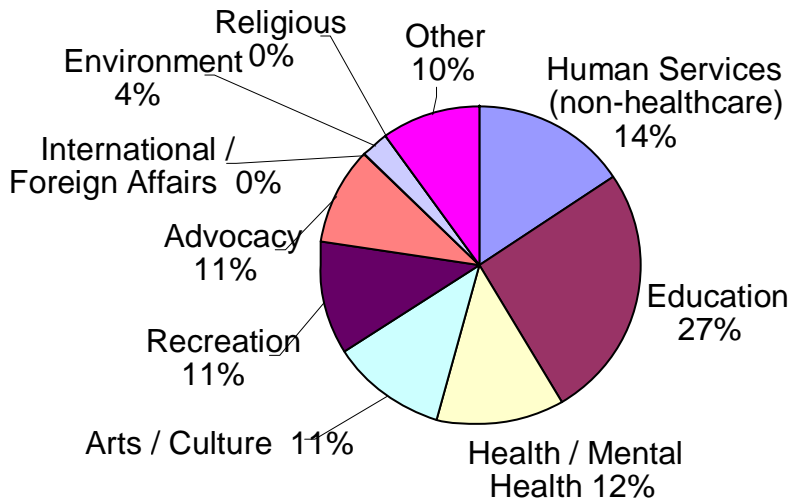
## 1. Age of Organization in Years:



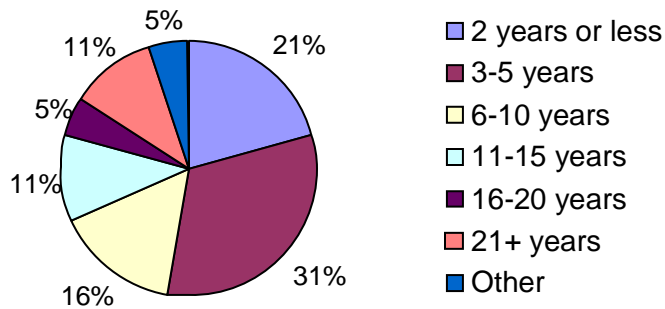
## 2. Organization's Operating Budget:



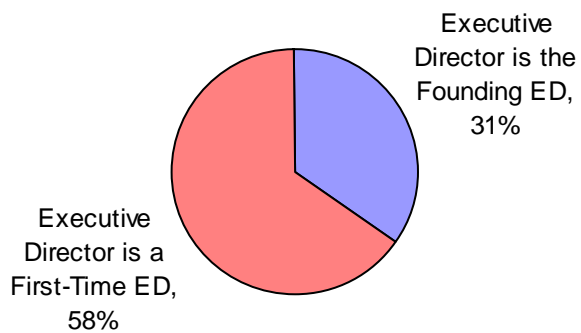
### 3. Primary Activity of Each Youth-Serving Organization



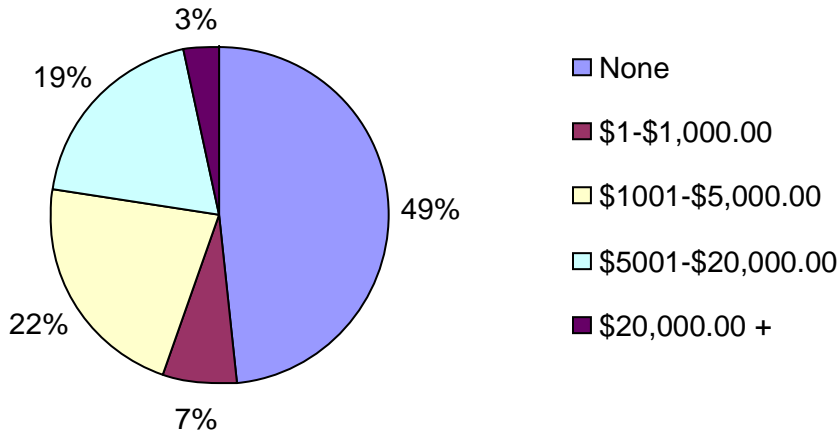
### 4. Duration Current ED has been on the job:



