

Dear Madame Chair and Honorable Members of the Kern County Board of Supervisors:

On behalf of the Board of Directors of **Kern Community Foundation** and our President and CEO Kristen Beall Watson, I am submitting to you today some really good news about the Nonprofit Strengthening program you have generously helped subsidize for the last two years to improve the fundraising and long-term sustainability efforts of Kern's nonprofit community—**Jumpstart Fundraising Technical Assistance**.

Together with this letter, for your review, is our "Report to the Community" which details the successful trajectory of the Kern County Jumpstart Program as follows:

- 1) A detailing of the Year One (2019) Cohort Successes—**a more than tenfold return on your Board's investment**—achieved by six participating nonprofits: the five agencies you subsidized, mentioned in the order of the Supervisorial District they each represent: **Indian Wells Valley Economic Development Corporation, Have A Heart Humane Society, Bakersfield Master Chorale, Bike Bakersfield** and **Bakersfield Homeless Center**; plus one agency, not subsidized, that still saw the value of the program and paid full tuition to participate, **Independence Through GRACE Foundation**.
- 2) A midway report on the Year Two (2020) Cohort, which includes five subsidized nonprofits, again in the order of the Supervisorial District they represent: **Matrix Entrepreneur Academy; Transitional Youth Mobilizing for Change** (which replaced Habitat for Humanity Golden Empire in District 2, as they chose to drop out of the program); **Bakersfield High School Endowment Fund** (a standout in this year's Give Big Kern, having won the top prize for engaging the largest number of individual donors); **Kern Dance Alliance** and **Girl Scouts of Central California South** (featuring an encouraging breakout testimonial).
- 3) And finally, an update on how Jumpstart has continued to inspire local nonprofits thanks to a four-part **Financial Resiliency Webinar Series** the Jumpstart coaches offered free of charge in April and again in June. These webinars were attended by scores of local charities, including **Frazier Park's Mountain Communities Family Resource Center**, a first-time Give Big Kern participant that was among the top 10 fundraisers this year. Building on that success, their Board committed MCFRC to begin with Jumpstart's 12-month training program at full tuition this fall. You can read about their journey toward greater sustainability in the report.

As you read through the Jumpstart Report to the Community, we hope you will feel proud of all that your investment has accomplished for Kern's nonprofit sector at a time when local charities need fundraising skills and discipline the most. Adding up the agencies listed above, you can see that your investment in 10 agencies over the last two years—**We couldn't have brought Jumpstart to Kern without you!**—has had a spillover effect onto others that are signing up for Jumpstart without a subsidy—**The program has that much value to them!**—plus all the other nonprofits that are hearing about Jumpstart while receiving some Financial Resiliency training along the way. During the difficult financial times nonprofits are dealing with due to the COVID crisis, we truly hope that your Discretionary Budgets will still have room to go on funding the program at an annual commitment of \$15,000 (\$3,000 from each of your budgets)—a truly impactful investment in the long-term sustainability of nonprofits that will be that much stronger thanks to having gotten a "Jumpstart" from you. Thank you again, and please feel free to reach out to me with any questions.

Sincerely,

*Louis Medina*

Louis Medina

Director of Community Impact

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## Building the Capacity of Kern County Nonprofits

Prepared by Jack Murphy - Director of Community Engagement, Network for Good

Jumpstart

KERN COMMUNITY  
FOUNDATION

Growing community.  
Growing philanthropy.

In 2019, by working together, five  
nonprofits turned your investment of:

**\$11,000**

into:

**\$118,978**

worth of net NEW nonprofit impact DOLLARS

from **INDIVIDUAL** DONORS.

(And learned a whole lot in the process, too.)

## How is Jumpstart raising the bar?

Too often, nonprofit leaders are in a race for dollars--an exhausting race that involves grant writing, bidding for government contracts, organizing labor-intensive event-based fundraisers that may not be worth even what they net.

