

LANDSCAPE ANALYSIS OF YOUTH-SERVING FUNDING AND NONPROFIT COMMUNITIES IN THE SAN FRANCISCO BAY AREA

SEPTEMBER 2014

COMPLETED BY

VALERIE THRELFALL
THRELFALL & ASSOCIATES

PREPARED FOR

THE WILLIAM AND FLORA HEWLETT FOUNDATION

INTRODUCTION

The goals of this landscape analysis are to provide an overview of the Bay Area youth-serving funding and nonprofit communities.¹ Key questions guiding the landscape analysis include:

- I. Who are the key funders of youth-serving organizations in the Bay Area? What youth funder collaboratives exist in the Bay Area?
- II. What are some of the key trends in the youth-serving field, in terms of funding priorities and intervention strategies?
- III. What is the state of the youth-serving nonprofit community across the Bay Area?
- IV. Are there gaps in the capacity building services currently being provided to youth-serving organizations in the Bay Area?

This landscape analysis is informed by interviews with 46 Bay Area youth-serving funders and nonprofit organizations, as well as analysis of funder and grantee data from Foundation Center's *Foundation Directory Online* database. More details on the data collection methodology can be found in Appendix A. A summary of individuals interviewed for this project is included as Appendix B.

Organization of this Memorandum

This report is organized into four major sections:

Sections	Key Contents and Guiding Questions
Section I.	Overview of the Philanthropic Landscape Supporting Youth-Serving Organizations <ul style="list-style-type: none">• Who are the key funders of youth-serving organizations (overall and those serving disadvantaged youth) in the Bay Area?• What is the level of need among youth in the Bay Area?• What are some of the major youth funder collaboratives in the Bay Area?
Section II.	Trends in Funding Priorities and Strategies for Serving Disadvantaged Youth <ul style="list-style-type: none">• What are some of the key trends in the youth-serving field, in terms of funding priorities and intervention strategies?
Section III.	Overview of the Nonprofit Landscape Serving Youth in the Bay Area <ul style="list-style-type: none">• What is the state of the youth-serving nonprofit community across the Bay Area?• What is the range of budgets for nonprofit organizations serving disadvantaged youth across the Bay Area?
Section IV.	Assessing the Local Capacity Building Resources for Youth-Serving Organizations <ul style="list-style-type: none">• Are there gaps in capacity building services currently available to youth serving organizations?

¹ We define youth-serving organizations in detail in Appendix A. Generally, youth serving organizations include those that explicitly include children/youth and/or young adults as part of their mission statement and nonprofit organizations that do not explicitly serve children/youth but have received grants to explicitly serve youth. There is no explicit age range associated with our definition of children/youth.

I. OVERVIEW OF THE PHILANTHROPIC LANDSCAPE SUPPORTING YOUTH-SERVING ORGANIZATIONS

The philanthropic landscape supporting Bay Area youth-serving organizations includes a range of national, statewide, and regional funders.² As shown in the table below, total funds provided to youth-serving organizations reached \$308 million in 2010-11, up from \$181 million in 2005-06 but down from a high of \$362 million in 2001-02.³ An estimated 56 percent of funding for youth-serving organizations in 2010-11 came from Bay Area funders; funders based outside of California provided 32 percent of grant dollars.⁴

As demonstrated, there has been a marked increase in the amount of funding provided by non-California based funders over the past 15 years and an overall diversification in the funding stream to youth-serving nonprofits. Complementing philanthropic funds are key government resources – federal, state, and local. In particular, the Department of Children, Youth, and Families (DCYF) and the Oakland Fund for Children and Youth, in San Francisco and Alameda counties respectively, are important government sources for local nonprofits.

Trends in Foundation Grantmaking Supporting Bay Area Youth*												
	Total Number of Funders			Total Funding Given			Percent of Total Giving			Number of Grants Given		
	2001-02	2005-06	2010-11	2001-02	2005-06	2010-11	2001-02	2005-06	2010-11	2001-02	2005-06	2010-11
Foundations based in Bay Area	135	301	306	\$306,000,388	\$97,225,519	\$173,659,163	85%	54%	56%	1,293	3,129	4,740
Foundations based in California outside of Bay Area	36	92	91	\$30,038,340	\$28,428,270	\$35,210,311	8%	16%	11%	239	498	568
Foundations based outside of California	151	345	374	\$25,551,960	\$55,295,432	\$99,004,894	7%	30%	32%	413	1,033	1,316
Total	322	738	771	\$361,590,688	\$180,949,221	\$307,874,368				1,945	4,660	6,624

* Source: The Foundation Center, 2014. Figures based on all foundations included in the *Foundation Directory Online* database that authorized or paid grants to recipient organizations located in nine Bay Area counties specified by the client: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. Criteria for identifying youth were provided by the William and Flora Hewlett Foundation and include all grants to organizations that explicitly serve children or grants to selected Bay Area organizations that do not explicitly serve youth but that received grants designated to serve youth.

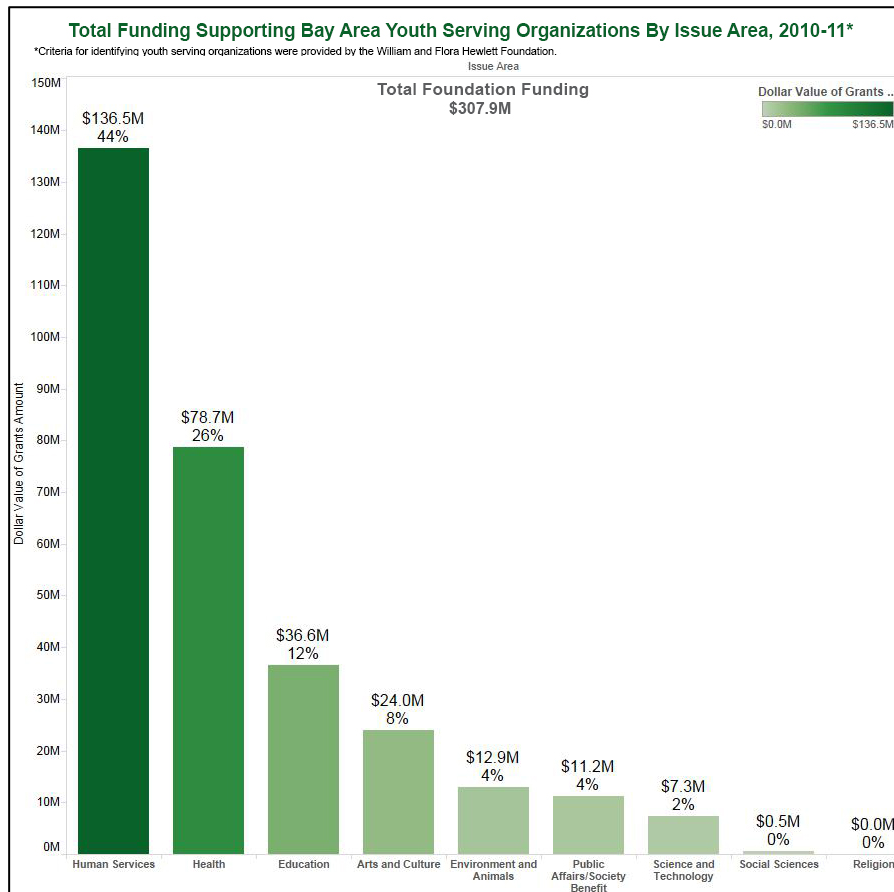
Funding for Youth by Issue Area

The youth-serving field encompasses a wide variety of issue areas and priorities – ranging from human services to arts and culture to education. The chart below highlights the distribution of youth-serving grantmaking by issue area in 2010-11.

² We define the Bay Area as the nine-county region comprised of Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma counties.

³ According to Foundation Center data, 67% of grant funding in 2001-02 came from the David & Lucile Packard Foundation. When Packard is excluded from this analysis, total youth funding in 2001-02 totaled \$118 million.