### 5. Status of Executive Director

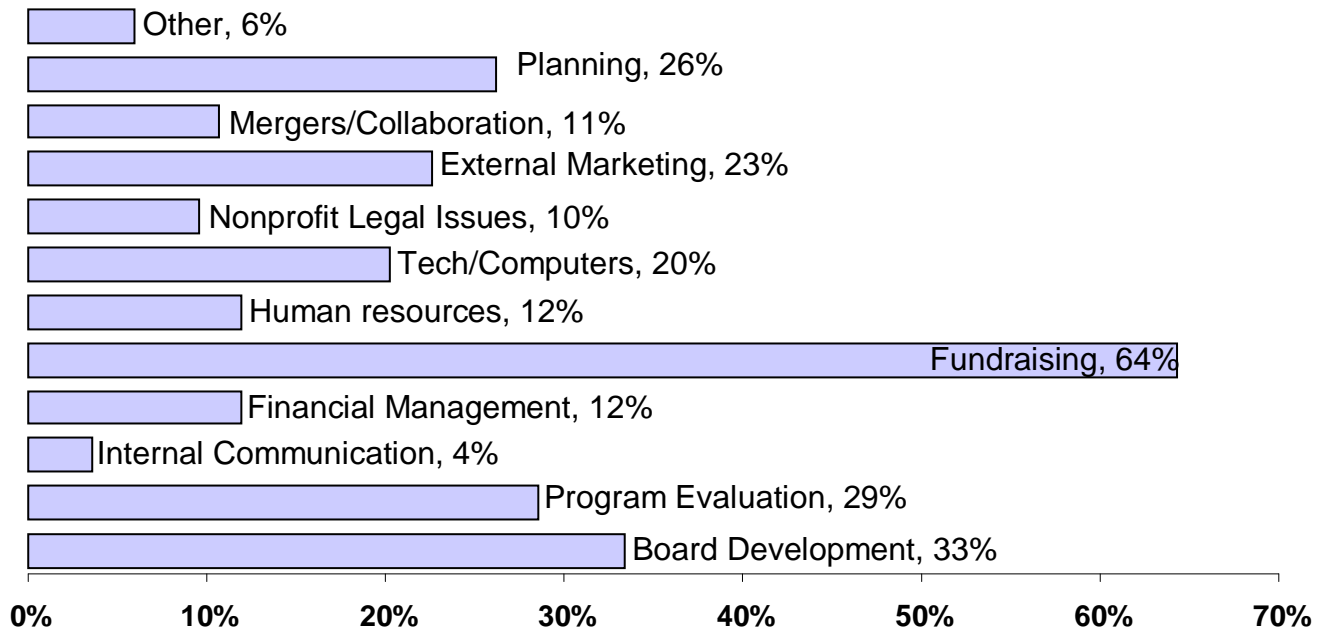


**6. Staff Budget for Professional Development:**

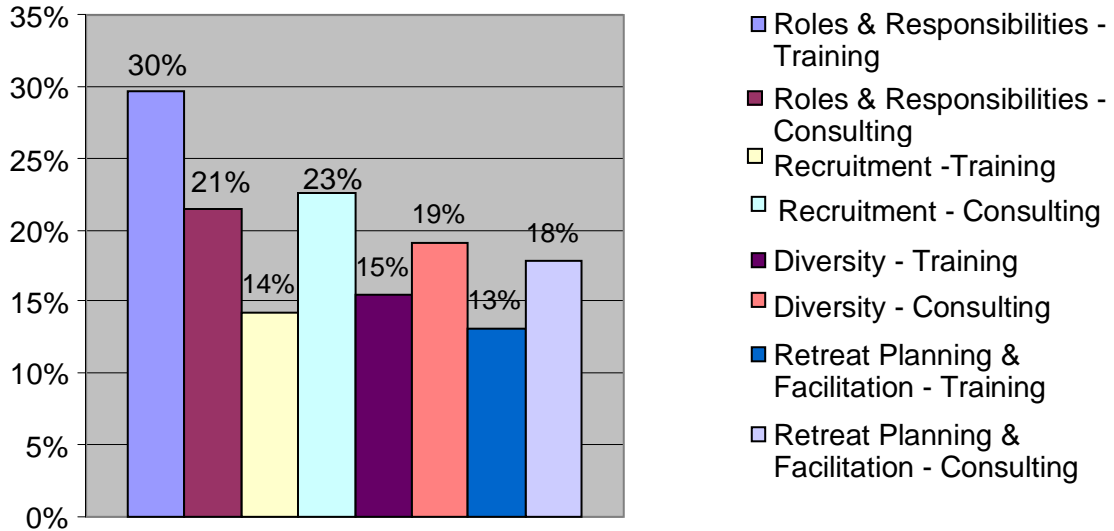


**7. Percentage of youth-serving organizations who said they would benefit from technical assistance: 100%**

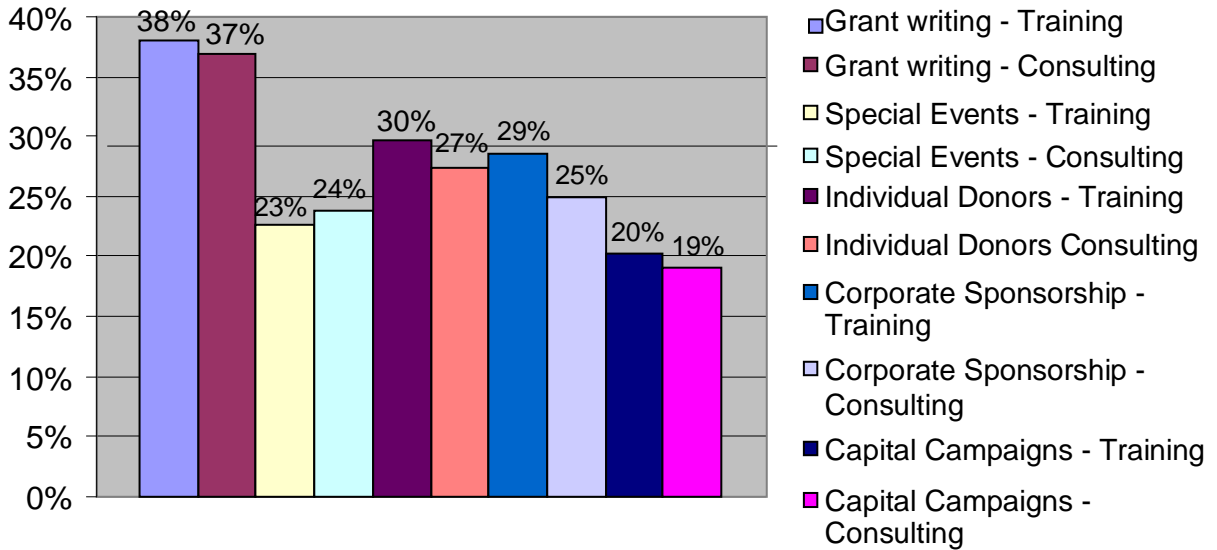
**8. Top Content Areas of Interest for Capacity Building (by Percentage):**



