



City of San Diego Nonprofit Academy

Accelerating Nonprofit Success and Sustainability

August 21, 2018

Welcome to the Nonprofit Academy!

I applaud the investment you are making on behalf of your organization by participating in this organizational development opportunity sponsored by the City of San Diego (City).

Each year, the City awards millions of dollars in public funds to hundreds of nonprofit organizations to provide essential services for San Diegans. The City is committed to diversifying the nonprofits with which the City contracts to broaden the reach of services to customers, and the City is committed to strengthening the organizational capacity of nonprofit organizations with which the City contracts to maximize efficiency and effectiveness. The Nonprofit Academy has been designed in partnership with The University of San Diego, Institute for Nonprofit Education and Research, to help achieve these goals.

The curriculum for this 2-day workshop will be provided by nationally recognized experts in the field of nonprofit education and research. Further, participants in The Nonprofit Academy will be offered customized feedback and exceptional opportunities to build relationships among peers.

We anticipate that your participation in The Nonprofit Academy will result in applied learning with transformational outcomes through which your organization, and the San Diegans you serve, will benefit for many years to come.

Thank you for the important work that you do to help the City achieve its vision of being “A World-Class City for All.”

Best regards,

Erik Caldwell
Director, Economic Development Department

EC/mrm



City of San Diego Nonprofit Academy

Accelerating Nonprofit Success and Sustainability

COURSE SCHEDULE

Day One | Tuesday, August 21, 2018

8:30 – 9:00am – Registration and Breakfast
Sala and Loggia

9:00 – 9:20am – Welcome and Orientation
Warren Auditorium

- **David Graham**, Deputy Chief Operating Officer, Neighborhood Services Branch, City of San Diego
- **Laura Deitrick, PhD**, Associate Director, The Nonprofit Institute, University of San Diego

9:20 – 10:20am – Plenary Session: Informing the Five-Year Plan

Warren Auditorium

- **Moderator: Laura Deitrick, PhD**, Associate Director, The Nonprofit Institute, University of San Diego
- **Stephen Maduli-Williams**, Program Manager, Economic Development Director, City of San Diego

10:30 am – 12:00pm – Elective Courses

- Financial Basics 101- *Room 145*
- The Benefits of Building a Diverse Board – *Room 135*
- Storytelling Strategies – *Room 133*
- Promoting a Healthy Workplace Environment – *Room 131*

12:00 – 12:45 pm – Lunch

West Terrace

12:45 – 3:45pm – Core Courses (Choose One)

- o Program Design and Development – *Warren Auditorium*
- o Nonprofit Legal Compliance – *Room 127*

12:45 – 2:10pm – Elective Courses

- Leading Organizational Change – *Room 211*
- Storytelling Strategies – *Room 133*
- Focus Group Planning the Next Five Years – *Room 145*

2:20 – 3:45pm – Elective Courses

- Strategies for Recruiting, Training, and Retaining Volunteers – *Room 211*
- Financial Basics 101 – *Room 145*
- Strategy GPS: Using Good Strategy to Guide Your Organization – *Room 133*

3:45– 5:00pm – Networking Opportunity

West Terrace

Day Two | Wednesday, August 22, 2018

8:30 – 9:00am – Registration and Breakfast
Sala and Loggia

9:00 – 9:20am – Welcome and Orientation
Warren Auditorium

- **Laura Deitrick, PhD**, Associate Director, The Nonprofit Institute, University of San Diego

9:30 – 12:30pm – Core Courses (Choose One)

- o Measuring Success – *Room 211*
- o Integrating Program Design and Budget – *Room 133*
- o Nonprofit Legal Compliance – *Room 127*

9:30 – 10:50am – Elective Courses

- Partnering with the City of San Diego: Overview of Funding Opportunities – *Warren Auditorium*
- Strategies for Recruiting, Training, and Retaining Volunteers – *Room 131*
- Promoting a Healthy Workplace Environment – *Room 135*

11:00am – 12:30pm – Elective Courses

- Partnering with the City: Are you CDBG Ready? – *Warren Auditorium*
- Financial Basics 102 – *Room 131*
- The Benefits of Building a Diverse Board – *Room 135*

12:30 – 1:15pm – Lunch

West Terrace

1:15 – 2:15pm – Connecting the Dots: Successful CDBG Stories

Warren Auditorium

2:15 – 5:00pm – Core Courses (Choose One)

- o Measuring Success – *Room 211*
- o Integrating Program Design and Budget – *Warren Auditorium*

2:15 – 3:35 pm – Elective Courses

- Strategies for Recruiting, Training, and Retaining Volunteers – *Room 133*
- Financial Basics 102 – *Room 127*
- Leading Organizational Change – *Room 201*

3:45 – 5:00pm – Elective Courses

- Partnering with the City of San Diego: Overview of Funding Opportunities – *Room 145*
- Storytelling Strategies – *Room 137*
- Focus Group: Planning for the Next Five Years – *Room 139*

CORE COURSE DESCRIPTIONS

Program Design and Development (DAY ONE ONLY)

12:45 – 3:45pm

Val Nash, Owner, Nash & Associates

One of the ways that nonprofit community service organizations can improve the quality of their programs or services, as well as their chances of securing funding, is by using a program planning framework. During this hands-on workshop, you will be guided through the use of such a framework to articulate: (1) the community need or problem that your work addresses; (2) your core operating principles; (3) an overview of your program or service; and (4) how those items translate to overall impact. The workshop will cover best practices in program design and development as well as tips on how to make your grant applications more competitive. We will also briefly review the stages and tasks involved in proposal development from preparation to submission.