As funders concerned about nonprofit strengthening, we must ensure that our giving creates long-term and lasting change through empowerment. Effective philanthropy requires building sustainable, financially-resilient nonprofits because when the grant period ends, our nonprofits must have the capacity to replace granted dollars with renewable revenue sources – namely, **individual giving**.

## Behind every Jumpstart gift is a cherished personal relationship

Securing and maintaining a wide, diverse base of engaged individual donors represents a more valuable and stable source of operating revenue for an emerging nonprofit when compared to single-source, public, or granted funding. Individual donors may give without complex restrictions, reporting requirements, and may upgrade or renew their gift outside of fixed giving cycles.

However, as further evidenced by the needs expressed by area nonprofits – often those who are serving the most vulnerable community members – our local charities lack the basic skills and infrastructure to acquire, retain, and upgrade donors. Complicating this, Kern County nonprofits often find contracting fundraising assistance is a fragmented, time-consuming, and expensive process that too often falls short of the transformation they envision – and need.

It was out of our shared understanding and from a desire to invest in Kern’s emerging nonprofit leaders that Network for Good (“NFG”) and Kern Community Foundation (“KCF”) launched the “Jumpstart” Program in partnership with the Kern County Board of Supervisors.

Since then, we’ve learned a great deal, identified new ways to improve the program, and we created a number of success stories on the road to achieving our collective goal – increasing the fundraising capacity of Kern County nonprofits so that each can create long-term, sustained impact for their community.

# You are making sustainability possible!



*“This was a very beneficial program for us. The coaching helped us focus our strategies and the software gave us the ability to implement those strategies. Our Coach was fantastic! She gave us great insight into industry best practices. She was a good sounding board for ideas and projects. The software allows for easy online donations, including recurring donations, which was a feature we didn't have before. This sets us up very well to direct donors to start giving online going forward.”*

**– Shannon Medina, Bakersfield Homeless Center**

*“Jumpstart helped us learn the tools of email blasts; of tracking donations; of being aware of what is next to do, etc. The tools, the support, the knowledge and the 'we are in your corner' is priceless.”*

**– Jerry Buzzell, Bakersfield Master Chorale**



*“This program is so important for small, community nonprofits such as Bike Bakersfield. We have a staff of three, a bike kitchen, and a ton of responsibilities, but learning that taking the time to fundraise is a time investment in our organization--that so valuable! Having the support from professional coaches who are adept at the needs of small nonprofits not only allowed us to increase the amount and number of donors, but also to increase our membership coalition, and increase our impact.”*

**– Asha Chandy, Bike Bakersfield**

# You are making sustainability possible!



*"This is a great opportunity for small NPOs (nonprofit organizations) who do not have the resources to fundraise on their own. I love having all of the information in one location. The coaching was wonderful. I am a novice, so the webinars and templates are great."*

**– Catherine Waldon, Independence Through GRACE**

*"My coach was extremely valuable and resourceful. As someone new to fundraising, I plan to implement her methods and ideas for as long as I'm in my role, and take on to my next endeavor. Coaching gave me excellent advice and practices, the software gave me a useful tool."*



**– Rebecca McCourt, Indian Wells Valley Economic Development Corporation**



*"Like so many small nonprofits, we do not have anyone on staff with professional fundraising experience and our time to commit to learning is very limited. Having a Fundraising Coach allowed us, a small community group to compete with the larger groups who have professional fundraisers."*

**– Cindy Lawler, Have a Heart Humane Society**

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**When asked "would you recommend Jumpstart as a capacity building resource to other local nonprofits?"**

***All six 2019 participants responded "Yes, highly recommend!"***

## Who built what type of capacity during Jumpstart?

At the end of Jumpstart, nonprofits were asked to self-assess their effectiveness across the different fundraising disciplines that comprise an effective development program. Based upon their evaluations\*, new capacity was built and progress was made by all.