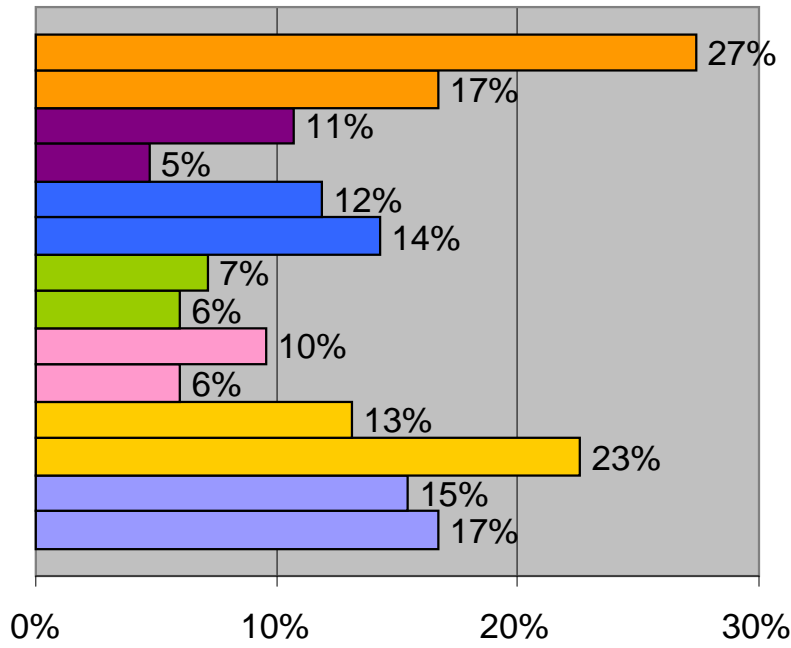
**9. Board Development T.A. Needs (by Percentage):**



**10. Fundraising T.A. Needs (by Percentage):**

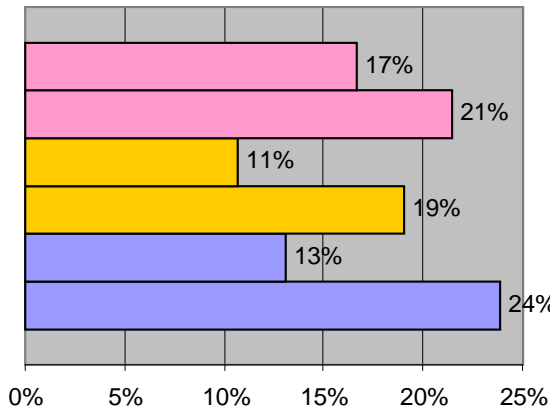


**11. Human Resources T.A. Needs (by Percentage):**



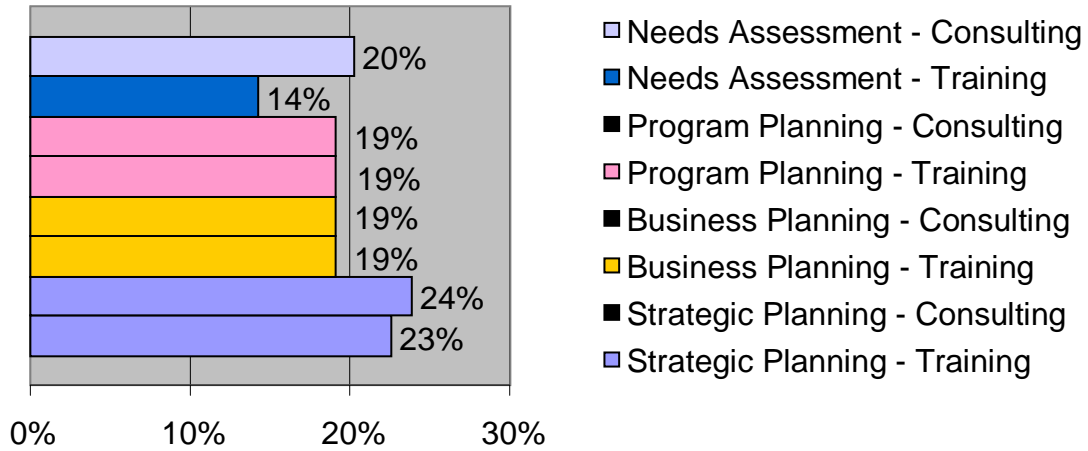
- Volunteer Management - Training
- Volunteer Management - Consulting
- Staff Supervision - Training
- Staff Supervision - Consulting
- Recruitment - Training
- Recruitment - Consulting
- Executive Search - Training
- Executive Search - Consulting
- Diversity - Training
- Diversity - Consulting
- Compensation - Training
- Compensation - Consulting
- Benefits - Training
- Benefits - Consulting

**12. Internal Communications T.A. Needs (by Percentage):**



- Staff Retreat Facilitation - Consulting
- Staff Retreat Facilitation - Training
- Meeting Facilitation - Consulting
- Meeting Facilitation - Training
- Conflict Resolution - Consulting
- Conflict Resolution - Training