Integrating Program Design and Budget (DAY TWO ONLY)

9:30 am – 12:30 pm and 2:15 – 5:00 pm

Val Nash, Owner, Nash & Associates

Did you know that one of the main reasons funding applications are unsuccessful is problems with the budget and fiscal section? This session will walk participants through the process of developing a budget that supports the needs of their program and aligns with best practices and funder requirements. Challenges relating to congruence between outputs (activities and services) and expenses (personnel and non-personnel cost) will be explored. Participants will practice developing budget narratives. The fiscal requirements section of RFQ's will be demystified.

Measuring Success (DAY TWO ONLY)

9:30 am – 12:30 pm and 2:15 – 5:00 pm

Laura Deitrick, PhD, Associate Director, The Nonprofit Institute, University of San Diego

Increasingly, nonprofits are being called upon by their stakeholders to provide “proof” that their programs are successful. While most nonprofit leaders agree that collecting data and measuring success is important, the ability to document tangible outcomes remains elusive for many organizations. Building on an established program planning framework, participants will learn how to: (1) identify measurable outcomes; (2) draft detailed goals and objectives linked to specific program outcomes; (3) locate the tools needed to measure

Nonprofit Legal Compliance

12:45 – 3:45 pm (Day One) and 9:30 am – 12:30 pm (Day Two)

Mary Tovella Dowling, Partner, For Purpose Law Group

We will go over the annual compliance requirements for nonprofit organizations including IRS, Franchise Tax Board, and Attorney General filings. The workshop is intended to provide guidance to help nonprofit leaders ensure proper maintenance of tax-exempt status by providing an overview on how to reduce overall legal risks and liabilities commonly faced by nonprofit organizations. This workshop also discussed employment issues surrounding staff, volunteers and independent contractors, the necessity of internal policies and insurance coverage, common provisions that should be included in every contract, as well as licensing and permitting requirements.

ELECTIVE COURSE DESCRIPTIONS

Strategy GPS: Using Good Strategy to Guide Your Organization (DAY ONE ONLY)

2:20 – 3:45pm

Lyn Corbett, President, The Pivotal Group Consultants Inc.

In a constantly changing environment, nonprofits seek new strategies to develop traction in their organizations and communities. This session introduces the concept and practice of being strategic versus reactionary in nonprofit organizations. The emphasis is on the benefits of thinking strategically, the practices for developing and advancing strategy, and the keys to effective strategic planning.

Financial Basics 101 (DAY ONE ONLY)

10:30am – 12:00pm and 2:20 – 3:45pm

Rick Dalsheid, MS, CPA, CHA

Financial statements are a crucial indicator of past performance and are necessary to provide many different parties with economic information to help inform prudent decisions. Donors, sponsors, banks, the community, the government, boards, volunteers, and employees are some of the major categories of stakeholders interested in a nonprofit's financial performance. This class will begin at the basic level and go through the Who, What, Where, Why, and How to use financial statements for their intended purpose, as well as other valuable uses of financial information. Only with a complete understanding of an agency's financial statements, can an organization hope to demonstrate stewardship to its stakeholders that will accurately and honestly tell their story.

Financial Basics 102 (DAY TWO ONLY)

11:00am – 12:30pm and 2:15 – 3:35pm

Rick Dalsheid, MS, CPA, CHA

Financial statements are a primary way to communicate confidence, accountability and stewardship of a nonprofit. Many stakeholders depend on trustworthy financial information to make informed economic decisions. This session will cover some basic items and also more advanced areas such as:

- How to respond to an RFP,
- Best practices for budgeting and forecasting
- What is a Key Performance Indicator
- How to communicate metrics
- Specifics about your financial statements and the IRS Form 990.

You will want to bring a copy of your nonprofit's latest financial statement and IRS Form 990 to learn what you need to know in your role.

We will also explore the various requirements of the different levels of independent financial reporting (audit, review, and compilation).

Connecting the Dots: Successful CDBG Stories (DAY TWO ONLY)

1:15 – 2:15pm

Moderator: Mike Nguyen, Community Development Project Manager, City of San Diego Economic Development Department

Panelists: Aviva Paley, Cofounder and Senior Director, Kitchens for Good; **Elizabeth Schott**, CEO, Accion San Diego; **Anne Kilpatrick**, Chief Administrative Officer, San Diego Habitat for Humanity; **Kristin Maldonado**, Grant Writer, San Diego Habitat for Humanity

One of the best ways to learn about the Community Development Block Grant Program is to hear directly from the organizations who have been funded over the years. Learn from high performing CDBG-funded organizations about their experience with the CDBG grant application process and how they successfully utilized CDBG funding for their projects.

Partnering with The City: Are you CDBG Ready? (DAY TWO ONLY)

11:00am – 12:30pm

Michele Marano, Community Development Coordinator, City of San Diego Economic Development Department

Did you know the City of San Diego provides a variety of funding opportunities for nonprofit organizations? Whether it's to provide public services to vulnerable populations, expand economic opportunities for small businesses, assist with the establishing new businesses, rehabilitate housing units, or complete improvements to public facilities serving vulnerable populations – your agency may be eligible for these valuable resources. This workshop session will provide attendees with a **detailed** overview of the Community Development Block Grant funding opportunities available to nonprofits and help organizations **get ready** for the upcoming release of the FY 2020 Request for Qualifications.