⁴ In order to determine the funding base supporting youth-serving organizations, we considered all grants provided between 2010 and 2011 to organizations that had youth-serving missions as well as grants to comprehensive nonprofit organizations that were explicitly designated for youth programs. See Appendix A for more details about the methodology used.



As shown, human services and health represent the majority of grantmaking in 2010-11. Human services grantmaking specifically includes funding to youth development (\$52MM), multi-purpose human service organizations (\$46MM), and organizations working on criminal or legal justice issues (\$19MM). Youth development, in this context, refers to both community-based organizations or afterschool programs that advance youth development principles — providing safe spaces for youth, encouraging caring relationships between adults and youth, creating opportunities for youth voice and leadership, and providing outlets for youth-skill building.⁵ Health grants include grants for health policy work, direct service providers, and public health providers.

REGIONAL ANALYSIS OF YOUTH NEEDS

Before examining youth funding trends in greater detail, it is useful to understand, at least in brief, the overall and comparative levels of need among youth in the Bay Area. In a recent national ranking of children’s well-being, California ranked 41st out of 50 states.⁶ The table below summarizes key demographic and socioeconomic data across the nine-county Bay Area. As shown, the majority of

⁵ There are many definitions of youth development. This definition comes from the Youth Development Network, *Why Invest in Youth Development?* 2009.

⁶ Children Now, *California Children’s Report Card 2014: How Kids Are Doing In Our State and What Needs to Be Done About It*, 2014. Accessible at: www.childrennow.org

youth (across all socioeconomic classes) are living in Alameda, Contra Costa, and Santa Clara counties. All nine Bay Area counties have sizeable immigrant populations and an average poverty rate of 14 percent among children under 18. Across the region, just over half of children in third grade are reading at grade level and an estimated 78 percent of youth graduated high school on time in 2012. The indicators of well-being from Children Now's recent *California Children's Report Card*, also shared below, provide further insight about the relative well-being of youth, county-by-county. While context setting, this data should not be viewed as a needs assessment across the different counties; rather, additional data would need to be collected to provide significant insights.

The table below finally shows the approximate levels of foundation funding and the number of youth-serving nonprofit organizations per county. Further discussion of county-specific funding and nonprofit trends can be found later in this paper.⁷

Comparison of Youth Trends Across Nine-County Bay Area Region	Alameda	Contra Costa	Marin	Napa	San Francisco	San Mateo	Santa Clara	Solano	Sonoma
Population ¹	1,600,000	1,100,000	256,000	139,000	826,000	739,000	1,800,000	421,000	492,000
No. of Children residing in county, 2012 ²	360,367	255,952	53,872	37,374	124,458	161,416	446,583	109,748	122,245
Demographics¹									
Population under 18	22%	24%	21%	23%	13%	22%	24%	24%	21%
Population, 18 - 24	10%	9%	6%	9%	9%	8%	9%	10%	10%
People Foreign-Born	31%	24%	20%	26%	36%	34%	37%	21%	17%
Population Over 25 Years Old, with High School Degree	18%	18%	11%	21%	13%	17%	15%	24%	21%
Population Over 25 Years Old, with College Degree or Higher	42%	39%	56%	30%	54%	44%	47%	24%	32%
Population with Less than High School Degree	13%	12%	7%	18%	13%	11%	14%	13%	13%
Income and Poverty Rates¹									
Median Income	\$ 70,500	\$ 74,177	\$90,535	\$ 68,553	\$ 73,012	\$ 81,609	\$ 91,425	\$62,066	\$59,541
Households With Incomes Below \$15,000 Annually	11%	8%	7%	8%	15%	6%	8%	11%	8%
Families With Income below Poverty Level	10%	8%	5%	6%	9%	6%	8%	11%	8%
Female-headed Households With Income Below Poverty Level	25%	23%	17%	13%	20%	16%	20%	27%	21%
Related Children Under 18 Years Old in Poverty	17%	15%	9%	11%	14%	11%	12%	19%	15%
Indicators of Youth Well-Being²									
Three and Four-Year Olds Who Attend Preschool	58%	58%	73%	60%	61%	59%	57%	42%	52%
Third Graders who Read at Grade Level	53%	53%	69%	42%	49%	55%	59%	45%	46%
Students Who Are "Ready" or "Conditionally-Ready" for College-Level Math	62%	64%	65%	55%	60%	67%	68%	61%	61%
Twelfth Graders Who Graduate On Time	78%	82%	91%	82%	51%	84%	80%	74%	77%
Children Who Report Feeling Connected to Their School	42%	44%	57%	48%	42%	54%	44%	34%	48%
Children In the Child Welfare System To Exit To Permanency Within 3 Years	83%	90%	n/a	74%	82%	89%	93%	94%	87%
Foundation Funding for Bay Area Disadvantaged Youth Serving Organizations in 2010 and 2011³									
Foundation Funding (in \$ millions)	\$65.7	\$5.9	\$4.8	\$1.1	\$53.5	\$5.4	\$11.5	\$0.7	\$2.1
Percent of Total Bay Area Giving for Disadvantaged Youth	44%	4%	3%	1%	35%	4%	8%	0%	1%
Nonprofit Organizations Serving Disadvantaged Youth in 2010 and 2011³									
Number of Organizations	166	37	39	7	201	38	69	10	25
Sources:									
1) US Census, 2012 American Community Survey 1 Year Estimates, accessed at: https://www.census.gov/acs/www/									
2) Children Now, 2012-13 California County Scorecard, accessed at: http://scorecard.childrenow.org/2012/comparison/									
3) The Foundation Center, 2014. Figures based on all grants included in the Foundation Directory Online database that were authorized or paid in 2010 or 2011 and awarded to recipient organizations located in nine Bay Area counties specified by the client: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. Criteria for identifying disadvantaged youth were provided by the William and Flora Hewlett Foundation and include all grants to organizations that explicitly serve children in at least one of the following population groups: crime/abuse victims, economically disadvantaged, ethnic or racial minorities, immigrants/refugees, offenders/ex-offenders, sex workers, or single parents or grants to selected Bay Area organizations that do not explicitly serve youth but that were intended to serve at least one of these populations.									

PHILANTHROPIC RESOURCES FOCUSED ON SUPPORTING DISADVANTAGED YOUTH

At the request of the Hewlett Foundation, for the majority of this landscape, we chose to focus our attention on a subset of the marketplace – the philanthropic funders and organizations that expressly seek to serve marginalized, disadvantaged, and “at risk” youth. Given the limitations of nonprofit and foundation data systems, it is difficult to specifically isolate this population of grantors

⁷ Please see pages 7-8 and 13 specifically for additional analysis of county-level trends.

and grantees. However, when commissioning the analysis of Foundation Center data, we selected various population codes including economically disadvantaged youth, immigrant youth, ex-offenders, homeless, and ethnic or minority youth, among others, as proxies for disadvantaged youth.⁸ We recognize these are imperfect and some readers may challenge our coding schema; however, we believe it gets us closer to understanding the nature of philanthropic support that exists for organizations serving these youth. The remainder of this paper focuses on organizations and grantors that work with disadvantaged youth, according to our methodology.

The pattern of giving to organizations that serve disadvantaged youth overall over the past 15 years is one of steadily increasing but evolving support. During 2010-11, an estimated \$151 million was provided to Bay Area organizations targeting disadvantaged youth from 472 grant makers. The top five grant makers (regardless of their location) supporting disadvantaged youth include the James Irvine Foundation (\$16 MM), the California Endowment (\$12 MM), the San Francisco Foundation (\$8 MM), the Annie E. Casey Foundation (\$8 MM), and Silicon Valley Community Foundation (\$8 MM).