No Capacity Built (0)	Incremental Capacity Built (1)	Significant Capacity Built (2)	Tremendous Capacity Increase (3)
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Jumpstart Participants	Building a Fundraising Plan	Growing an Annual Fund	Securing Monthly Gifts	Upgrading Donors to Major Gifts	Acquiring First-time Donors	Retaining Current Donors	Total Points (max. 18)
Bakersfield Homeless Center	0	2	1	2	1	2	8
Bakersfield Master Chorale	1	2	1	1	1	2	8
Bike Bakersfield	2	2	1	1	3	3	12
Independence Through GRACE	2	2	1	1	2	2	10
Indian Wells Valley Economic Development Corporation	1	2	0	1	1	2	7
Have a Heart Humane Society	1	1	1	2	1	1	7

**\*\*NOTE:** We do not expect there to be Tremendous Capacity Increase in every area at the end of Year 1. That would be unrealistic. However, we encourage participants to self-assess yearly vs. their Year 1 results with the aim of continuing to increase capacity in low-scoring areas year over year.

## How did capacity gains translate to revenue growth?

While some nonprofits achieved greater outcomes than others, all built new capacity and increased their fundraising confidence. Building upon these capacity gains, organizations who participated in Jumpstart are now positioned to create an even greater financial return on the program expense with a longer time horizon.

The **net new** individual giving outcomes\* for each nonprofit are below:

Jumpstart Participants	Growth Donors (#)	Growth Donors (%)	Growth Donations (\$)	Growth Donations (%)
Bakersfield Homeless Center			-\$28,199	-5%
Bakersfield Master Chorale	14	25%	\$14,999	74%
Bike Bakersfield	47	70%	\$49,060	140%
Independence Through GRACE	58	65%	\$15,096	3%
Indian Wells Valley Economic Development Corporation	8	44%	\$52,905	181%

\*Network for Good uses data in the Donor Management system to calculate results.

### NOTES

1. Due to an accounting issue, Bakersfield Homeless Center was unable to report their net change in individual donors.
2. Independence Through GRACE fully paid for their participation in Jumpstart from their own budget.
3. Indian Wells Valley Economic Development Corporation's fundraising totals include both individual and corporate donors.
4. Have a Heart Humane Society did not confirm their fundraising performance, so their data is not included.

## What did we accomplish?

**We had much to celebrate in 2019. Of our five Kern County subsidized Jumpstart participants, four increased fundraising revenues, creating \$118,978 in net new revenue, and all five participants expressed that they strengthened their individual fundraising efforts through your investment.**

Further, when asked whether they believe KCF and the Kern County Board of Supervisors should continue to support Jumpstart for other nonprofits, as compared to other capacity-building resources, participants overwhelmingly answered, "Yes!"

After graduating from Jumpstart in January, 2020, participants took their capacities built, strategies, and technical acumen onward to Kern County's official giving day in May - Give Big Kern. One Jumpstart graduate outperformed all other participating nonprofits - Independence Through GRACE topped the leaderboard by raising nearly \$70,000 from 113 individual donors.

Also as a testament to the efficacy of the program to motivate and empower even newly onboarded nonprofits, Second-Year Cohort Participant Bakersfield High School Foundation, who just started with Jumpstart this February, won the top \$1,500 Give Big Kern award from Kern Community Foundation for securing the most Individual donors through Give Big Kern: 266!



Name	Amount Raised	Donors
1. Independence Through GRACE	\$69,785.00	113
2. Bakersfield Angels	\$62,850.00	58
3. Boys & Girls Clubs of Kern County	\$56,996.00	74
4. CASA of Kern County	\$50,648.00	57
5. Marley's Mutts Dog Rescue	\$46,513.00	182
6. The Mission At Kern County	\$37,634.00	90
7. Bakersfield High School	\$24,135.08	266
8. Guild House/Child Guidance Guild Of Bakersfield, Inc.	\$21,230.73	72
9. Greater Lighthouse Community Outreach, Inc., The Blessing Corner	\$21,003.50	43
10. Mountain Communities Family Resource Center, Inc.	\$17,144.00	94