Partnering with The City: Overview of Funding Opportunities (DAY TWO ONLY)

9:30am – 10:50am and 3:45 – 5:00pm

Ulysses Panganiban, Community Development Specialist

Elizabeth Studebaker, Neighborhood Investment Manager

LaTisha Thomas, Community Development Specialist

Courtney Thomson, Grants Coordinator/Contract Administrator

Whitney Roux, Civic Art Project Manager, City of San Diego Commissions for Arts and Culture.

The City of San Diego provides a variety of funding opportunities for nonprofit organizations providing programs and services in the City of San Diego. Millions of dollars are awarded to nonprofit organizations on an annual basis using competitive processes. This session will provide attendees with an overview of opportunities available to nonprofits and how to apply for these opportunities.

The Benefits of Building a Diverse Board

10:30 am – 12:00pm (Day One) and 11:00 am – 12:30pm (Day Two)

Lyn Corbett, President, The Pivotal Group Consultants Inc.

Nonprofit boards play a critical role in creating organizations that prioritize, support, and invest in diversity, equity, and inclusion. The individual leaders who compose nonprofit boards are a reflection of an organization's values and beliefs. All nonprofit organizations can better achieve their missions by drawing on the skills, talents, and perspectives of a broader and more diverse range of leaders. How does your organization define diversity? Is your organization holding itself accountable for specific diversity goals? This session provides resources for nonprofit leaders to

help understand the context in which they work and to identify a strategy to build a more diverse board.

Focus Group: Planning the Next Five Years

12:45 – 2:10pm (Day One) and 3:45 – 5:00pm (Day Two)

Day One: Nadine Hassoun, Associate, LeSar Development Consultants

Day Two: Michele Marano, Community Development Coordinator, City of San Diego Economic Development

How would you spend \$125 million in your community? The City of San Diego receives federal entitlement funds from the U.S. Department of Housing and Urban Development. Every five years, the City develops a “Consolidated Plan” to identify priority community needs and guide the investment of the entitlement funds. During this session, you will participate in a group discussion and answer the question, “What’s on your wish list?”

Leading Organizational Change

12:45 – 2:10pm (Day One) and 2:15 – 3:35pm (Day Two)

John Hinck, PhD, Founder, HolisticALP

The easy problems can be solved with simple solutions, but the challenging organizational issues require a different set of skills. Think about going to see a doctor who can diagnose and treat the symptoms, but what happens when the authority does not know the cure based on available treatment methods or is unable to identify the problem? This adaptive challenge requires a new way to see issues, a new way to think, a new way to lead. Many organizations face similar challenges that demand a new way of thinking, feeling, and acting to anchor real change in organizational culture. Leading organizational change requires diagnosing the gap in values, questioning assumptions and mental models, and thinking both critically and creatively about the situation. Through video clips, audience interactions, self-reflection, and working in small groups, participants will learn key components and models of leading effective and meaningful organizational change. We will apply our lived experiences and our insights to develop practical actions in our leadership roles so that organizations can be a strong, healthy, and vital human system. Participants will walk away with ideas of how to apply the new learning to make a real difference for self, others, and organizations.

Promoting a Healthy Workplace Environment

10:30am – 12:00pm (Day One) and 9:30 – 10:50am (Day Two)

Emily Young, PhD, Executive Director, The Nonprofit Institute

Nonprofit leaders are on the front lines of tackling our communities’ toughest challenges and it is hard work. While many leaders are driven by a strong sense of purpose and deep passion for their work, burnout is not uncommon. In fact, a recent survey by The Nonprofit Institute of more than 200 nonprofit leaders across the San Diego region found that:

- Nearly 4 in 5 have seen an increased demand for their services has increased over the past year while only 1 in 5 have been able to meet this increased demand
- 70% reported elevated staff anxiety about the future, in light of potential changes to federal laws and policies
- 2/3 report feeling pressure to keep overhead costs low, amplifying pressures from an increased demand for services

In light of these realities, this workshop will highlight common stresses and challenges that the nonprofit sector faces and provide practical tools for creating a work environment that

encourages staff well-being. Ultimately, a healthier and happier workplace helps to ensure that our most valuable resources – people committed to the common good – are nurtured and sustained to achieve transformative impacts.

Strategies for Recruiting, Training, and Retaining Volunteers

2:20 – 3:45pm (Day One), 9:30 – 10:50am and 2:15 – 3:35pm (Day Two)

Tinesia Conwright, Executive Director, DETOUR Empowers

Volunteers play such a vital role in our organizations! Are you working with volunteers who are qualified, committed, and dedicated to your cause? In this workshop, participants will identify strategies for recruiting, onboarding, developing, and retaining volunteers. We will review the 5 Steps to Running An Efficient Volunteer Program and explore what it takes to develop an effective volunteer program that works. Participants will also share insights in the concluding segment and identify additional resources needed to support long-term volunteer effectiveness.

Storytelling Strategies

10:30am – 12:00pm and 12:45 – 2:10pm (Day One), 3:45 – 5:00pm (Day Two)

Colton C. Strawser, MS, CFRE

Nonprofits large and small are tasked with sharing the stories of impact of an organization, but sometimes this work is easier said than done. In the hectic day of the nonprofit, sometimes managers spend their time communicating more internally than they do externally. This workshop is designed to help nonprofits gain an understanding of how to use stories to generate both clients and donors. Participants will learn how to utilize a storytelling formula, create story tracking sheets, and better understand how they can integrate the use of storytelling throughout their organization.