Trends in Foundation Grantmaking Supporting Disadvantaged Bay Area Youth*												
	Total Number of Funders			Total Funding Given			Percent of Total Giving			Number of Grants Given		
	2001-02	2005-06	2010-11	2001-02	2005-06	2010-11	2001-02	2005-06	2010-11	2001-02	2005-06	2010-11
Foundations based in Bay Area	80	196	208	\$32,747,644	\$47,783,568	\$88,370,293	47%	48%	59%	609	1,599	2,458
Foundations based in California outside of Bay Area	22	45	49	\$19,244,396	\$18,660,765	\$20,692,029	27%	19%	14%	128	263	328
Foundations based outside of California	79	186	215	\$18,288,455	\$32,574,833	\$41,616,547	26%	33%	28%	233	509	715
Total	181	427	472	\$70,280,495	\$99,019,166	\$150,678,869				970	2371	3501

* Source: The Foundation Center, 2014. Figures based on all foundations included in the *Foundation Directory Online* database that authorized or paid grants to recipient organizations located in nine Bay Area counties specified by the client: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. Criteria for identifying disadvantaged youth were provided by the William and Flora Hewlett Foundation and include all grants to organizations that explicitly serve children in at least one of the following population groups: crime/abuse victims, economically disadvantaged, ethnic or racial minorities, immigrants/refugees, offenders/ex-offenders, sex workers, or single parents or grants to selected Bay Area organizations that do not explicitly serve youth but that were intended to serve at least one of these populations.

An estimated 59 percent of funding for disadvantaged youth in 2010-11 came from foundations based in the Bay Area. The top Bay Area based grant makers in 2010-11 were the Irvine Foundation, San Francisco Foundation, Silicon Valley Community Foundation, Evelyn & Walter Haas Jr. Fund, East Bay Community Foundation, David & Lucile Packard Foundation, Marin Community Foundation, William and Flora Hewlett Foundation, S.D. Bechtel, Jr. (and Stephen Bechtel) Foundations, and the Stuart Foundation.

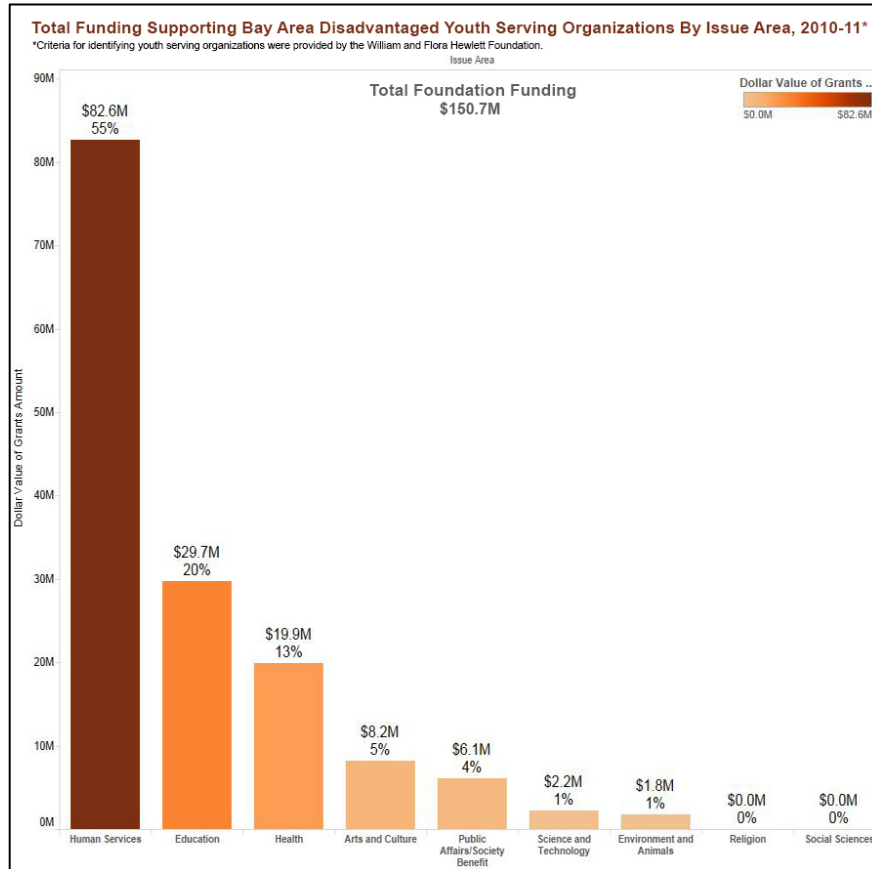
While our data collection focused on the grant making of more than 470 foundations, a list of the top 25 grant makers serving disadvantaged youth in 2010-11 is attached as Appendix C. It is worth noting that Tipping Point Community and Roberts Enterprise Development Fund (REDF) which both provide funding and capacity building services to organizations serving disadvantaged youth were not included in Foundation Center’s data collection.

Funding For Disadvantaged Youth by Issue Area

The distribution of funding for disadvantaged youth by issue area is slightly different from that of youth-serving overall, as education funding represents a larger share. Key areas of focus within

⁸ See Appendix A for additional detail about our methodology.

human services include: multipurpose human service organizations (\$33MM), criminal justice and legal issues (\$18MM), and youth development (\$15MM). Within education, \$22 million of the estimated \$30 million in spending is focused on elementary and secondary school supports.

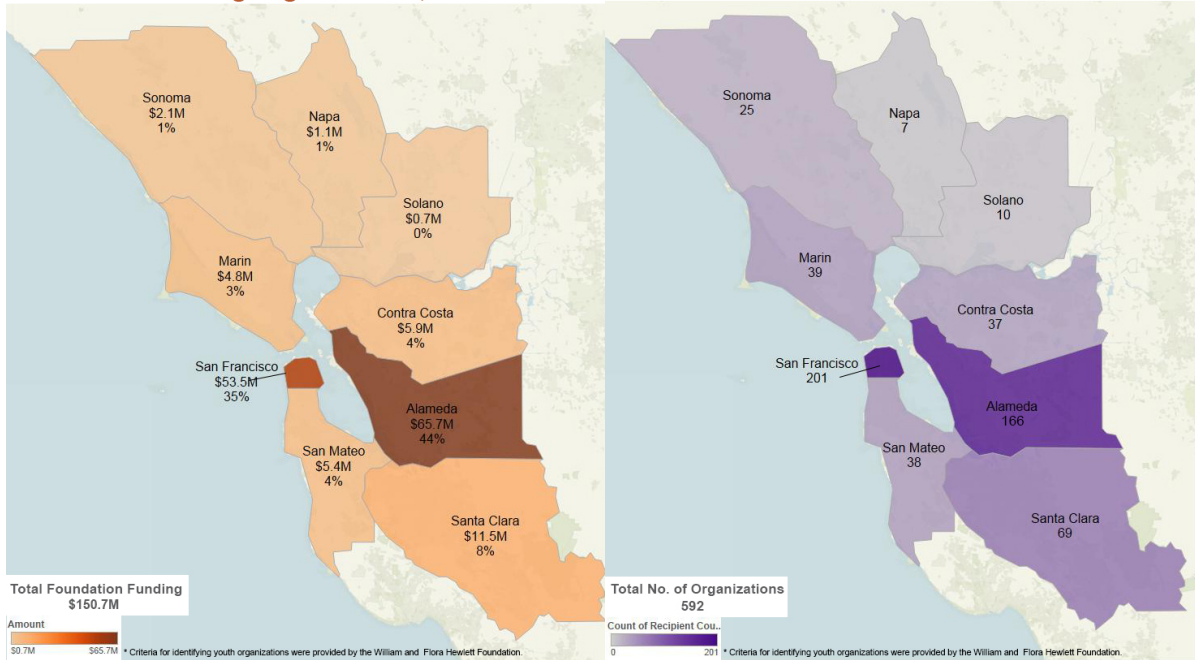


Funding for Disadvantaged Youth by Geography

An analysis of the distribution of grants to Bay Area disadvantaged youth reveals significant geographic concentration, with 79 percent of grant dollars in 2010-11 going to grantees in San Francisco and Alameda counties. Under the definitions applied for this analysis, less than \$4 million in philanthropic funding collectively went to nonprofit organizations based in Napa, Sonoma, and Solano counties and \$6 million went to highly populated Contra Costa County. When this funding is compared side-by-side with the distribution of nonprofit organizations receiving grant support, a stark picture emerges of selected markets that have thriving ecosystems versus select counties that appear to lack meaningful funder and nonprofit infrastructure. We will further discuss the implications of this distribution in Section III of this report.

