

**An Evaluation of First 5 LA Social Enterprise Academy:
An Examination across Three Cohorts**

Final Report

Submitted to:

Academies for Social Entrepreneurship

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Introduction

The Academies for Social Entrepreneurship (ASE) is located in Southern California and provides training and mentoring services for non-profit organizations that are interested in expanding their earned income through mission-based social enterprise business ventures. To date, ASE has worked with nearly 200 organizations to increase and diversify their revenue and grow their organizational capacity through social enterprise initiatives. ASE partners with over 100 business leaders from a various backgrounds and settings who serve as expert mentors for participating organizations.

Over the past three years, ASE has facilitated three Social Enterprise Academies sponsored by First 5 LA that included a total of 20 organizations. The First 5 LA Social Enterprise Academy is a comprehensive 12-month program offered to teams of 3 to 5 individuals from non-profits with a 501(c) 3 status that are located in Los Angeles County and serve families with children under the age of five. Each organization was selected through a competitive application and interview process.

In response to the current economic climate and reductions in funding from government agencies, foundations and private donors, non-profits are increasingly using social enterprise as a way to lessen their dependence on outside funding and promote self-sufficiency and sustainability. In fact, over the last couple of decades, the number of social enterprises has steadily increased as more non-profits are becoming more “business-minded” and generating earned income (Crutchfield & Grant, 2008; Community Wealth Ventures, 2009). The First 5 LA Social Enterprise Academy gave participating organizations the opportunity to learn and apply key business skills to increase their organization’s profits while also making a social impact in line with their mission and values.

The primary purpose of this evaluation was to measure the impact of participation in the First 5 LA Social Enterprise Academy for three cohorts of non-profit organizations. Of particular interest was measuring the longer-term financial and organizational impact for participating non-profits, as well as the extent to which participants gained and applied business skills in implementing social enterprises. Findings from this evaluation are intended to increase the effectiveness of the Social Enterprise Academy and guide continuous program improvement and development.

Program Description

The ASE First 5 LA Social Enterprise Academy includes several core components: five full-day training workshops to develop key business skills, coaching between sessions by experts, mentoring from business leaders, participation in a “Showcase” venture competition, and ongoing support through peer

The Social Enterprise Academy includes:

- Training workshops
- Coaching from experts
- Mentoring from business leaders
- Venture competition
- Leadership Forums

Leadership Forums. The Social Enterprise Academy offers a comprehensive training curriculum that teaches entrepreneurial skills in venture development, including market research, feasibility analysis, business plan development, and professional network building. The coaching component involves structured, individualized support and technical assistance to help develop business plans during the first five months of participation. The workshop series culminates in the “Showcase” competition, where teams give a 15-minute presentation to a panel of potential investors.

After the Showcase competition, a designated team leader from each organization participates in six monthly Leadership Forum meetings designed to further develop the social enterprise venture through individualized coaching and idea sharing with peers. These facilitated peer meetings are designed to give team leaders an opportunity to share lessons learned, discuss challenges they have encountered, and help support each other through the business launching process. As part of this evaluation, a program logic model was developed in partnership with ASE staff to clearly depict the linkages between Academy activities and the program's intended outcomes (see Appendix B). This model illustrates the reasoning or logic of the SEA by connecting program's resources, activities, outputs (i.e., process indicators) to short-term and longer-term outcomes, and impact.

Design and Methodology

Evaluation Questions

This evaluation was designed to answer four key questions:

1. *What was the longer-term financial and organizational impact of participating in the First 5 LA Social Enterprise Academy?*
2. *What were the benefits to individuals and organizations that participated in the First 5 LA Social Enterprise Academy?*
3. *What were the individual and organizational outcomes of participating in the First 5 LA Social Enterprise Leadership Forums?*
4. *How satisfied were participants of the First 5 LA Social Enterprise Academy?*

Evaluation Design

This evaluation used a within-individual/organization design to determine the impact of the Academy on participants and the larger organization. The evaluation focused on assessing the benefit of participation in the Social Enterprise Academy for non-profits in terms of financial growth and organizational impact. A multi-cohort design was used to examine individual and organizational outcomes for the three First 5 LA Social Enterprise Academy cohorts: Cohort 1 participated in 2008-09, Cohort 2 participated in 2009-10, and Cohort 3 participated in 2010-11.

Measures and Procedures

To determine the impact of the Academy on participating organizations, this evaluation used two primary measures:

- (1) **Participant Survey:** An online survey was given to participants in Cohort 3 to measure program satisfaction and perceived benefits of the Academy training and the coaching/mentoring support provided. The survey asked questions related to all central components of the training, including the workshops, coaching support, Showcase event, mentoring from business leaders, and leadership forums. The survey also covered several key outcome domains, including implementation of social enterprise activities, acquisition of business skills, perceived benefit, attitudes toward social enterprise, and satisfaction with the training.