INSTRUCTORS AND PRESENTERS

Tinesia Conwright, Executive Director, DETOUR Empowers

Tinesia specializes in leveraging community resources, partnerships, and opportunities for underserved youth and families. Passionate about nurturing our future leaders of tomorrow, in 2011 she launched DETOUR, empowering over 1,000 girls to date through Focused And Naturally Confident Youth (F.A.N.C.Y.) Teen Girls programs. She earned her Bachelor's Degree in Public Administration from San Diego State University and her Master's Degree in Nonprofit Management & Leadership from the University of San Diego SOLES Program. Tinesia also launched and managed the San Diego LGBT Pride Hip Hop Stage, bringing together dynamic teams of volunteers and local talent for the last 5 years.

Lyn Corbett, President, The Pivotal Group Consultants Inc.

Lyn Corbett is the President of The Pivotal Group Consultants Inc., a California-based consulting firm providing organizational development and executive coaching services to nonprofit organizations across the country. Professor Corbett has dedicated his career to strengthening organizations to help build and sustain healthy communities. His professional interests have consistently focused on addressing health disparities and helping corporations, foundations, and non-profit organizations allocate resources to target the needs of underrepresented groups.

Professor Corbett is an Adjunct Professor at the University of San Diego, School of Leadership and Education Sciences, where he teaches graduate level courses on governance, leadership, and strategy. Lyn holds a Masters of Arts degree in Public Administration with an emphasis in Non-Profit Management from New York University and is pursuing a Doctoral Degree in Leadership Studies at the University of San Diego. He is a Certified Governance Trainer with BoardSource, a Leadership Challenge Certified Facilitator, an Everything DiSC Workplace Certified Facilitator and a member of the International Coaching Federation.

Rick Dahlseid, MS, CPA, CHA

A Certified Public Accountant with a Master's Degree in Taxation, Rick is a financial expert by trade. His lead-servant perspective and warm personality give him an advantage in perfecting corporate vision and financial operations in order to ensure operational efficiencies. Rick enjoys sharing his ability to plan and introduce new and updated operational and cost control initiatives to drive greater social awareness and mission impact. Rick has served as a leader, mentor, trusted advisor, and proponent of positive, productive organizational change to many types and sizes of organizations.

Rick is active in his church and enjoys exploring San Diego along with his wife Denise, of 38 years. They also enjoy spending time with their 4 adult children and 3 grandchildren.

Laura Deitrick, PhD, Associate Director, The Nonprofit Institute, University of San Diego

Dr. Laura Deitrick serves as the Associate Director of The Nonprofit Institute at the University of San Diego. She has been a nonprofit executive director, board member, management consultant, and researcher on major nonprofit trends. Her research has led to important reports on nonprofit ethics, nonprofits and public education, nonprofit human resource practices, executive transition, the economics of San Diego's nonprofit sector, nonprofit public confidence, and regional grantmaking. In her role, Dr. Deitrick oversees graduate programs, leadership

development initiatives, and the work of the Caster Family Center for Nonprofit and Philanthropic Research. Under her direction, the Caster Center's work is focused on research, evaluation, and understanding the economic landscape of the nonprofit and philanthropic sector in relationship to the broader economy. Dr. Deitrick is the director of USD's Nonprofit Leadership and Management master's program where she teaches nonprofit research methods, program design, and evaluation. She also serves as an adjunct faculty member at the University of California San Diego. She is the co-author of *Cases in Nonprofit Management: A Hands-On Approach to Problem Solving*, recently released by Sage publications.

David Graham, Deputy Chief Operating Officer, City of San Diego

David Graham is a veteran local government advisor having worked for the County of San Diego and City of San Diego as well as a stint in private sector public affairs. Serving on Mayor Kevin Faulconer's Executive Leadership Team as Deputy Chief Operating Officer for Neighborhood Services, he oversees a group of departments including Libraries, Parks & Recreation, Development Services, Economic Development and Planning.

Graham has worked for several San Diego Mayors and has represented the City on planning and civic innovation initiatives including Smart City San Diego, CleanTECH San Diego and Envision America. He is the City lead with the University of California San Diego on the national MetroLab Network and serves on the Advisory Committee to Smart Cities Connect. His smart cities work includes the first all-electric car-share fleet in North America, an open-data platform for development permitting, a partnership with GE to deploy sensors in LED enabled smart streetlights and using technology to achieve municipal climate change goals.

Representing the City as a core team member, Graham was instrumental in developing the region's Go Global strategy and represents the City on the Global Cities Initiative, a partnership of Brookings and JPMorgan Chase. His passion for land use, civic engagement and intelligent infrastructure has led him to be a regular speaker from the metropolitan perspective on these issues including Bloomberg Philanthropies City Innovators Summit, Technology & Entrepreneurship Center at Harvard, Minds + Machines, City Innovate Summit, and VERGE.

Nadine Hassoun, Associate, LeSar Development Consultants

Nadine Hassoun is an Associate at LeSar Development Consultants, providing research and analysis on issues including housing affordability and homelessness across California. Ms. Hassoun is working as part of a team with the City of San Diego on the development of the 2020-2024 Consolidated Plan. She has experience in real estate market research, and trade and development research in the non-profit and private sectors. Ms. Hassoun also volunteers with grassroots organizations focused on community development through youth empowerment in San Diego's refugee communities. She received her Bachelor of Arts in International Economics from San Diego State University and her Master of Science in Political Economy of Development from SOAS, University of London.