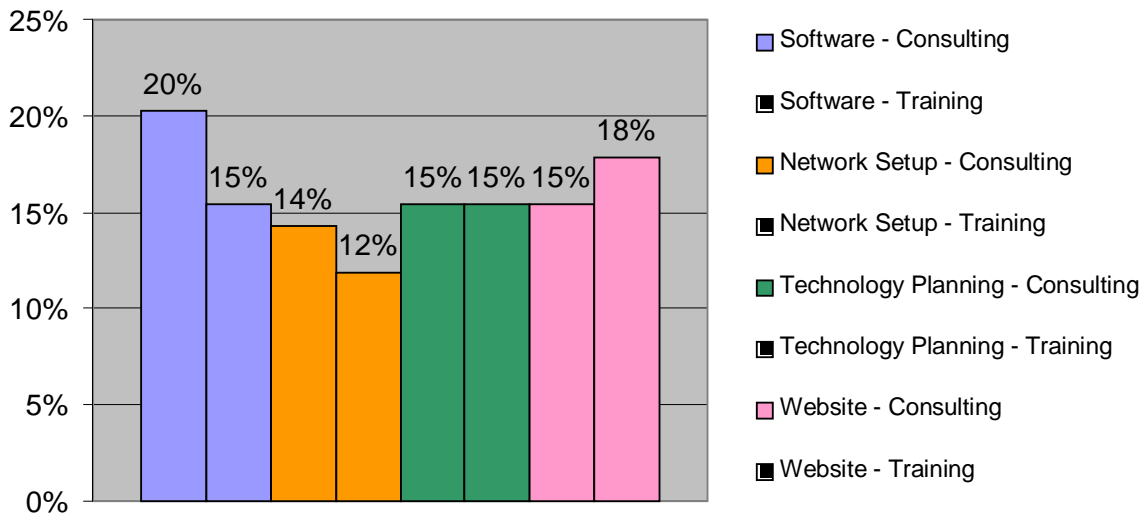
**13. Planning T.A. Needs (by Percentage):**



**14. Program Evaluation T.A. Needs (by Number of Organizations Responding):**

Program Evaluation - Consulting	17
Program Evaluation - Training	18

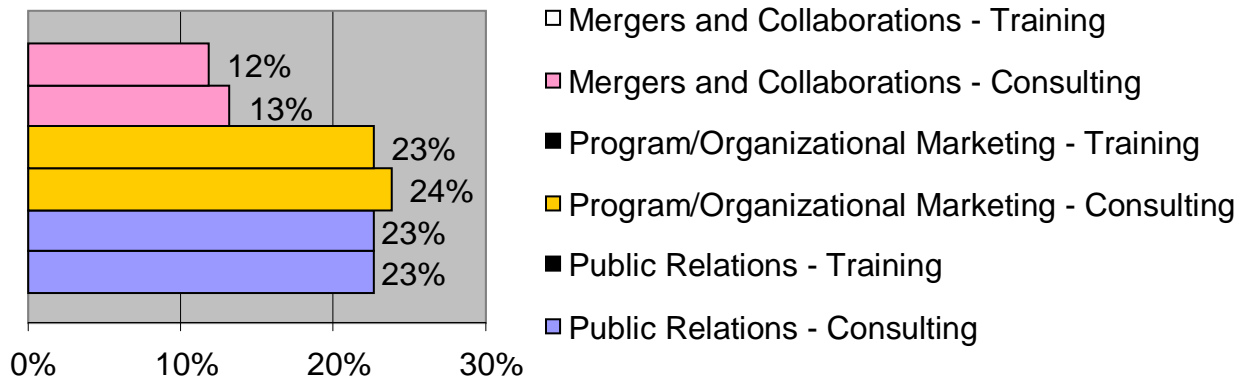
**15. Technology / Computers T.A. Needs (by Percentage):**



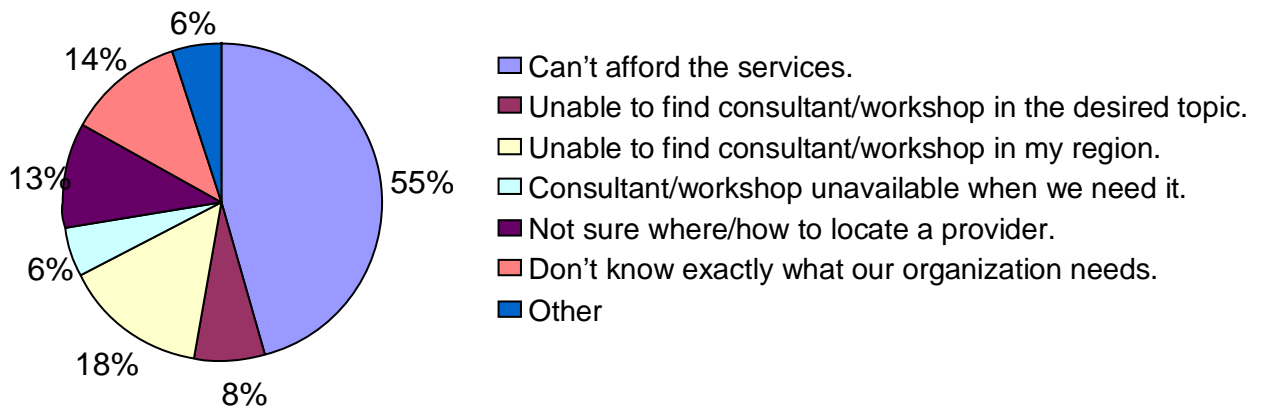
**16. Legal Issues T.A. Needs (by Number of Organizations Responding):**