The survey was sent electronically to all individuals in Cohort 3 at two time points: first after completing the training and Showcase presentation in June 2011 and again at the end of the Leadership Forums in November 2011. The survey was administered online and took approximately 15 minutes to complete. Individuals were also given the option to receive a paper survey if they preferred. The completion rate for the first survey was 84% and the completion rate for the follow-up survey six months later was 50%. At least one survey was collected from staff at each organization, with survey responses ranging from 1 to 4 per organization. The survey data were analyzed both quantitatively and qualitatively.

- (2) Key Informant Interviews:** A series of structured, personal interviews were conducted with staff from organizations that participated in the Academy in 2008-09 (Cohort 1) and 2009-10 (Cohort 2) to gather in-depth information about the longer-term impact of their social enterprise work. The interviews covered questions about the status of social enterprise ventures, the application of business skills to social enterprise and other internal projects, challenges organizations may have faced in launching and implementing, as well as financial outcomes such as income generation and diversification.

A total of 10 interviews were conducted with organizations in Cohort 1 and 2, representing a participation rate of 71%. The phone interviews lasted approximately 45 minutes (ranging from 20-90 minutes) and were purposefully conducted with team leaders from each organization because it was thought that they had the most comprehensive information about their organization's social enterprise efforts. The interviews were analyzed qualitatively.

Sample Description

In all, 17 organizations participated in this evaluation across the three Academy cohorts, representing an overall participation rate of 81%. The majority of organizations within each cohort participated, with 6 out of 8 individuals participating from Cohort 1, 4 out of 6 participating from Cohort 2, and all seven organizations participating from Cohort 3. All organizations met non-profit status and provided social services to families with young children under the age of five years. Organizations ranged in size from smaller agencies with as few as 2 staff to large, multi-site agencies with over 800 employees. Annual organizational operating budgets ranged from \$50,000 to 100 million. Organizations varied in the scope and geographic reach of their services, with some organizations concentrated in a specific region of L.A., while others provided services to several counties and regions throughout Southern CA. Academy participants represented a variety of staff positions, including Executive Directors, managers, accounting staff, and program administrators.

Results

The following section answers the four primary evaluation questions. First, we examine the longer-term impact of the Academy on the implementation and growth of social enterprise within organizations, as well as, financial outcomes, such as income generation and diversification. Next, we present findings on the benefits of the six-month Academy training for participants, including business skill development, attitudes toward social enterprise, and project support from coaches and business mentors. Following this, we discuss the value of the Leadership Forums. Finally, we present information on participant satisfaction with the Academy.

Question 1: What was the longer-term financial and organizational impact of participating in the First 5 LA Social Enterprise Academy?

Implementation of Social Enterprise Ventures

The Academy training is intended to prepare participants to develop and launch social enterprise ventures that will generate income for their organizations within one year. The following figures show the current progress of organizations that participated in the first two cohorts of the Academy.

Figure 1. Status of Cohort 1 (2008-09) Ventures

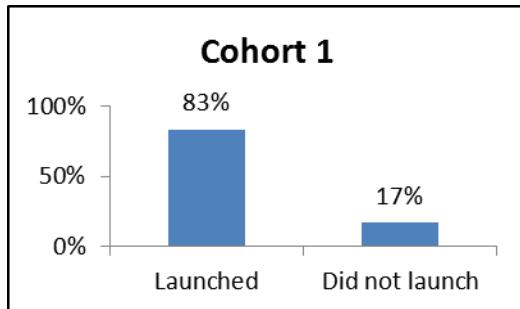
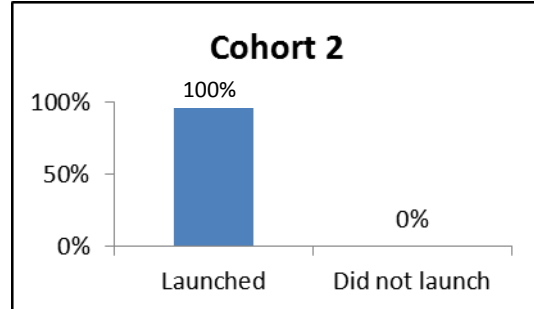


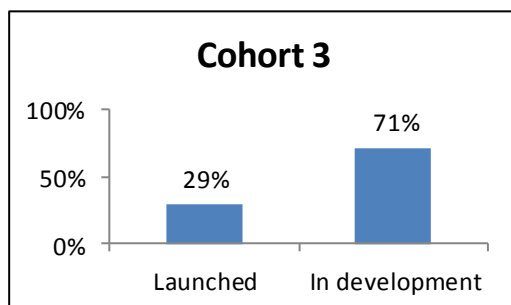
Figure 2. Status of Cohort 2 (2009-10) Ventures



Results from the follow-up interviews showed that the vast majority of organizations were able to launch or expand at least one social enterprise venture in the year or two after completing the Academy training. In fact, results showed that 90% of participants (9 out of 10) across Cohorts 1 and 2 had launched one or more ventures since completing the Academy training. Five of the six organizations interviewed from Cohort 1 (83%) had launched an enterprise venture within two years. All of the four organizations interviewed from Cohort 2 had launched a venture within one year.