John Hinck, PhD, Founder, HolisticALP

John Hinck is the founder of HolisticALP, a leadership organization that provides programs and tailored games for executive coaching, communication, and leadership development. John serves as a Senior Research Associate for The Nonprofit Institute, University of San Diego and is a keynote speaker and facilitator of leadership academies. A former Army Colonel and Apache Pilot, John has served on nonprofit boards, worked in the corporate environment, and authored books and peer-reviewed journal articles on leadership and communication, and

designing organizational leadership development programs. John also teaches college courses in leadership, research methods, leading change, communication and business management.

Anna Kipatrick, Chief Administrative Officer, San Diego Habitat for Humanity

Having served in the nonprofit sector for most of her professional career, Anne is able to balance business management with an inherent passion for effective service to underserved and unserved members of the communities where she lives and works. She grew up with family values of civic involvement, volunteerism, and community that were demonstrated daily by her parents. Anne and her siblings were involved from an early age in giving back, and focused on addressing developmental challenges, food scarcity, education, and work readiness in their community.

Anne currently serves as Chief Administrative Officer at San Diego Habitat for Humanity. In this role, she oversees program delivery and organizational strategic planning, and manages the organization's daily operations. She has held positions at The San Diego Foundation, as well as CommonBond Communities and Advocacy Center for Long-Term Care, both located in Minneapolis.

Stephen Maduli-Williams, Community Development Program, City of San Diego Economic Development

Stephen has over 25 years of direct experience working in Economic Development both domestically and internationally. Currently he serves as the Program Manager of the Community Development Division for the City of San Diego's Economic Development Department. Prior to joining the City of San Diego, he served as the Vice President of Economic Development for the Jacobs Center for Neighborhood Innovation, responsible for the transformation of a 50 acre mixed used site located in Southeast San Diego. Stephen also spent time working in San Francisco, working as the President of the San Francisco Housing Development Corporation, a not-for-profit low-income housing developer located in San Francisco's Bayview community. While also in San Francisco he served as the fund manager of the San Francisco Community Investment Fund a New Markets Tax Credit fund whose primary mission to invest community impacting commercial real estate projects in San Francisco.

At the same time, he served as the Deputy Executive Director of the San Francisco Redevelopment Agency, since February 2008, Mr. Maduli-Williams was responsible for the administration of the Agency's community and economic development programs, including the use of tax increment funds within Agency project areas. Mr. Maduli-Williams oversaw the project disposition and development agreements and owner participation agreements. Prior to joining the Redevelopment Agency, Mr. Maduli- Williams was the First Deputy Commissioner of the City of Chicago's Department of Housing and Economic Development where he oversaw a department of over 100 plus employees who was responsible for executing the City's five-year affordable housing development program. Also while in Chicago, he was the President of Chicago Community Ventures (CCV), a community development organization that provides financing, business advice, and business resources to small high growth businesses in order to promote company growth and job creation in the Chicago area. In this role, Maduli-Williams created the Neighborhood Transformation Loan Fund, a revolving loan program for businesses in Chicago's low and moderate-income communities. Previously, Maduli-Williams was a senior project manager for The Enterprise Foundation's New York office, a loan officer with the Chicago Community Loan Fund, a business development volunteer with the Peace Corps in Zimbabwe, and a consultant with

Ralph G. Moore and Associates. Mr. Maduli-Williams holds a Master's in Public Policy and Management from Carnegie Mellon University and an Economic Degree from Loyola University of Chicago.

Michele Marano, Community Development Coordinator, Economic Development Department, City of San Diego

A native San Diegan, Michele joined the City of San Diego in March 2002. She is currently a Community Development Coordinator for the Economic Development Department – primarily responsible for the administration of the Community Development Division's Policy and Program Management Section. Ms. Marano oversees the management of the City's competitive Community Development Block Grant (CDBG) RFQ/RFP process and the various capacity building, affordable housing and homeless service programs funded with CDBG, HOME Investment Partnership (HOME) Program, Emergency Solutions Grants (ESG) and City General Funds. Ms. Marano works with representatives in each of the nine City Council Districts, the Office of the Mayor, the Office of the Independent Budget Analyst, various departments within the City organization, the San Diego Housing Commission, the County of San Diego, housing developers, homeless services providers and community groups throughout San Diego. Prior to her work with the City of San Diego, Ms. Marano served as the Executive Director of a locally-based nonprofit organization for ten (10) years. Ms. Marano earned a B.A. from UCSD in Political Science and she has completed graduate work at SDSU in the Community Economic Development program and at USD in the Paralegal Program. She lives in Santee with her husband and son.

Valerie Nash, Owner, Nash & Associates

Valerie Nash has provided consulting services to San Diego non-profits, government agencies, foundations and cross sector collaborations for more than 20 years. Her mission is to support positive social change by helping her clients design, implement, and evaluate quality programs that meet identified community needs. One of Ms. Nash's core competencies is proposal writing and in the past five years alone she has secured more than \$50 million in competitive funding. Current clients include County of San Diego Health and Human Services Agency, San Francisco Adult Probation Department, San Diego Grantmakers, San Diego Youth Services, and San Diego Unified School District. She has taught graduate and undergraduate courses in grant writing, program evaluation, and community development. She completed postgraduate studies in education at Oxford University, England and has a Master's degree in psychology from Boston College. Ms. Nash currently lives in British Columbia, Canada with her husband and two children, but comes back to San Diego as often as she can.