## How is our current cohort performing?

In the spirit of building upon our shared vision of lasting, transformational change in Kern County, KCF and the Kern County Board of Supervisors invested in a new cohort of five Jumpstart participants, who began the program together in February, 2020. One participant (Habitat for Humanity Golden Empire) chose to drop out of the program and was replaced by another one in June (Transitional Youth Mobilizing for Change), which is very eager to grow its fundraising capacity. Despite the ongoing health and economic crisis caused by the Coronavirus pandemic, our newest Jumpstart participants have proven to be resilient in their commitment to building their fundraising capacity. Below is a chart detailing each participant's engagement in Jumpstart after four months enrolled in the program, and a brief description of program, launch for the participant that is starting in June.

Jumpstart Participant	Health Score*	Activity Update
Bakersfield High School	Green	Keri, Jenny, and Beth (BHS) worked closely with the NFG data team to enhance their legacy data integrity as they adjusted to a new system. In May, they participated in GiveBigKern (GBK) for the very first time, raising over \$24,000, and securing the prize for most individual donors secured (266). Now, they are working with their coach, Anne, to sustain GBK momentum via donor acknowledgements and further leveraging their new online giving tools.
Girl Scouts of Central California South	Green	With the help of their coach (Robin), Jody, Tiffany and Isabel have run three fundraising campaigns since beginning Jumpstart. Despite untimely conflict with multiple giving days in proximity, they are well on their way to being successful Jumpstart Participants ( <i>see following page for more of their progress</i> ).
Innovative Entrepreneur Education	Green	Donna and IEE began Jumpstart with only nascent previous fundraising activity, amidst pivoting programs. Along with her coach, Tracy, Donna has been building capacity across a variety of fundraising channels - online giving, email blasts, text, and more. Tracy helped Donna with her email appeal on GBK, which helped them raise over \$1,800 from 23 individual donors.
Kern Dance Alliance	Yellow	After a slow start to Jumpstart, as they contended with suspended programming during the pandemic, Andrea has been working with the NFG data team toward establishing a clean, consolidated donor dataset. She is also engaging in discussions with her coach (Robin) around pivoting her large fundraiser in November in the wake of a potential event cancellation.

\*Health score is an aggregate measure of participant engagement in Jumpstart - including regular coaching meetings, donor communications, and online giving activity.

## Grantee Spotlight

Despite the ongoing health and economic crisis, Girl Scouts of Central California South has gotten off to a fast start in the Jumpstart Program.



**Isabel Aguilera, Resource Development Coordinator for GSCCS, on how their fundraising is going:**

*"We're feeling really great! Since our time with Jumpstart we have promoted three successful campaigns: Cookie Donor Buyout, Cookie Relief Program, and Giving Tuesday Now. We were not very successful with Give Big Kern and we know it's because most of our attention shifted towards the Giving Tuesday Now "Power Our Promise" by GSUSA. Nonetheless, we are very proud of our accomplishments so far! We will be rolling out another campaign in June and applying what we've learned."*

**Isabel on using integrated software from Network for Good:**

*"The software is amazing. I love it! So much so, that I presented the benefits to our directors. The software is everything we wished for - it is very clean and user-friendly. I also love the amount of support that Network for Good provides. I have learned and used most of the features already. For example, I self-imported individual donors, we have sent multiple email blasts, and blast text messages."*

**Isabel on working with their personal fundraising coach:**

*"Robin has been very helpful in the donor management aspect but I think our team needs to focus more on fundraising questions for her. Anything she doesn't know she emails us very quickly with that information. We will make sure we lean our focus to fundraising tips for future meetings. I appreciate the support that we receive from Network for Good. We look forward to creating more success together!"*



## Is there a greater need for capacity support in Kern County?

Due to the health, economic, and social fallouts of COVID-19, we are reminded of an important truth: That as grantmakers we must ensure our giving creates long-term, sustained impact, by building strong and financially-resilient nonprofit partners. That, as we address the public and economic health of our most vulnerable communities, we must also address the financial vulnerability of the nonprofits that serve these communities.