Foundation Funding for Bay Area Disadvantaged Youth Serving Organizations, 2010-11*

Number of Bay Area Disadvantaged Youth Serving Organizations Receiving Foundation Support, 2010-11*



COLLABORATIONS AND DYNAMICS WITHIN THE BAY AREA YOUTH FUNDING COMMUNITY

We also briefly examined funders’ experiences being part of the Bay Area philanthropic environment. In general, the Bay Area has a very robust philanthropic community, particularly when compared to many other parts of the country. In fact, according to a 2011 Foundation Center report, “Bay Area foundations reported the fastest growth in total assets and giving since 2000, compared to California and U.S. foundations overall.”⁹ Funders we spoke with describe it as a generally collegial community that is welcoming of new initiatives and entrants. Some interviewees noted, however, that Bay Area funders used to be much more tight-knit and collaborative, but that funders have “balkanized” more recently within specific issue areas and geographies.

In addition, there are some notable regional trends. First, multiple interviewees cited the potential near-term leadership vacuum within the funding community, given recent leadership transitions at the East Bay Community Foundation, Irvine Foundation, San Francisco Foundation, Stuart Foundation, and the Zellerbach Family Foundation. Secondly, foundation focus is reportedly relatively constricted by county lines; as one interviewee described, “there is not a lot of crossing of bridges and tunnels” when it comes to local giving.

Current Collaborations Focused on Youth Issues

Within the Bay Area, there are multiple types of collaborations: a) those comprised only of funders; b) public-private collaborations involving governments, community-based organizations and funders; and c) practitioner collaboratives. This paper highlights some of the active funder collaboratives and

⁹ Foundation Center, *Key Facts on Bay Area Foundations*, June 2011.

public-private collaborations cited by interviewees within the Bay Area; it should not be considered to be a comprehensive listing. Moreover, during our interviews, we did not probe about the quality, formality, or comprehensiveness of these initiatives; as such, we cannot speak to these issues.

Funder Collaborations

Youth-focused funding collaboratives in operation today, cited by interviewees, include the following:

- Alameda County Funders Forum
- Bay Area Early Childhood Funders Group
- Boys and Men of Color Funders Collaborative
- East Contra Costa Funders Group
- Oakland Youth Funders Group¹⁰
- PreK-3 Funders Group
- Richmond Funders Group
- Silicon Valley Out of School Time Collaborative

There may be others beyond these. We also heard that there is frequent information sharing and geographic co-investing within both the San Francisco and East Bay funding communities. In addition, funders working on foster youth/child welfare as well those working on education issues frequently co-invest on select grantees. While not regionally-based, many local child welfare funders are also part of the national Youth Transition Funders Group which seeks to help all youth make a successful transition to adulthood by age 25.

Historically, the Bay Area had both an active Bay Area Youth Development Funders Group and a Philanthropic Efforts Group, which focused on standardizing funders' efforts around human service and foster care. However, both of these groups dissolved in the past five years. The Youth Development Group dissolved as funders moved away from investing in the field; the Philanthropic Efforts Group was reportedly working to standardize data collection activities across foundations and dissolved, as it was not able to accomplish this goal.

Public-Private Collaborations

There are multiple large-scale public-private collaborations focused on youth in the Bay Area. Again, the below is not an exhaustive list but represents some of the most relevant public-private collaborations focused on youth cited by interviewees.

- **Beacon Initiative** – Is a public-private partnership started 20 years ago that includes the San Francisco Department of Children, Youth, and Families, San Francisco Unified School District, community organizations, and foundations, led by the Evelyn & Walter Haas Jr. Fund. The initiative supports eight Beacon Centers in San Francisco, which serve as active community school hubs.
- **California Child Welfare Co-Investment Partnership** – A statewide collaborative, the Partnership works to improve outcomes in the child welfare system through coordinated, collaborative approaches to investing. The partnership is comprised of five funders – including the Stuart Foundation, Walter S. Johnson Foundation, and the Zellerbach Family

¹⁰ This group may also be called the Oakland Education Funders Group. Interviewees used both names.

Foundation – the California Department of Social Services, Administrative Offices of the Courts, and the California Welfare Directors Association.

- **California College Pathways Initiative** – This statewide partnership seeks to provide resources and leadership to campuses and community organizations to help foster youth succeed at community colleges, vocational schools, and four-year universities. The partnership’s funders include the John Burton Foundation, Stuart Foundation, Tipping Point Community, and the Walter S. Johnson Foundation. Other partners include the California Department of Education, the California Department of Social Services, multiple nonprofits, and the University of California and California State University educational systems.
- **Marin Promise Partnership** – Started by a former trustee of the Marin Community Foundation, this partnership seeks to bring Cincinnati-based STRIVE’s Cradle to Career framework and data-driven approach to Marin County. While currently small and involving no institutional funders, it has potentially significant implications for the funding landscape in Marin and appears to be getting a fair amount of local attention.
- **Peninsula Partnership Leadership Council** – Started 20 years ago, this collaboration of fifty organizations aims to advance shared goals around youth and families in San Mateo County. One of the Council’s current initiatives is The Big Lift, which is focused on improving reading proficiency among third graders countywide.
- **Redwood City 2020** – Launched in 1991, Redwood City 2020 is a staffed initiative that advances a shared agenda focused on improving the lives of children, youth and families that live in Redwood City and unincorporated North Fair Oaks. It is a highly coordinated effort, led by a coalition of eight partners including the City of Redwood City, San Mateo County, First 5 San Mateo County, Kaiser Permanente, and multiple school districts.
- **Solano Safety Net Task Force** – Five funders and agencies in Solano, including United Way of the Bay Area, have come together to advance systems level reform focused on raising the education and skill levels of Solano residents living in poverty. In 2013, the Task Force did significant outreach to raise awareness about its Roadmap to Cut Poverty, sought “backbone” funding for local collective action projects, and launched working groups focused on education and jobs issues.

Two other significant initiatives raised by interviewees that touch on youth issues and inform funder efforts include:

- **SF Gives** – Initiated by Marc Benioff, Chairman and CEO of Salesforce.com, SF Gives is a \$10 million fund created in March 2014 by a coalition of business and technology industry leaders to fight poverty in the Bay Area. Funds are being raised on behalf of Tipping Point Community, which will allocate all grants.
- **Youth Data Archive** – An initiative of the John W. Gardner Center for Youth and Their Communities at Stanford University, the Youth Data Archive (YDA) links individual youth data files across schools, public agencies, and community based organizations and allows organizations to look at youth’s pathways across time and across environments. The YDA is well underway in San Mateo, San Francisco, and Santa Clara counties and is in development in Alameda County.¹¹

¹¹ Much of this information is sourced from: http://gardnercenter.stanford.edu/our_work/yda.html

II. TRENDS IN FUNDING PRIORITIES AND STRATEGIES FOR SERVING DISADVANTAGED YOUTH

Broadly defined, many of the recent trends in funder priorities and nonprofit strategies among Bay Area youth-serving organizations mirror those seen in the national philanthropic and youth fields. However, through interviews, it has been interesting to learn how these trends have manifested locally and how they have shaped the field's current priorities.