Nonprofit legal issues - Consulting	19
Nonprofit legal issues – Training	18

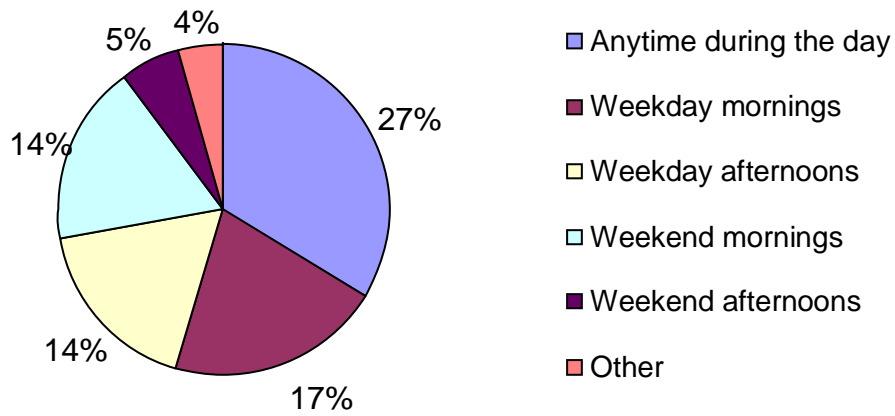
**17. Marketing/Outreach/Publicity T.A. Needs by Percentage:**



**18. Top Barriers to Accessing Technical Assistance (by Percentage):**



**19. Best Time of Day for Attending Workshops (by Percentage):**



## Focus Group Questions:

1. Before being contacted by the Fresno Nonprofit Advancement Council for this study, were you aware of the FNAC and its services?
2. If "yes" what services were you aware of or had you used?
3. What challenges does your organization face in providing services to youth?
4. What are the challenges faced by those that you serve?
5. What are the training /consulting needs of your organization?
6. Have you been able to engage in training or used a consultant to meet those needs?
7. If not (or on a limited basis) what has prevented you from engaging in more training?



# Appendix C

## Table of Statistics from the US Census Bureau, 2005

COUNTY	Fresno	Kern	Kings	Madera	Merced	Tulare	California
<b>POPULATION</b>							
Population (2005)	877,584	756,825	143,420	142,788	241,706	410,874	36,132,147
Population change (%) change from Apr. 1, 2000 - July 1, 2005	9.80%	14.40%	10.80%	16.00%	14.80%	11.60%	6.7%
Population (2000)	799,407	661,645	129,461	142,788	210,554	368,021	33,871,648
Population (%) change from 1990-2000	19.80%	21.40%	27.60%	39.80%	18.00%	18.00%	13.6%
Persons per square mile (2000)	134.1	81.3	93.1	57.6	109.2	76.3	217.2
<b>AGE</b>							
Persons under 5 years old, %	8.40%	8.30%	8.00%	7.70%	8.60%	9.20%	7.3%
Persons under 18, as a % of population (2004)	30.60%	30.50%	27.90%	28.20%	32.60%	32.50%	26.7%
Persons over 65, as a % of population (2004)	9.70%	9.00%	7.30%	10.60%	8.90%	9.30%	10.7%
<b>GENDER</b>							
Females, as a % of population (2004)	49.80%	48.60%	42.40%	51.80%	49.70%	49.90%	50.1%
<b>RACE AND ETHNICITY</b>							
White persons (includes Hispanic), percent (2004)	81.40%	85.90%	84.10%	88.90%	85.30%	90.90%	77.2%
White persons (not Hispanic), percent, (2004)	37.90%	45.80%	40.40%	44.70%	37.60%	39.10%	40.4%
Black persons, percent (2004)	5.70%	6.30%	8.60%	4.30%	4.10%	1.90%	6.8%
Persons of Latino/Hispanic origin (%) (2004)	46.10%	42.50%	46.10%	47.50%	50.20%	54.20%	34.7%
American Indian and Alaska Native persons, (%) (2004)	1.90%	1.70%	2.00%	3.00%	1.60%	1.90%	1.2%
Asian persons (%) (2004)	8.90%	3.90%	3.30%	1.60%	6.70%	3.50%	12.1%
Native Hawaiian or other Pacific Islander (%) (2004)	0.20%	0.30%	0.30%	0.40%	0.20%	0.30%	0.4%
Persons reporting two or more races (%) (2004)	1.90%	2.00%	1.70%	1.60%	2.10%	1.50%	2.4%
<b>HOUSING</b>							
Homeownership rate (2000)	56.50%	55.90%	55.90%	66.20%	58.70%	61.50%	56.9%
Housing units in multi-units structures (%) (2000)	26.60%	18.90%	19.00%	12.00%	18.40%	13.60%	31.4%
Median value of owner-occupied housing units (2000)	\$104,900	\$93,300	\$97,600	\$118,800	\$111,100	\$97,800	\$211,500
Households (2000)	252,940	208,652	34,418	36,155	63,815	110,385	11,502,870,
Persons per household (2000)	3.09	3.03	3.18	3.18	3.25	3.28	2.87
<b>INCOME</b>							
Per capita money income (1999)	\$15,495	\$15,760	\$15,848	\$14,682	\$14,257	\$14,006	\$22,711
Median household income (2003)	\$35,952	\$37,553	\$36,105	\$36,018	\$36,709	\$33,157	\$48,440

