NONPROFIT SUSTAINABILITY INITIATIVE (NSI): “REAL-TIME” LEARNING & EVALUATION HIGHLIGHTS

INITIATIVE OVERVIEW AS OF 5/1/2016

- 96 NON-PROFITS
- $1.6 MILLION IN GRANTS DISBURSED
- 37 STRATEGIC RESTRUCTURING (SR) GRANTS
- 11 COLLABORATIONS & 10 MERGERS
- 9 INTEGRATION GRANTS

HOW WE DEFINE LONG TERM SUCCESS

SUCCESS

/səkˈses/

LA County nonprofit sector, including funders, nonprofit organizations, technical assistance providers and educational institutions, supports, understands and regularly engages in Strategic Restructuring to enhance its impact and sustainability.

Blue Garnet, NSI’s learning and evaluation partner, is helping NSI better understand its long-term success and impact.

“No matter how deep your head is buried in the sand, you can still hear the [SR] drumbeat”

“(The NSI) process has kept us on front end of where non-profit world is going. We feel ahead of the curve.”

“Realized how important SR is to our longevity and health. Advocate for the process all the time”

KEY FINDINGS (TO DATE)

- Overview -
  - Consultant brings structure, timeframe, expertise, and objectivity; critical to process
  - Regardless of outcome, SR process considered educational and valuable
  - 100% of grantees reaching negotiated SR agreements believe theirs will improve organization impact
  - Going through SR process builds experience and knowledge for future SR opportunities

Consultants are the “glue that keeps the process together”; “absolutely essential”

Even without agreement, NSI process “laid the groundwork for future”; “Leverage-able for future merger talks”

“Opportunity to explore is invaluable”; “Process itself is the outcome”

For more information regarding the evaluation or methodology, please contact Blue Garnet at (310) 439-1930
For additional information on the NSI, please contact project manager, Lynn Alvarez, at alvarezlynn@sbcglobal.net
STRENGTHS (TO DATE)

- Overview -

• Key SR negotiation success factors: time to devote to process, internal clarity, honest upfront conversations, trust, positive previous working experience, compatible cultures and mission, and clear understanding SR process and “deliverables”

• NSI’s role has been as a catalyst or “accelerator” of SR discussions

• SR process provides many unanticipated grantee benefits, including relationship development and increased strategic thinking

REAL-TIME LEARNING IN ACTION (TO DATE)

How we’ve adapted our process along the way based on grantee feedback:

<table>
<thead>
<tr>
<th>GRANT APPLICATION PROCESS</th>
<th>SR DISCUSSION</th>
<th>POST DISCUSSION/ONGOING</th>
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<tbody>
<tr>
<td>• Continuous, rolling time frame to accommodate demand and allow grantees to apply when ready</td>
<td>• Streamlined real-time learning evaluation</td>
<td>• Integration support available; prompt grant decisions maintain momentum</td>
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<td>• Simplified, on-line application open to any NPO serving LA Co.</td>
<td>• Pro-bono legal assistance by Public Counsel</td>
<td>• Enhanced grantee learning via convenings</td>
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<td>• Due diligence, readiness assessment by NSI Project Manager</td>
<td>• Grantee indicator of success development</td>
<td>• Increased SR education opportunities (e.g. workshops, conferences)</td>
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<td>• Prompt decision within 3-6 wks</td>
<td>• Clarification re: freedom in consultant selection</td>
<td>• In process: peer learning network; consultant convening; additional communication materials</td>
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<td>• Increased upfront communication re: evaluation, NSI and definition of success</td>
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FUNDERS LIST (TO DATE)

• The Ahmanson Foundation
• The Annenberg Foundation
• California Community Foundation
• The California Endowment
• Carol & James Collins Foundation
• Durfee Foundation
• First 5 LA
• Conrad N. Hilton Foundation
• James Irvine Foundation
• JPMorgan Chase
• The Ralph M. Parsons Foundation
• UniHealth Foundation
• Weingart Foundation