Mike Nguyen, Community Development Project Manager, City of San Diego Economic Development

Mike is a relative newcomer to working for the City of San Diego, having started in his role in June of 2017. He currently manages more than 10 Community Development Block Grant (CDBG) projects and strives to ensure that the City's nonprofit partners successfully implement their ventures by maintaining regular communication and providing technical assistance. Prior to joining the City, Mike completed internships with both the Asian Business Association of San Diego and the City of San Diego's Economic Development Department. He obtained his Bachelor's Degree in International Business from San Diego State University and is no stranger to the international stage, having studied abroad at the Chinese University of Hong Kong and is diligently working on becoming multilingual in the near future.

Aviva Paley, Cofounder and Senior Director, Kitchens for Good

Aviva Paley is a passionate social entrepreneur with professional experience in marrying a social mission with proven business driven strategies. In 2014 Aviva joined forces with Chuck Samuelson to start Kitchens for Good, a social enterprise catering operation that provides culinary job training for the unemployed, while simultaneously transforming surplus produce into nutritious meals for the hungry. Aviva serves as the Senior Director overseeing all job training, hunger relief, and food rescue programs, as well as managing the marketing and fundraising efforts for Kitchens for Good. In just two years the organization has grown from 2 to 60 employees, operating a \$1.8 million catering company with social services reaching 5000 people a year.

Ulysses Panganiban, Community Development Specialist, Economic Development Department, City of San Diego

Ulysses Panganiban serves as a Community Development Specialist in the City of San Diego Economic Development Department helping administer the City's Community Development Block Grant (CDBG) Program. His 13-year municipal work experience has encompassed fields such as environmental planning, urban runoff management, redevelopment, affordable housing, strategic planning, and operational excellence. Ulysses holds a bachelor's degree in history and linguistics from UC San Diego and an MPA from San Diego State University. He is certified as a Lean Six Sigma Black Belt through UCSD Extension. Ulysses volunteers with the San Diego County Registrar of Voters and participates in various faith-based activities.

Whitney Roux, Civic Art Project Manager, City of San Diego Commission for Arts and Culture

Whitney Roux is an emerging leader in arts administration and community change maker. As the City of San Diego's Arts and Culture Funding Programs Coordinator, Whitney works to guide the policies and procedures for the annual distribution of approximately \$10 million in public funding to over one hundred nonprofits for support of San Diego's arts and culture sector. She currently also serves as a member of the Creative Forces Task Force, implementing thought leadership on veterans and arts programs with the California Arts Council. She has served as a resource for to The William and Flora Hewlett's Moving Arts Leadership Forward and Center for Cultural Innovation's Future Arts Forward publications. She holds a Master's Degree in Arts Administration from Drexel University where she was the recipient of the Karen Murdoch Scholarship for Visionary Leadership in the Art. Whitney has served as the Chair of the Steering Committee for Rising Arts Leaders of San Diego, led AFTA's Emerging Leaders Network's roundtable at the 2014 national convention. Whitney lives in San Diego with her partner and their cat Sunny, where she also teaches yoga and volunteers.

Elizabeth Schott, CEO, Accion San Diego

Schott joined Accion Serving Southern California in 2004, where she worked in operational roles for four years prior to taking the CEO role in 2008. She is responsible for overall strategic and operational areas of the organization, in addition to board development, human resources, and major fundraising. She brings 20 years of project and organizational development, strategic marketing and PR experience working primarily in small business and nonprofit sectors. In 2016, Schott was recognized for her work with the SBA Financial Services Champion of the Year award and she is a previous recipient of the San Diego Metro's 40 under 40 Award in 2014.

Colton C. Strawser, MS, CFRE

Colton C. Strawser is a Doctoral Research Assistant in The Nonprofit Institute and a doctoral student in the Ph.D. in Leadership Studies program concentrating in Nonprofit & Philanthropic Leadership. He has held various positions in the nonprofit sector including director of marketing/fundraising, director of development, and executive director. In addition, Colton owns his own nonprofit and communications consulting firm that works with clients across the globe. Colton is a Certified Fund Raising Executive.

Elizabeth Studebaker, Neighborhood Investment Manager, Economic Development Department, City of San Diego

Elizabeth is the City of San Diego Neighborhood Investment Manager in the Economic Development Department. She serves as the primary liaison between San Diego's business improvement districts (BIDs), maintenance assessment districts (MADs), property business improvement districts (PBIDs), and small business owners to city departments responsible for land use, transportation, permitting, and public right of way. She oversees the Citywide Community Parking Districts & Parking Advisory Board, the Storefront Improvement Program, the Small Business Enhancement Program, and the Small Business Advisory Board. She also provides direction on new district formation, placemaking, mobility, and regional events. Elizabeth began working with the City of San Diego in 2013 after 8 years of experience as a BID executive director in North Park (San Diego) and Midtown (Sacramento).

LaTisha Thomas, Community Development Specialist, Economic Development Department, City of San Diego

Ms. Thomas has worked with the City of San Diego for 29 years. She has professional experience negotiating, implementing, administering and managing complex community development projects, contracts and programs within the Community Development Division. Projects include: Community and Economic Development, Public Services, Microenterprise Assistance, Minor Residential Rehabilitation and Capital Improvement projects funded with Community Development Block Grant (CDBG), awarded by the federal Department of Housing and Urban Development (HUD). She previously managed the overall operation and implementation of program development for the City of San Diego Summer Youthforce Program, Youth at Work, Hire-A-Youth and collaborative programs. Currently, La Tisha manages the coordination and oversight of grant programs and agreement administration with non-profit agencies utilizing Transient Occupancy Tax (TOT) and Small Business Enhancement Program (SBEP) funds within the Business Expansion Attraction and Retention Division of the Economic Development Department. Ms. Thomas holds a Bachelor of Science degree in Criminal Justice Administration from San Diego State University.