**Indeed, during (and after) this crisis, our nonprofit partners must have the capacity to leverage heightened philanthropic activity and expand community-based support. Investing in this capacity support not only creates the type of sustainable change our donors, communities, and stakeholders envision, it augments impact within a limited fund balance or budget.**

**In April, 2020**, as COVID-19 quickly began to overwhelm the resilience and sustainability of our nation's small and emerging nonprofits, **Network for Good mobilized resources to deliver a four-part Financial Resilience Training Series**, over two weeks, to over 1,200 nonprofits nationally. Among many other revelations, we discovered three critical findings from training participants from across the country:

- 1. 93% of nonprofit participants do not have a current, working financial resilience plan;**
- 2. 70% of nonprofit participants do not have a current, working fundraising appeals plan;**
- 3. 86% of nonprofit participants have the same, or more, amount of day-to-day time and capacity to focus on fundraising, sustainability, and financial resilience, as they did before the pandemic.**

As we discovered in 2019, and are in the process of building with our current cohort, Jumpstart can be a vehicle to leverage a small investment into greater impact. We've learned and are ever reminded that, together, we can do more for Kern County. Also, very importantly, Jumpstart locally is inspiring agencies that have not received a subsidy from the County Board to participate in the program, to still find a way to self-fund their tuition, which is a glowing testimonial to the value of the program and its spillover nonprofit strengthening effect throughout the sector. Following is a testimonial from one such nonprofit.

## Testimonial from an upcoming Jumpstart participant

**Mountain Communities Family Resource Center has made the decision to invest in themselves by a self-funding into the Jumpstart Program, beginning in the fall of 2020.**



"Late in 2019, our Executive Director first heard about the Jumpstart Program. Her interest was immediately piqued as she knew we needed to "up" our fundraising game as the Mountain Communities Family Resource Center (in Frazier Park) was about to undergo a big transition in separating from a 20-year partnership with the local school district. However, the threshold of having \$15,000 in donations to qualify was daunting; in recent years, our annual fundraising had been closer to the \$5,000-6,000 range. With the hope of eventually reaching that threshold, we signed up to participate in our first Give Big Kern event.

Through the training resources from Give Big Kern, renewed engagement from our whole Board, and many generous donors stepping up to help our community through the COVID crisis, we were able to slowly raise our Give Big Kern fundraising goal -- to \$5,000, then to \$10,000, and eventually raising more than \$17,000.

Simultaneously, we heard about the Network for Good Financial Resilience Training (through the social media channels for Kern Community Foundation and Give Big Kern) and in my capacity as Board Chair, I enrolled in the training series. Right from the first session, I could see how much expertise the fundraising coaches were bringing to the table. Through the "homework" templates, I was able to start building a financial resilience plan, communications plan, and specific fundraising appeals. Along the way, I received personalized feedback to hone our plans. Perhaps the most beneficial part of the series was the virtual office hours, which allowed an open Q&A in small groups. I was able to ask questions very specific to our current situation, as beginners at fundraising in earnest, and the coaches helped me create a prioritized list of action items, all with consideration to the limited staff and time we were working with.

It was due to the fantastic experience with the Financial Resilience Training that I became convinced that participating in the Jumpstart Program was the single most important action we could take to ensure our long-term sustainability through this transition to a stand-alone nonprofit Family Resource Center. Although some of our Board Members were initially concerned about the cost, it did not take long for us to nearly unanimously conclude that this would be a great investment in our future and our community. We are excited to begin the Jumpstart Program in the fall and already have Board Members interested in participating, along with our Executive Director. We think the combination of the coaching expertise, the technical software, and the continual accountability will be invaluable to us at this stage in our development."