Perhaps the most critical recent trend has been the dramatic decrease in the philanthropic funds available for traditional youth development. Accompanying this has been a pronounced shift to focus on education as the primary lever for change. As described by multiple interviewees, the youth development field matured over the past 20 years spurred by significant infusions of government funding. The years 2000–2008 were a period of particularly strong growth for the field locally, as multiple foundations including the Stuart Foundation, Evelyn & Walter Haas Jr. Fund, and the San Francisco Foundation all had active youth development portfolios.¹² However, by 2008, all of these funders had closed their youth development portfolios, and reshaped their youth-focused grantmaking to focus on education. This shift was reportedly driven by multiple forces:

- Growing demand for more quantitative outcome metrics rather than the “softer” measures such as self-confidence, teamwork, or individual agency advanced by youth development programs;
- Recognition that Bay Area schools were not producing enough students who were college ready and that the public systems required additional resources; and
- A large influx of state funds through Proposition 49 that expanded funding for after-school programs and evolved the role that some private philanthropy chose to play.

As one interviewee describes, we recognized that “youth development couldn't make up for what kids weren't getting in schools and that the public systems had to change.” Given these forces, many youth development organizations like BUILD, Summer Search and Youth Radio more directly aligned themselves with schools and expanded the outcomes for which they held themselves accountable to include academic metrics like graduation rates. Some foundation leaders describe this evolution as a good thing, as “youth development became part of something larger.” The transition removed some historical siloes, emphasized the need for organizations to work collaboratively, and paved the way for integrated efforts today like community schools. However, others regard the shift negatively, and posit that it caused some youth development organizations to hold themselves to unrealistic performance standards.

In light of this history, it is interesting to look at some of the major themes and funding priorities within the disadvantaged youth field today:

- **Schools as Locus for Centralizing Change Efforts** – Schools and local education systems are increasingly being positioned as the key organizing sites for youth issues. A potential catalyst in this trend is California's Local Control Funding Formula which gives districts increased autonomy but also responsibility for addressing young people's needs. Moreover, within the

¹² While we did not collect issue-specific data across multiple years from Foundation Center that would document this trend, multiple funders described this trend in interviews.

Bay Area, and San Francisco and Oakland most prominently, there has been and continues to be significant momentum around the community schools movement—in which schools serve as local resource hubs, addressing the full needs of low-income youth and their families.¹³ Many interviewees predict that community schools are only going to increase as important local intervention strategies.

- **Renewed Focus on Young People’s Mental Health and Social Emotional Needs** – Perhaps reflecting a shift in the philanthropic “funding pendulum,” many funders are dedicating increased attention to strengthening social emotional learning (SEL) programs in and outside of school, integrating tools like ‘mindfulness’ in schools, and increasing access to mental health resources for vulnerable youth populations. Some interviewees describe this is in light of a growing recognition of the need to engage young people more fully in their development. As one funder described, “there seems to be a resurgence in youth development whether we call it that or not.” An important example of this trend is the inclusion of expanded SEL and school climate metrics to assess district performance by ten leading districts in California.¹⁴
- **Alignment of the K-12 Education System to Career Pathways** – Many interviewees we spoke with described a growing trend within the Bay Area education field to integrate middle schools, high schools, community colleges, and apprenticeships in a much more intentional way. An example of this is the Irvine Foundation’s Linked Learning initiative, which is being piloted or implemented in many Bay Area districts including Antioch, Mt. Diablo, Oakland, Pittsburgh, San Lorenzo, Santa Rosa City Schools, Vallejo City, and West Contra Costa. Many local funders are also supporting the advancement of STEM programs, particularly given the proximity to technology resources in Silicon Valley.
- **Improving Outcomes for Foster Youth** – Within the Bay Area, outcomes for foster youth still consistently lag behind those of their peers. As a result, funders including the Stuart Foundation, the Walter S. Johnson Foundation, and the Zellerbach Family Foundation focus on issues related to child welfare systems both locally and statewide. These funders have been instrumental in raising awareness about the needs of foster youth and helping shape child welfare and human services system reform regionally through efforts like the California Child Welfare Co-Investment Partnership.
- **Early Childhood Education** – As research on early brain development continues to highlight the importance of children’s formative experiences and lack of school readiness remains a critical issue for many youth, early childhood education is becoming a growing area of investment both regionally and nationally. Funders like the East Bay Community Foundation, Evelyn & Walter Haas Jr. Fund, and San Francisco Foundation all maintain active grant portfolios in this area.

¹³ A community school is “a strategy for organizing the resources of a community around student success... [It] is based on the idea of a developmental triangle which calls for a strong instructional program, expanded learning opportunities through enrichment, and services designed to remove barriers to students’ learning and healthy development.” OUSD Strategic Plan, 2011-2016.

¹⁴ The California Office for Reforming Education (CORE) is a collaboration of 10 major districts including Los Angeles, San Francisco and Oakland Unified that are pursuing an alternate accountability model to No Child Left Behind (NCLB).

- **Disconnected or “Opportunity Youth”** – Compared to some of the other issue areas, funders spoke less specifically about ongoing efforts to address the needs of older youth who are not in school or not working in the labor force. One initiative involving multiple funders is the Aspen Institute’s Opportunity Youth Incentive Fund, which is providing grants to 21 national cross-sector collaborations (including programs in Oakland and San Jose) that focus on bringing youth back into education or the workforce. Co-investors in the Opportunity Youth Incentive Fund include the California Endowment, Hewlett Foundation, Irvine Foundation, and Silicon Valley Community Foundation. Organizers are hopeful that efforts like the Opportunity Youth Incentive Fund will be strengthened in the next year given the federal Social Innovation Fund’s explicit focus on opportunity youth as an area of investment.¹⁵ In light of the demographics and high cost of living in the Bay Area, and the fact that advanced education will increasingly become less attainable for many Bay Area youth both financially and academically, many would argue that this is a key area of need within the Bay Area.

III. OVERVIEW OF THE NONPROFIT LANDSCAPE SERVING DISADVANTAGED YOUTH

Below we examine the nonprofit marketplace in greater detail. This section first provides some general perceptions about the state of the nonprofit communities in each of the major counties within the Bay Area. It also includes an analysis of the distribution of nonprofit organizations by budget size.

Interviewees provided some important feedback about how the nonprofit landscape differs across the Bay Area.¹⁶ Based on their feedback, a couple of trends emerge:

- First, **San Francisco** is typically viewed as the epicenter of the philanthropic and nonprofit community in the Bay Area. There is a well-developed infrastructure supporting nonprofit organizations and active city and county support systems. The San Francisco Department of Youth, Children, and Families was mentioned multiple times as a key resource for nonprofits in San Francisco.
- **Alameda County** is the next most developed nonprofit community, as Oakland is a major hub of nonprofit and funder activity. Despite the activity, some interviewees characterize Oakland as very community-based, decentralized, and a challenging environment for coordinating broad scale change. Oakland Unified has emerged over recent years as a key organizing force in the city. Many interviewees expressed concern that cities like Hayward and Fremont, which are also high-need, frequently get overlooked in Alameda County in favor of Oakland.
- **Contra Costa County** suffers from a similar dynamic to Alameda County, as the bulk of provider and philanthropic resources (while more limited overall) are concentrated in Western Contra Costa, which includes the city of Richmond, while Eastern Contra Costa remains comparatively neglected. Richmond is often described as a small city with “big city problems;” however, many interviewees described that there are “good things happening” in

¹⁵ <http://www.nationalservice.gov/build-your-capacity/grants/funding-opportunities/2014/social-innovation-fund-grants-fy-2014>

¹⁶ Due to internal parameters, in the bulk of our interviews, we concentrated on the seven county Bay Area (excluding Napa and Sonoma).