Courtney Thomson, Grants Coordinator/Contract Administrator, City of San Diego Council Administration

Courtney Thomson serves as the Grants Coordinator/Contract Administrator for the San Diego City Council, helping manage their Community Projects, Programs and Services (CPPS) and Arts, Culture and Community Festivals (ACCF) Funding Programs. She leads the overall implementation of the grant cycles, connects due diligence reviews of all grants, provides administrative support to City Council staff, and ensures City department contracting requirements are met. In Fiscal Year 2017, she executed over 75 contracts in value up to \$130,000, processing over 1.5 million dollars in grant funding. Prior to joining the Council Administration team, Ms. Thomson worked as Council Representative and Policy Advisor to

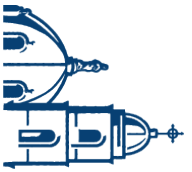
former Council President Todd Gloria, where she was responsible for policy related to Community Development Block Grants and the CPPS and ACCF Funding Programs. She also organized special projects supporting District non-profit organizations, helping him to reach his philanthropic goals and maintain positive community relations. Courtney holds a Bachelor's Degree in Liberal Studies from UC Riverside, a Professional Clear Multiple Subject Teaching Credential with CLAD from California State University, San Marcos and a Professional Grant Writing Certificate from San Diego State University.

Mary Tovella Dowling, Partner, For Purpose Law Group

Ms. Dowling holds a B.S., cum laude, in Business Management from the W.P. Carey School of Business at Arizona State University, and a J.D., cum laude, from Thomas Jefferson School of Law. Ms. Dowling represents a variety of public charities, private foundations, and other nonprofit organizations, including museums, religious and faith-based organizations, social welfare organizations, sports-based organizations, business leagues, educational institutions and social clubs. Her practice focuses on providing full service representation and outside general counsel services advising on a full range of nonprofit and tax exempt legal issues.

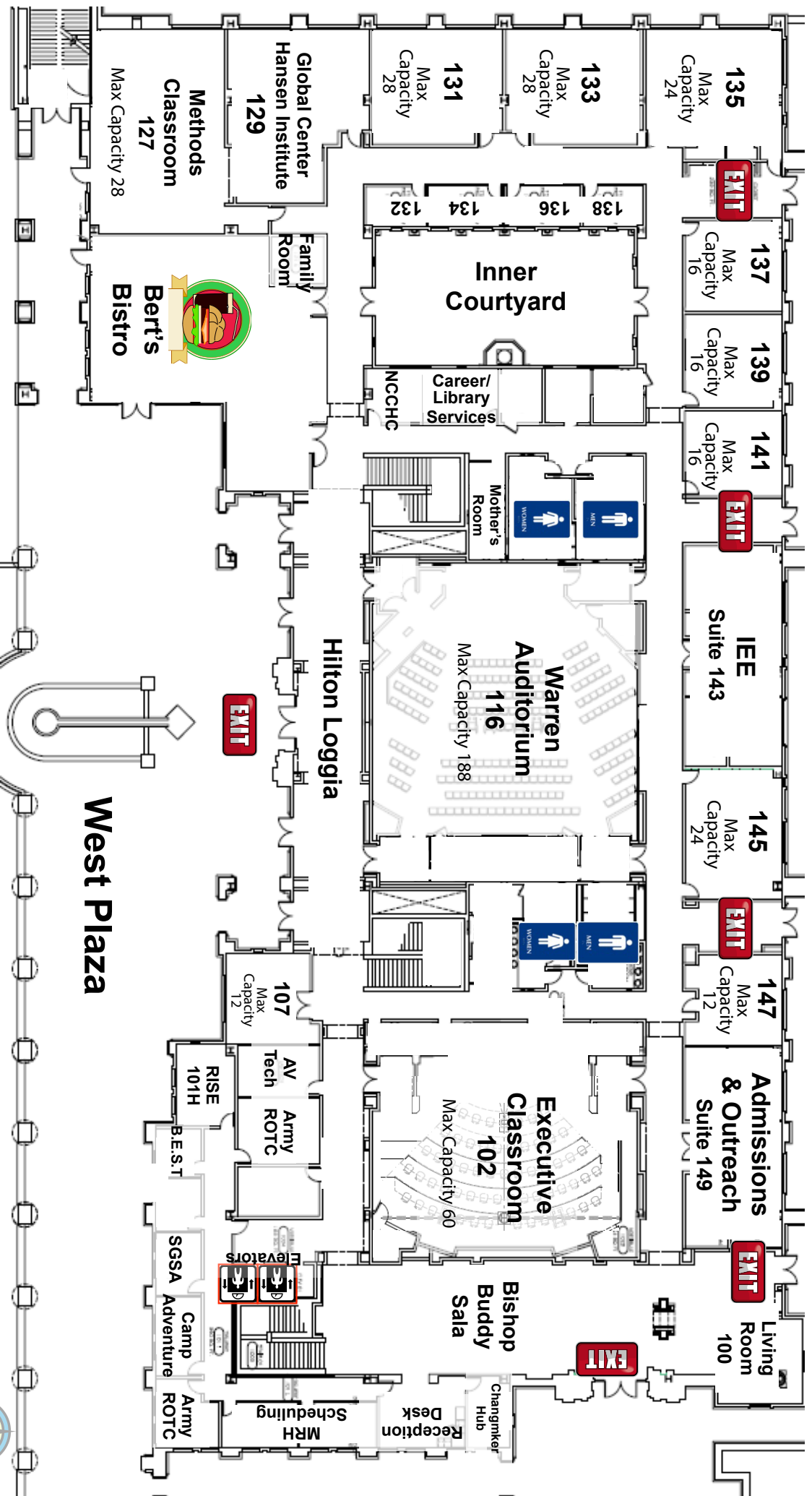
Emily Young, PhD, Executive Director, The Nonprofit Institute