<b>COUNTY</b>	<b>Fresno</b>	<b>Kern</b>	<b>Kings</b>	<b>Madera</b>	<b>Merced</b>	<b>Tulare</b>	<b>California</b>
<b><i>LANGUAGE</i></b>							
Language other than English spoken at home (%) 5+ yrs (2000)	40.80%	33.40%	36.70%	37.00%	45.20%	43.80%	39.5%
<b><i>EDUCATION</i></b>							
High school graduates (%) age 25+ (2000)	67.50%	68.50%	68.80%	65.40%	63.80%	61.70%	76.8%
Bachelor's degree or higher (%) age 25+ (2000)	17.50%	13.50%	10.40%	12.00%	11.00%	11.50%	26.6%
<b><i>MAJOR METROPOLITAN AREA</i></b>	Fresno	Bakersfield	Hanford	Madera	Merced	Visalia	-
<b><i>LAND AREA (SIZE BY SQUARE MILES )</i></b>	5,963	8,141	1,391	2,136	1,929	4,824	155,959

# Appendix D

## LIST OF PARTICIPATING ORGANIZATIONS

Organization	Address	City. State/Zip	Phone	Email
4-H Youth Development	2145 Wardrobe Ave	Merced, CA 95341	209 385-7418	<a href="mailto:rdhill@ucdavis.edu">rdhill@ucdavis.edu</a>
All Youth One System	311 Coalinga Plaza	Coalinga, CA 93210	559 935-7881	
Alliance Against Family Violence and Sexual Assault	1600 E. Truxtun Ave	Bakersfield, CA 93305	661-322-0931 ex 102	<a href="mailto:Jdarr@aafvsa.org">Jdarr@aafvsa.org</a>
Arte Americas	1630 Van Ness	Fresno, CA 93721	559 266-2653	<a href="mailto:maria@arteamericas.org">maria@arteamericas.org</a>
Avenal Family Resource Center	129 San Joaquin St	Avenal, CA 93204	559 707-9516	<a href="mailto:gelaughlin@sbcglobal.net">gelaughlin@sbcglobal.net</a>
AWANA-Valley Baptist Church	3312 N. "G" Street	Merced, CA 95340	209 384-1387 ext 19	<a href="mailto:smoldenhauer@ubc.merced.org">smoldenhauer@ubc.merced.org</a>
Bach Boychoir/Cantate Girlchoir	P.O. Box 5455	Fresno, CA	559 226-1680	<a href="mailto:vquiring@quiring.com">vquiring@quiring.com</a>
Bakersfield Homeless Center	1600 E. Truxtun Ave	Bakersfield, CA 93305	661 322-9199	<a href="mailto:dcampbellrice@bakhc.com">dcampbellrice@bakhc.com</a>
Big Brothers Big Sisters -Kings	520 W. Lacey Blvd., Suite 3	Hanford, CA 93230	559 582-4583	<a href="mailto:mrose@bigs.org">mrose@bigs.org</a>
Big Brothers Big Sisters-Fresno	905 N. Fulton Ave	Fresno, CA 93728	559 628-2447	<a href="mailto:bfrost@bigs.org">bfrost@bigs.org</a>
Boy Scouts Sequoia Council	6005 N. Tamera Ave	Fresno, CA 93711	559 320-2100	<a href="mailto:sroyster@bsamail.org">sroyster@bsamail.org</a>
Boys and Girls Club Oakhurst	P.O. Box 2757	Oakhurst, CA 93644	559 642-4600	<a href="mailto:bgclub@sbi.net">bgclub@sbi.net</a>
Boys and Girls Club of Kern County	P.O. Box Bin 5J	Bakersfield, CA 93385	661 325-3730	<a href="mailto:bhill@bgclubofkern.org">bhill@bgclubofkern.org</a>
Boys and Girls Club of the Sequoias		Tulare, CA	559 592-4074	<a href="mailto:engelbrechtj@comcast.net">engelbrechtj@comcast.net</a>
Boys and Girls Club of Tulare County	215 W Tulare Street	Visalia, CA 93277	559 625-4422	<a href="mailto:galen@bgclubtc.org">galen@bgclubtc.org</a>
California Center for Justice	145 Countess Lane	Madera, CA 93637		
California Health Collaborative	1625 E. Shaw, Suite 155	Fresno, CA 93710	559 244-4524	<a href="mailto:cquinn@healthcollaborative.org">cquinn@healthcollaborative.org</a>
California Youth Connection		Merced, CA	209 230-0195	<a href="mailto:happysheenastar@yahoo.com">happysheenastar@yahoo.com</a>
CAP of Madera	1225 Gill Ave	Madera, CA 93637	559 675-5747	<a href="mailto:kornelas@maderacap.org">kornelas@maderacap.org</a>
Capacity Builders, Inc	P.O. Box 1348	Visalia, CA 93279		
CASA of Tulare County	1146 N. Chinowth	Tulare, CA 93291	559 635-4007	<a href="mailto:marilyn@casatulareco.org">marilyn@casatulareco.org</a>
Center for Multicultural Cooperation	P.O. Box 27442	Fresno, CA 93729	559 907-9534	<a href="mailto:johnminkler@comcast.net">johnminkler@comcast.net</a>
Central California Ministries, Inc.	1930 Howard Road	Madera, CA 93637	559 673-9051	<a href="mailto:floralfantasy@earthlink.net">floralfantasy@earthlink.net</a>
Central Valley YMCA	1408 N Street	Fresno, CA 93721	559 233-9622	