Richmond and some initiatives, particularly recent collective impact projects, are starting to see tangible improvements in social outcomes. In contrast, Eastern Contra Costa is an area that remains chronically underserved and whose challenges only seem to be increasing. The Brookings Institution's *Confronting Suburban Poverty in America* study features Eastern Contra Costa and describes its transformation this way: "When the housing market crashed in 2006, the economic bottom fell out of East County" and the "subregion became the unofficial foreclosure capital of the Bay Area... Not only did these challenges far outstrip the capacity of a strained local public sector, but they also overwhelmed the area's extremely thin nonprofit safety net."¹⁷

- Counties like **San Mateo** and **Santa Clara** represent additional important examples of the growing suburbanization of poverty. While Silicon Valley Community Foundation has played a significant role in shaping the landscape in both counties, San Mateo and Santa Clara still have significant local untapped wealth, major needs among youth, and relatively underdeveloped nonprofit communities. Some of the most promising work in the area is reportedly taking place in Redwood City and East Palo Alto, through vehicles such as Redwood City 2020.
- The youth-serving community within **Marin County** has been described as particularly fragmented. All nonprofits are facing increased demand for services given the recent recession, per a recent survey of operating organizations. On the funding side, Marin is characterized by significant individual wealth but limited foundation resources. In fact, in a 2013 survey of Marin nonprofits, just one quarter of respondents or fewer indicated that foundation funding was among their top three income sources. Foundations outside of Marin represented the largest source of institutional philanthropy for survey respondents while the Marin Community Foundation represented the second largest, and other Marin foundations were the least frequently mentioned resource.¹⁸
- A sobering picture emerges when one examines the state of the nonprofit community within **Solano County**. Solano is a relatively rural county overall punctuated with three large cities – Fairfield, Vacaville, and Vallejo. One interviewee described Solano as "being on the way somewhere" but not a primary destination. Indeed, there is very little philanthropic support in Solano and the nonprofit community is extremely limited. Vallejo, the county's largest city, declared bankruptcy in 2008; while the city is now "in the black," it still suffers from chronically underfunded systems which have reduced the services available to needy residents. Multiple interviewees spoke to a long-standing culture of engagement among the citizens of Vallejo; however, given the economic challenges and lack of adequate services available in recent years, there have been reduced levels of trust between residents and the local government.
- Through interviews, we heard far fewer perspectives about **Sonoma** and **Napa** counties. However, both counties are generally viewed to have "lean" funding and nonprofit infrastructure. Within Sonoma in particular, there are very few institutional funders actively

¹⁷ Kneebone, Elizabeth and Alan Berube. *Confronting Suburban Poverty in America*. Brookings Institution, 2013.

¹⁸ Center for Volunteer and Nonprofit Leadership, *Resilience, Resourcefulness and Recovery: Marin Nonprofits after the Great Recession*, 2013.

supporting local organizations and the community foundation remains very small, providing less than \$10 million in annual grants.

ANALYSIS OF BAY AREA ORGANIZATIONS SERVING DISADVANTAGED YOUTH BY BUDGET SIZE

As part of our landscape, we also wanted to better understand the distribution of nonprofit organizations by budget size within the Bay Area and how philanthropic funding was allocated across youth-serving organizations. As shown in the below table, more than one-third of the 592 organizations serving disadvantaged youth in the Bay Area have budgets less than \$750,000 and nineteen percent have budgets between \$750,000 and \$2,000,000. These organizations collectively received approximately 36 percent of the \$151 million in philanthropic funding provided in 2010 and 2011.

What’s perhaps even more interesting, however, is to examine the distribution of nonprofit organizations serving disadvantaged youth by budget and geography. What this data shows is a pattern that is consistent with what we heard in interviews. In counties outside of San Francisco and Alameda, there is frequently very limited nonprofit infrastructure (as demonstrated by the number of youth-serving nonprofit organizations in operation, per our definitions) and, those organizations that do exist tend to operate at a very small scale. While our data may slightly underestimate the number of nonprofits due to our coding related to nonprofits’ target population, our interviews with local funders affirmed that the distribution of nonprofits captured in this analysis seem directionally correct.¹⁹

Distribution of Nonprofit Organizations Serving Disadvantaged Youth by Budget and County, 2010-2011*											
			Alameda	Contra Costa	Marin	Napa	San Francisco	San Mateo	Santa Clara	Solano	Sonoma
Organization Revenue	Percent of Total Grant Dollars	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs	No. of Orgs
Greater than \$10,000,000	7.8%	51	13	2	1	0	26	1	8	0	0
\$5,000,000 - \$10,000,000	8.4%	45	14	1	1	1	18	2	5	0	3
\$2,000,000 - \$5,000,000	14.5%	73	24	3	4	1	25	4	10	0	2
\$750,000 - \$2,000,000	12.7%	110	21	7	6	3	44	9	11	3	6
Less than \$750,000	38.0%	215	63	16	20	2	57	16	25	5	11
Unspecified	18.7%	98	31	8	7	0	31	6	10	2	3
Total		592	166	37	39	7	201	38	69	10	25

* Source: The Foundation Center, 2014. Figures based on all grants included in the *Foundation Directory Online* database that were authorized or paid in 2010 or 2011 and awarded to recipient organizations located in nine Bay Area counties specified by the client: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. Criteria for identifying disadvantaged youth were provided by the William and Flora Hewlett Foundation and include all grants to organizations that explicitly serve children in at least one of the following population groups: crime/abuse victims, economically disadvantaged, ethnic or racial minorities, immigrants/refugees, offenders/ex-offenders, sex workers, or single parents or grants to selected Bay Area organizations that do not explicitly serve youth but that were intended to serve at least one of these populations.

¹⁹ To develop this list of organizations, we applied a series of screens to isolate organizations that had an explicit focus on serving disadvantaged youth, based on Foundation Center’s coding of grantee data. Some organizations may be miscoded and thus excluded from our analysis. In addition, there are significant data collection challenges with accessing nonprofits’ budgets, which may also skew our data. For more detail on the methodology used, see Appendix A.

IV. ASSESSING THE CAPACITY BUILDING LANDSCAPE FOR BAY AREA NONPROFITS

Across everyone we spoke with, there was consensus that there are major capacity building needs among youth-serving organizations in the Bay Area. Many people observed that funders have not paid enough attention to grantee capacity building to the detriment of the youth-serving field. The Organizational Effectiveness Program at the Packard Foundation was frequently cited as a rare important funding resource for nonprofits in the Bay Area.²⁰

When examining the access youth-serving nonprofits have to capacity building assistance, however, a more complicated picture emerges, depending on nonprofits' location, field of interest, and funder base. Select nonprofits receive more comprehensive technical assistance from funders such as REDF, Tipping Point, Green Light Fund, and Draper Richards Kaplan. In addition, in counties such as Alameda, San Francisco, San Mateo, and Santa Clara, there are some substantive funder-led initiatives and cohort models, featuring convenings and group learning opportunities that interviewees mentioned. Two ongoing funder-led capacity building initiatives include:

- The **San Francisco DCYF** has historically provided capacity-building services to a cohort of expanded learning, K-8, and non-school-based DCYF grantees. The Partnership for Children & Youth has been the lead technical assistance provider for this program; however, DCYF is in the process of identifying a new partner to work with its grantees in the coming years. Participation in the cohort includes workshops throughout the year and individual coaching time.
- The **Silicon Valley Out of School Time Collaborative**, which has been supported by the David and Lucile Packard Foundation, Sand Hill Foundation, Sobrato Family Foundation, and SV2 (for the first three years), is funding a cohort of summer school and after school programs affecting 6,000 students in San Mateo and Santa Clara counties. The collaborative is set to provide \$2.4 million over 5 years to nine grantees. "In addition to grants, organizations will be able to participate in a learning community created to encourage partnerships and foster the sharing of best practices."²¹

When thinking about program development, in certain areas, it is consequently important for funders to consider the relative burden they are placing on organizations in terms of the time required for participation, depending on organizations' preexisting commitments.

CAPACITY BUILDING NEEDS AMONG NONPROFITS

When asked to list specific capacity-building needs among youth-serving organizations, nonprofit thought leaders and funders highlighted the following areas for development. It is worth noting that we solicited this input in a very open-ended manner; for example, we did not ask interviewees to rank the relative capacity needs against each other.

²⁰ The Walter & Elise Haas Jr. Fund, S.D. Bechtel, and Walter S. Johnson foundations also reportedly provide funds for organizational effectiveness/ capacity building. In addition, the Marin Community Foundation is currently reviewing its approach to capacity building as part of its 2015 strategic planning.