Dr. Emily Young is Executive Director of The Nonprofit Institute in the University of San Diego's School of Leadership and Education Sciences. She has spent over 20 years in various positions in philanthropy and higher education. Before the University of San Diego, she served as Vice President of Community Impact at The San Diego Foundation, where she built its Environment Program with grantmaking initiatives around climate change, conservation and outdoor access, and clean air/water protection. She also managed initiatives on civic engagement, youth development, and neighborhood revitalization. Dr. Young received the 2011 Funder's Network for Smart Growth Nicholas P. Bollman Award for leaders who inspire through values and action.



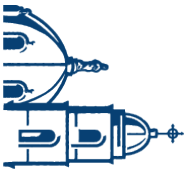
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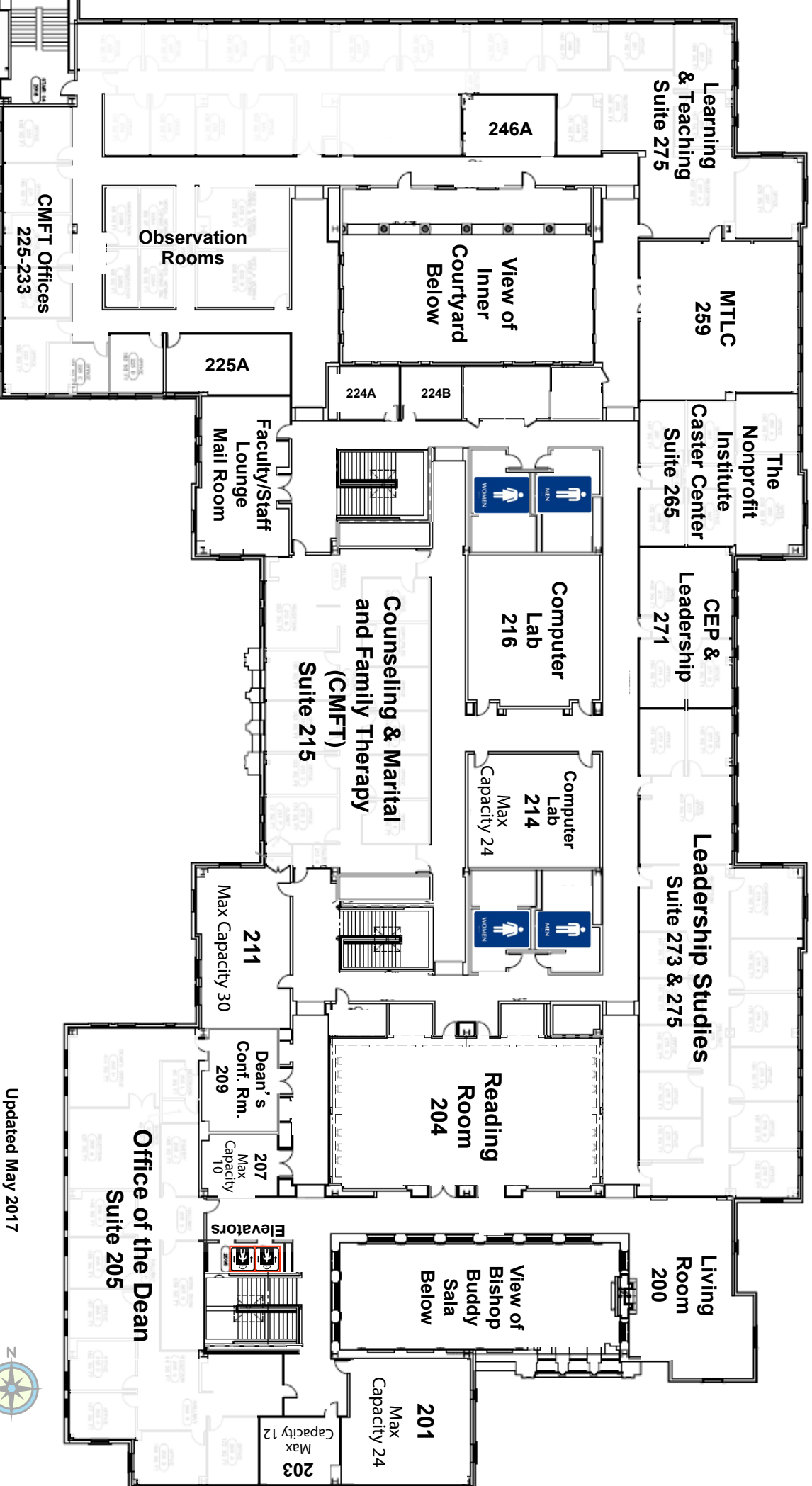
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