Lindsay Larson Call  
*Outgoing Board Chair, Mountain Communities Family Resource Center*

## What did other Kern County nonprofits learn?

**Kern County nonprofits took away an array of learnings and resources back to their organizations from Network for Good's recent Financial Resilience Training Series.**

*"The most valuable takeaway is the rethinking donor engagement during these uncertain times. The Fund Raising Projections Matrix is a great take away for helping with monitoring, assessing, and adjust fundraising strategies."*

**- Juan Avila, Garden Pathways**

*"I liked the idea that this is a nice time to thank people. We've been concerned about how much communication we should be having with our donors given the present situation and this encouragement was helpful for me to understand how we could increase our communication in an appropriate way."*

**- Heidi Beason, Valley Center for the Blind**

*"Clarity on the reason why fundraising now is okay for non-frontline nonprofits at this time. Great presentation, thank you very much. Now I need to get working on our plans and communications."*

**- Jerry Buzzell, Bakersfield Master Chorale**

*"Great information, very clear and succinctly presented. My takeaway was the importance of having a Communication Plan that's relevant, and have a reason to invade a person's inbox! Very enlighting"*

**- Lilli Parker, Bakersfield Senior Center Inc**

*"This was helpful, thank you. My takeaways are to focus on what we can control, and to think of fund raising as an invitation and opportunity"*

**- Jan Dunlap, The Center for Sexuality and Gender Diversity**

# Which Kern County nonprofits need support?

In total, 37 Kern County nonprofits received training through the Financial Resilience Series In April. Those in bold expressed a desire for more immersive, ongoing support in becoming better fundraisers. Some past or current Jumpstart participants also attended the Financial Resilience Series, but since they have already experienced the full immersion of the program, they do not figure in this list.

A Dream Shared	Garden Pathways	St. John Vianney Academy
Alzheimer's Disease Association	Girl Scouts of Central California South	<b>The Center for Sexuality &amp; Gender Diversity</b>
Aloha Council	<b>Kern County Wrestling Association</b>	The Mission at Kern County
<b>Bakersfield Senior Center Inc</b>	Kern Athletic Fencing Foundation	There IS Hope for Me
Be Finally Free, Inc.	Kern Bridges Youth Homes	<b>Thumbs Up Cancer Down</b>
Casa Esperanza	Kern Literacy Council	United Way of Kern County
Center On Race Poverty and the Environment	Links for Life	Valley Achievement Center
Community Action Partnership of Kern	<b>Mountain Communities Family Resource Center</b>	Valley Center for the Blind
Covenant Community Services	Pregnancy Resource Center of the Kern River Valley	WarmLine
<b>Dress for Success Bakersfield</b>	Ridgecrest Chamber of Commerce	Women's Center-High Desert, Inc.
Exceptional Family Center	Sand Creek Rescue	Word for Word Ministries, Inc.
Friends of Mercy Foundation	<b>Southern Sierra Council - Boy Scouts of America</b>	Youth 2 Leaders Education Foundation

## Which Kern County nonprofits need support?

In June, due to overwhelming demand, the Financial Resilience Training Series was launched for a second time. 18 Kern County nonprofits attended this series - those in bold expressed a desire for more immersive, ongoing support in becoming better fundraisers. Some past or current Jumpstart participants also attended the Financial Resilience Series, but since they have already experienced the full immersion of the program, they do not figure in this list.

Bakersfield City Ballet

Exceptional Family Center

Bakersfield Ivy Legacy Foundation

Greater Lighthouse Community Outreach Inc.

Bakersfield Recovery Services Inc.

**Kern County Farm Bureau**

Blessing Box Foundation

**Kern River Valley Revitalization Inc.**

California Farmworker Foundation

NAMI Kern County

California Rock Art Foundation

Omni Family Health

Consulting and Rescuing Equine, CARE

Pet Awareness Week for Students

Center on Race, Poverty, & the Environment

**Valley Caregiver Resource Center**

Dolores Huerta Foundation

## Thank you.

On behalf of the Network for Good board and staff, as well as all cohort members from 2019 – 2020, thank you very sincerely for your trust, commitment, and investment in the Jumpstart Program.

We are ever-reminded that, together, we can do more for Kern County.

With gratitude,



**Jack Murphy**

Director of Community Engagement,