²¹ See: <http://www.sandhillfoundation.org/new-initiative.html>.

- **Board development** – This was the most frequently mentioned area of organizational development for youth-serving nonprofits. Interviewees talked about needs around recruitment, learning how to build a strategic board, and strengthening board effectiveness to promote the long-term sustainability of organizations.
- **Fundraising and Sustainability Planning** – Youth-serving organizations, like many nonprofits, struggle with developing effective fundraising plans that support long-term sustainability. This can be particularly challenging for youth organizations whose donors are often former participants. In addition, some interviewees have observed that youth-serving organizations often lack adequate financial and accounting systems, which can weaken their governance and management capacity over time.
- **Growth planning** – Many organizations struggle with leadership transitions and succession planning as long-time founders transition out of their roles. In addition, organizations reportedly often lack knowledge about how to effectively modify their operational structure, such as adding mid-level managers, to accommodate growth. This is an area where organizations would reportedly benefit from experienced counsel.

CONCLUSION

This landscape analysis provides a snapshot of the evolution and current trends in funding for Bay Area youth serving organizations. It also details major funder and public-private collaborations in operation within the Bay Area. Finally, this report highlights the geographic disparity in the relative infrastructure and support available for organizations serving disadvantaged youth across the nine-county Bay Area. We find some counties are relatively well supported by the local funding and nonprofit community, whereas others remain underserved. Through our interviews and analysis, we have tried to capture many of the key issues and trends affecting foundations and nonprofits that serve disadvantaged youth in particular; however, this is not meant to be a comprehensive analysis of all youth serving issues in the Bay Area.

Regardless, we hope these findings provide useful context for your upcoming work and look forward to discussing this report with you.

Appendix A. Summary Of Data Collection Approach

Summary of Overall Approach

Below is a detailed summary of the approach used to build relevant quantitative datasets to inform this landscape analysis. In order to determine the universe of organizations and funders for this analysis, we worked iteratively with the Foundation Center to develop criteria and conduct customized database searches meeting our target population definitions. We first generated the list of nonprofit organizations or grantees that met our target definitions; we then mapped back to the funders providing grants to these organizations.

The primary source for the data was Foundation Center's *Foundation Directory Online* database, which captures grant-level activity for 1,000 of the largest U.S. private and community foundations and provides selected grants information for more than 20,000 additional foundations. Giving by the 1,000 largest foundations alone accounts for approximately half of giving by the universe of U.S. grantmaking foundations. In order to make sure we accessed the most comprehensive data, we looked at all grants awarded to organizations for both 2010 and 2011 combined.

Definitions and Criteria

The Bay Area

For the purposes of this analysis, we defined the Bay Area as the nine-county region comprised of Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma counties.

Youth-Serving Organizations and Funders

For this analysis, we defined youth serving organizations as:

- Organizations that explicitly include children/youth and/or young adults as part of their mission statement¹
 - Excluding internationally-focused nonprofits, educational institutions, and selected organizations identified by the William and Flora Hewlett Foundation project staff.

AND

- Organizations that do not explicitly serve children/youth but that were awarded grants explicitly to serve youth. Including these organizations allows us to capture multi-service nonprofits who have active youth-focused programs²
 - Excluding foundations, advocacy/research organizations, county offices, school boards, and consulting/capacity building providers identified by the William and Flora Hewlett Foundation project staff.

It is worth noting that Foundation Center does not ascribe specific age criteria to its definition of children/youth.

¹ Foundation Center staff code organizations based on independent review of their mission statements.

² Foundation Center staff will apply population-specific codes when the grants information provided by funders indicates an explicit focus on a specific population(s).

Organizations That Work with Disadvantaged Youth

We then applied a “filter” to the youth serving organization datasets developed above that sought to identify those organizations that were specifically working with disadvantaged or marginalized youth.

We defined organizations working with disadvantaged youth as:

- Organizations that explicitly include a focus on young people from at least one of the following population groups, according to their mission statement: crime/abuse victims, economically disadvantaged (including the homeless and migrant workers), ethnic or racial minorities, immigrants/refugees, offenders/ex-offenders, sex workers, or single parents

AND

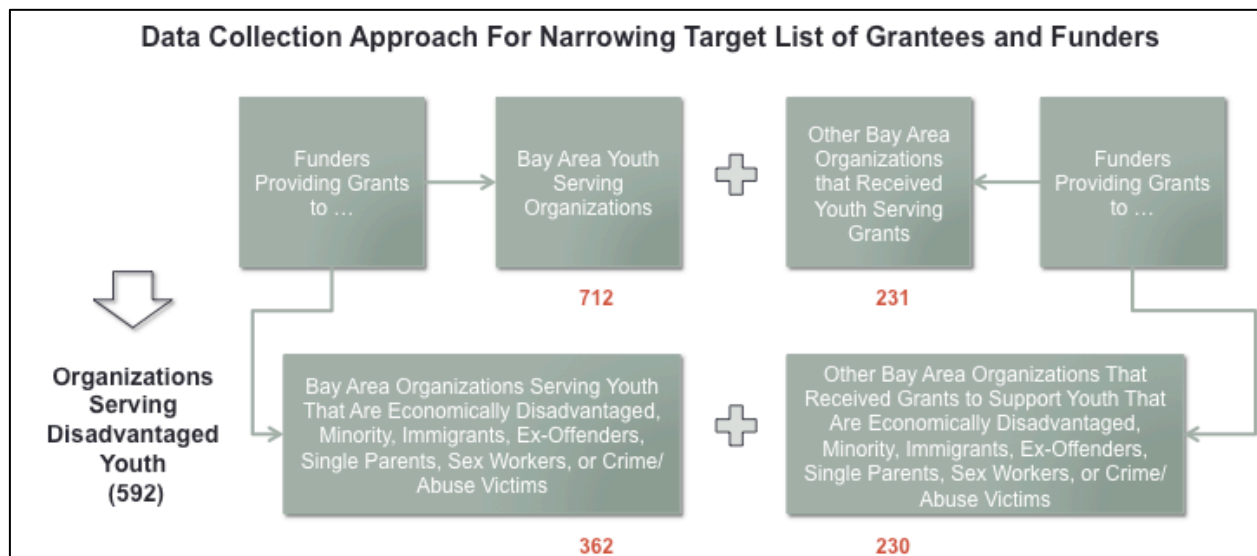
- Organizations that do not explicitly serve youth but that received grants intended to serve youth from at least one of these population groups: crime/abuse victims, economically disadvantaged (including the homeless and migrant workers), ethnic or racial minorities, immigrants/refugees, offenders/ex-offenders, sex workers, or single parents

Analyzing Organizational Budgets

Foundation Center then married the datasets above with individual organizations’ most recent publicly available revenue data, as sourced from their IRS 990-PF file or their current Business Master File.

A Visual Summary of How We Narrowed the Landscape

Below is a visual summary of how the datasets were generated and filters were applied to narrow the field.