<b>Organization</b>	<b>Address</b>	<b>City. State/Zip</b>	<b>Phone</b>	<b>Email</b>
Centro La Familia DBA: Families of the Americas	P.O. Box 1115	Madera, CA 93639	559 279-9014	<a href="mailto:gmedinacpa@sbcglobal.net">gmedinacpa@sbcglobal.net</a>
Champions Recovery Alternative	700 North Irwin Street	Hanford, CA 93230	559 583-8336	<a href="mailto:drummike_2000@sbcglobal.net">drummike_2000@sbcglobal.net</a>
Chicano Youth Center	50 N. Calaveras	Fresno, CA 93721	559 488-1212	
Clinica Sierra Vista-Positive Futures Program	2707 F Street	Bakersfield, CA 93301		
Clovis Youth Employment Services	934 Fourth St	Clovis, CA 93612		
Community Services Employment Training	P.O. Box 1350	Visalia, CA 93279	559 732-4194	
Comprehensive Addiction Program	2445 W. Whitesbridge	Fresno, CA 93706		
Comprehensive Youth Services	3795 E. Shields	Fresno, CA 93726		
Diabetic Youth Foundation		Hanford, CA	559 816-0860	<a href="mailto:patl.nelson@comcast.net">patl.nelson@comcast.net</a>
Elementary Youth Services, Inc		Fresno, CA	559 312-3738	<a href="mailto:sjohnnyeys12345@aol.com">sjohnnyeys12345@aol.com</a>
Empowerment Institute, Inc.	5654 E. Westover Ave, #101	Fresno, CA 93727	559 291-7587	<a href="mailto:conniekcha@gmail.com">conniekcha@gmail.com</a>
Encourage Tomorrow	1177 E. Shaw, # 108	Fresno, CA 93710	559 233-2880	<a href="mailto:Suzanne@encouragetomorrow.org">Suzanne@encouragetomorrow.org</a>
EOC Sanctuary	2336 Calaveras Street	Fresno, CA 93721	559 498-8543	
Focus Forward	3333 E. American Ave	Fresno, CA 93725	559 495-3737	<a href="mailto:nancyp@focusforward.org">nancyp@focusforward.org</a>
Fresno Barrios Unidos	4403 E. Tulare Ave	Fresno, CA 93702		
Fresno Folklore Society	735 E. Vassar Ave	Fresno, CA 93721	559 681-0880	<a href="mailto:awjenny@sbcglobal.net">awjenny@sbcglobal.net</a>
Friends of Camp El-O-Win	242 N. Fulton St	Fresno, CA 93701	559 285-4598	<a href="mailto:gayled@cvcns.org">gayled@cvcns.org</a>
Garden Pathways	900 22 <sup>nd</sup> Street	Bakersfield, CA 93301	661 633-9133	<a href="mailto:kareng@gardenpathways.org">kareng@gardenpathways.org</a>
Genesis Family Center	7475 North Palm, #107	Fresno, CA 93711	559 439-5437	<a href="mailto:rbuchanan@genesiskids.org">rbuchanan@genesiskids.org</a>
Girl Scouts Joshua Tree Council	1831 Brundage	Bakersfield, CA 93304	661 327-1409	<a href="mailto:dcambell@girlscouts.org">dcambell@girlscouts.org</a>
Girl Scouts-Council Muir Trail	3 W. 20 <sup>th</sup> Street	Merced, CA 95340	209 522-9001	<a href="mailto:arleeng@girlscouts.org">arleeng@girlscouts.org</a>
Girl Scouts-Golden Valley Council	4910 E Ashlan, #105	Fresno, CA 93726	559 291-5078	<a href="mailto:ccapples@girlscoutsgvc.org">ccapples@girlscoutsgvc.org</a>
Golden State YMCA	1200 N. Plaza	Visalia, CA 93291	559 636-4428	<a href="mailto:keri@goldenstateymca.org">keri@goldenstateymca.org</a>
Healthy Smiles Mobile Dental Foundation	1275 W. Shaw, # 101	Fresno, CA 93711	559 229-6437	<a href="mailto:smiletai@msn.com">smiletai@msn.com</a>
Helping Hands Pregnancy and Parenting Center	P.O. Box 3261	Oakhurst, CA 93644	559 641-6800	
Hinds Hospice Youth Experiencing Sorrow Program	P.O.Box 763	Merced, CA 95341	209 383-3123	<a href="mailto:david@hhdshospice.org">david@hhdshospice.org</a>

<b>Organization</b>	<b>Address</b>	<b>City. State/Zip</b>	<b>Phone</b>	<b>Email</b>
Interfaith Youth Alliance	2111 E. Nees Ave	Fresno, CA 93720		
Jazz Fresno, Inc.	P.O. Box 4951	Fresno, CA 93744	559 269-1917	<a href="mailto:jazzfresno@sbcglobal.net">jazzfresno@sbcglobal.net</a>
Jobness Unidos en Cristo	41 West Fifth Street	Madera, CA 93637	559 871-5263	<a href="mailto:nadalocopollo@yahoo.com">nadalocopollo@yahoo.com</a>
Kern Community Foundation	1626 19 <sup>th</sup> Street, #14	Bakersfield, CA 93301	661 325-5346	<a href="mailto:amy@kernfoundation.org">amy@kernfoundation.org</a>
Kings View Ready, Set, Go!	209 E. Seventh Street	Madera, CA 93638	559 662-4611	<a href="mailto:ebell@kingsview.org">ebell@kingsview.org</a>
Latina Leaders of Kern County	P.O. Box 2863	Bakersfield, CA (3302	661 477-5491	<a href="mailto:klomely@lv.edu">klomely@lv.edu</a>
Liberty Outreach Ministries, Inc.	P.O. Box 9653	Fresno, CA 93793	559 681-6843	<a href="mailto:johncrumble@cs.com">johncrumble@cs.com</a>
Madera Workforce Development	209 East Seventh Street	Madera, CA 93638	559 662-4587	<a href="mailto:tscott@maderacoe.k12.ca.us">tscott@maderacoe.k12.ca.us</a>
Match Two Mentoring	P.O. Box 51	Hanford, CA 93232	559 584-2094	
Mendota Youth Recreation, Inc.	675 Sixth Street	Mendota, CA 93640	559 655-4590	<a href="mailto:mendotayouth1@sbcglobal.net">mendotayouth1@sbcglobal.net</a>
Merced Lao Family Community	855 W. 15 <sup>th</sup> Street	Merced, CA 95340	209 384-7384	<a href="mailto:mlfc@laofamilymerced.com">mlfc@laofamilymerced.com</a>
Monache Inter-Tribal Association	32 Donald Court	Wofford Heights, CA 93285		
Partners for Youth Vision	113 N. Church, #423	Visalia, CA 93291	559 732-2808	<a href="mailto:youthvision1@sbcglobal.net">youthvision1@sbcglobal.net</a>
Planned Parenthood Mar Monte-Kern	2535 16 <sup>th</sup> Street	Bakersfield, CA 93301	661 634-1020	<a href="mailto:tammy_rutledge@ppmarmonte.org">tammy_rutledge@ppmarmonte.org</a>
Planned Parenthood Marmonte Merced	3166 Collins Drive	Merced, Ca 95348	209 723-9913 ext 120	<a href="mailto:desirre_herrera@ppmarmonte.org">desirre_herrera@ppmarmonte.org</a>
Pregnancy Care Center	758 E. Bullard Ave	Fresno, CA 93710	559 325-0591	<a href="mailto:cmecruises@sbcglobal.net">cmecruises@sbcglobal.net</a>
Pro-Youth Heart	P.O. Box 387	Visalia, CA 93279	559 624-5810	<a href="mailto:lisham@proyouthheart.org">lisham@proyouthheart.org</a>
R.O.S.E.	4006 Kempsey Court	Bakersfield, CA 93313		
Rachael's Girls	1400 Easton Drive, #144	Bakersfield, CA 93309		
Read Fresno	1727 L Street	Fresno, CA 93721		
Reef Sunset Family Resource Center	6375 Glenn	Fresno, CA	559 816-0952	
Ronald McDonald House Charities, Inc.	9161 Randall Way	Madera, CA 93638	559 261-3662	<a href="mailto:patty@ronald-mcdonaldhouse.com">patty@ronald-mcdonaldhouse.com</a>
Sierra Vista Child and Family Services	642 W. Main Street	Merced, CA 95340	209 205-1058	<a href="mailto:ssegars@svcfs.org">ssegars@svcfs.org</a>
Stratford Family Resource Center	15783 18 <sup>th</sup> Ave	Lemoore, CA 93245	559 947-3366	<a href="mailto:jlindsey@central.k12.ca.us">jlindsey@central.k12.ca.us</a>
Tean Parents Program	4403 East Tulare	Fresno, CA 93702		
Truestream, Inc.	4016 E Holland Ave	Fresno, CA 93726	559 579-0040	<a href="mailto:sunrisevue@yahoo.com">sunrisevue@yahoo.com</a>
United Way of Kings County		Hanford, CA		
United Way of Merced County	1744 "G" Street, Suite H	Merced, CA 95340	209 383-4242	<a href="mailto:director.uwofme@sbcglobal.net">director.uwofme@sbcglobal.net</a>
Valley Teen Ranch	2610 W. Shaw Lane, #105	Fresno, CA 93711	559 437-1144	<a href="mailto:Connie.clendenan@valleyteenranch.org">Connie.clendenan@valleyteenranch.org</a>
Westside Youth Center	1709 Seventh Street	Mendota, CA 93640	559 655-4808	<a href="mailto:Westside1709@sbcglobal.net">Westside1709@sbcglobal.net</a>

<b>Organization</b>	<b>Address</b>	<b>City. State/Zip</b>	<b>Phone</b>	<b>Email</b>
Woodward Shakespeare Festival	2622 N. Vagedes	Fresno, CA 93705	559 288-5078	<a href="mailto:feleena@romancandle.org">feleena@romancandle.org</a>
YMCA of Kings County	1010 Grangeville	Hanford, CA 93230	559 584-9622	<a href="mailto:janjunell@sti.net">janjunell@sti.net</a>
Youth 2000- Teen Pregnancy Prevention Program	2211 Alta Sierra, #D	Lake Isabella, CA 93240		
Youth for Christ	P.O. Box 763	Bakersfield, CA 93302	661 323-9041	<a href="mailto:jcornell@yfckern.org">jcornell@yfckern.org</a>