Appendix B. Funder and Nonprofit Leader Interviews Conducted for Bay Area Landscape Analysis

Organization	Name	Title
Foundation Interviews Completed		
Akonadi Foundation	Melanie Cervantes	Program Officer
California Endowment	Diana Aranda	Program Manager, Richmond
California Endowment	Sandra Davis	Program Manager, East Oakland
College Access Foundation	Tamara Moore	Program Officer
David and Lucile Packard Foundation	Irene Wong	Director, Local Grantmaking
East Bay Community Foundation	Deborah Alvarez-Rodriguez	Interim Executive Director
Emerson Collective	Anne Marie Burgoyne	Managing Director
Evelyn & Walter Haas Jr. Fund	Sylvia Yee	Vice President of Programs
Hewlett Foundation	Denis Udall	Program Officer
Irvine Foundation	Anne Stanton	Director of Programs
Kimball Foundation	Hector Melendez	Executive Director
Marin Community Foundation	Sandra Nathan	Vice-President, Programs
Pacific Foundation Services	Mary Gregory	Vice President
Richmond Community Foundation	Jim Becker	President and Chief Executive Officer
Rogers Family Foundation	Rhonnell Sotelo	Chief Strategy Officer
S.D. Bechtel, Jr. Foundation	Susan Harvey and Carol Tang	Program Director, Education and Program Officer
S.H. Cowell Foundation	Jamie Allison	Senior Program Officer
S.H. Cowell Foundation	Lise Maisano	Vice President, Grant Programs
Sand Hill Foundation	Ash McNeely	Executive Director
San Francisco Foundation	Lisa Villareal	Program Officer
Silicon Valley Community Foundation	Margot Rawlins	Director, Grantmaking
Sobrato Family Foundation	Kenji Treanor	Program Officer
Solano Community Foundation	Stephanie Wolf	Chief Executive Officer
Community Foundation Sonoma County	Karin Demarest	Vice President for Programs
Stuart Foundation	Allison Sparks	Program Officer
SV2(via email)	Jen Ratay	Executive Director
Thomas J. Long Foundation	Aimee Eng	Senior Program Officer
Thrive Foundation for Youth	Nicole Taylor	Executive Director
Tipping Point Community	Andrew Niklaus	Manager, Evaluation and Impact
Tipping Point Community	Karina Moreno	Senior Associate, Programs
Walter & Elise Haas Foundation	Pamela David	Executive Director
Walter S. Johnson Foundation	Yali Lincroft	Program Officer
Zellerbach Family Foundation	Amy Price	Program Executive
Nonprofit / Thought Leader Interviews Completed		
Consultant	Lin Ishihara	Former Program Officer, Stone Foundation
Contra Costa Child Care Council	Eric Peterson	Senior Director
Fighting Back Youth Partnership	Josephine Wilson and Mark Mora	Interim Executive Director and Project Manager
First Place for Youth	Sam Cobbs	Chief Executive Officer
Fresh Lifelines for Youth	Christa Gannon	Chief Executive Officer and Founder
John W. Gardner Center for Youth and Their Communities	Milbrey McLaughlin	Director
Learning for Action	Steven LaFrance	President and Chief Executive Officer
New Door Ventures	Tess Reynolds	Chief Executive Officer
Northern California Grantmakers	David Greco	Interim Executive Director
Partnership for Children & Youth	Jennifer Peck	Executive Director
Philanthropy Futures	Alexa Cortes Culwell	Managing Director
San Francisco Department of Children, Youth, & Their Families	Maria Su	Director
SF Goodwill	Maureen Sedonaen	Chief Executive Officer
United Way of the Bay Area	Lorne Needle	Chief Community Investment Officer

Appendix C. Top 25 Funders for Bay Area Disadvantaged Youth, 2010-2011

	Grantmaker Name	City	State	Total Dollars Awarded	%	No. of Grants	%
1	The James Irvine Foundation	San Francisco	CA	\$15,990,000	10.6	15	0.4
2	The California Endowment	Los Angeles	CA	12,489,935	8.3	79	2.3
3	The San Francisco Foundation	San Francisco	CA	8,358,810	5.5	397	11.3
4	The Annie E. Casey Foundation	Baltimore City	MD	8,126,539	5.4	36	1.0
5	Silicon Valley Community Foundation	Santa Clara	CA	7,526,116	5.0	495	14.1
6	Evelyn and Walter Haas, Jr. Fund	San Francisco	CA	6,021,500	4.0	8	0.2
7	The California Wellness Foundation	Los Angeles	CA	4,075,000	2.7	26	0.7
8	The East Bay Community Foundation	Alameda	CA	3,823,909	2.5	230	6.6
9	The David and Lucile Packard Foundation	Santa Clara	CA	3,602,744	2.4	41	1.2
10	Marin Community Foundation	Marin	CA	3,465,840	2.3	85	2.4
11	The William and Flora Hewlett Foundation	San Mateo	CA	3,372,000	2.2	14	0.4
12	The Robert Wood Johnson Foundation	Mercer	NJ	3,244,723	2.2	8	0.2
13	S.D. Bechtel, Jr. Foundation	San Francisco	CA	3,093,500	2.1	39	1.1
14	The Kresge Foundation	Oakland	MI	2,870,000	1.9	5	0.1
15	The Edna McConnell Clark Foundation	New York	NY	2,500,000	1.7	2	0.1
16	Stephen Bechtel Fund	San Francisco	CA	2,465,000	1.6	22	0.6
17	Wayne & Gladys Valley Foundation	Alameda	CA	2,390,000	1.6	28	0.8
18	Stuart Foundation	San Francisco	CA	2,230,000	1.5	19	0.5
19	W. K. Kellogg Foundation	Calhoun	MI	2,122,939	1.4	6	0.2
20	Bill & Melinda Gates Foundation	King	WA	2,050,000	1.4	3	0.1
21	The Kimball Foundation	San Francisco	CA	2,046,500	1.4	78	2.2
22	Ford Foundation	New York	NY	2,045,000	1.4	7	0.2
23	S. H. Cowell Foundation	San Francisco	CA	1,720,000	1.1	29	0.8
24	The College Access Foundation of California	San Francisco	CA	1,454,000	1.0	28	0.8
25	Walter and Elise Haas Fund	San Francisco	CA	1,388,400	0.9	60	1.7
	Total			\$150,678,869	100.0	3,501	100.0

Blue denotes Bay-Area based foundations.

Source: The Foundation Center, 2014. Based on all grants of \$10,000 or more awarded by a national sample of larger U.S. foundations. For community foundations, only discretionary grants are included. Grants to individuals are not included in the file.

Copyright © 2014, The Foundation Center. All rights reserved. Permission to use, copy, and/or distribute this document in whole or in part for internal, noncommercial purposes without fee is hereby granted provided that this notice and appropriate credit to the Foundation Center is included in all copies. All references to data contained in this document must also credit the Foundation Center. **No other reproduction, republishing, or dissemination in any manner of form is permitted without prior written consent from the Foundation Center. Requests for written consent should be submitted to the Foundation Center's Research Department.**

Appendix D. Additional Works Consulted

- Campbell, Kelly and Rohit Menezes, *Four Pillars of Growth for Youth-Serving Nonprofits*, The Bridgespan Group, October 2010.
- Center for Volunteer and Nonprofit Leadership, *Resilience, Resourcefulness, and Recovery: Marin Nonprofits After the Great Recession. Marin County Nonprofit Landscape Study*. Prepared by Harder+Company Community Research. 2013
- Children Now, *California Children's Report Card 2014: How Kids Are Doing In Our State and What Needs To Be Done About It*, 2014.
- Oakland Fund for Children and Youth, *Oakland Youth Indicator Report: OCYF 2013-2016 Strategic Planning*, March 2012.
- Pintado-Vertner, Ryan. *The West Coast Story: The Emergence of Youth Organizing in California*, Funders Collaborative on Youth Organizing, Occasional Paper Series on Youth Organizing, 2004.
- Public/Private Ventures. *Foundation Initiatives for Children, Youth, and Families: A View of the Landscape*. Prepared for The William and Flora Hewlett Foundation, October 2002.
- Quinn, Jane, *Where Need Meets Opportunity: Youth Development Program for Early Teens*, The Future of Children, Fall 1999.
- San Francisco Department of Children, Youth and Families, *2011 Community Needs Assessment*, May 2011.
- Santa Clara County Children's Agenda, *2014 Data Book: Indicators of Child Health and Well-Being*, 2014.
- Wald, Michael and Tia Martinez, *Connected by 25: Improving the Life Chances of the Country's Most Vulnerable 14-24 Year Olds*, William and Flora Hewlett Foundation Working Paper, November 2003.
- Whitlock, Janis, "Understanding Youth Development Principles and Practices," ACT for Youth Upstate Center of Excellence, Research Facts and Findings, September 2004.
- Youth Development Network, *Why Invest in Youth Development?* February 2009.