Furthermore, two organizations reported that they had launched three different enterprise ventures beyond the venture project that developed during the Academy. Also, six of the ten organizations reported having additional social enterprise ventures in the development stage, ranging from researching potential ideas to piloting projects.

Figure 3. Status of Cohort 3 (2010-11) Ventures at 6 month Follow-up



Results from the survey showed that two organizations from Cohort 3 (2010-11) made progress on implementing their social enterprises in the short six-month period following the Academy training. The majority of Cohort 3 organizations (5 out of 7, 71%) who responded to the survey reported that they were in the development stage of their enterprise ventures. Further, three organizations reported that they were in the planning stage for one or more additional social enterprises and one organization

has already launched a second enterprise beyond their Academy venture project.

Financial Results

Of the organizations from Cohort 1 and 2 that launched their enterprise ventures, 5 out of 9 (56%) had generated income, as shown in Table 1 below. The amount of net profit earned ranged from \$1,530 to \$54,295 across the organizations that provided financial information. One organization had not generated any income yet and three organizations reported a net deficit due to start-up expenses.

Table 1. Net Profit and Percent of Organizational Budget for Cohort 1 (2008-09) and 2 (2009-10)

	Net profit (deficit)	Organizational Budget	Percent of organizational budget
Cohort 1 (2008-09)			
Organization A	(-\$43,640)	1.2 million	N/A
Organization B	(-\$18,709)	16 million	N/A
Organization C	\$12,179	9 million	0.14%
Organization D	\$54,295	100 million	0.05%
Organization E	\$1,530	5.5 million	0.03%
Organization F	(did not launch)	N/A (volunteer only)	N/A
Cohort 2 (2009-10)			
Organization G	(-\$2,200)	\$500,000	N/A
Organization H	\$8,398.82	32 million	0.03%
Organization I	No income generated	\$50,000	N/A
Organization J	\$45,400	70 million	0.01%

Implementation Challenges

Most organizations faced challenges in the implementation of their social enterprise ventures. Across cohorts, the main challenges encountered during implementation as reported by participants were:

- **Social enterprise is time intensive, and strains current resources and current staff.**
 - *“A challenge was reallocating staff and not being able to refill positions for staff that left. It was hard to reassign other staff for their positions....it’s difficult to assign [staff] to both SE efforts and their current position.”* (Organization E)
 - *“The main challenge was lack of time and resources. [Because of funding cuts] we had to downsize staff by 1/3 and eliminate professional development training for all staff, let alone time and resources to devote to social enterprise.”* (Organization C)
 - *“Budgets are very tight and there is no free time. There were staff that were willing to volunteer outside hours, but no one could do it on a consistent level.”* (Organization F)

- **New funding for enterprise projects is difficult to obtain.**
 - “[We] were hoping to get some “up front money” or seed money to hire staff instead of waiting for a contract and then hoping to find the staff necessary to carry out the service.” (Organization G)
 - “[We] were trying to only use the existing resources, and didn’t have start-up funding. [We] didn’t know [how to get] start-up funding.” (Organization I)
- **Continued focus on social enterprise can be challenged by other organizational priorities.**
 - “Staffing took a while because even though I started working with the program we had so many other things going on.” (Organization D)
 - “We discovered that we needed to modify our internal work in order to be able to pull our SE off, so we decided to shave off certain time off of doing other things, so that we can improve our SE efforts.” (Organization H)
 - “I’d like to focus on [SE] by March of next year, we just got a big project going recently that has taken a lot of our time...we had to switch gears and get those up and going.” (Organization A)
- **Better research on the feasibility of social enterprise proposals is needed. It is difficult to carry out a thorough study of competitors and markets to determine project feasibility.**
 - “There is a lack of marketing and outreach expertise [in our agency]. [We] don’t have anyone who can do this piece.” (Organization B)
 - “How can we grow our business when there is so much competition? I need to think about something people don’t do already so that there will be less competition.” (Organization I)

However, despite the substantial challenges that organizations faced, many participants expressed optimism about the eventual success of their enterprise ventures. In fact, 85% of Cohort 3 participants reported feeling optimistic that social enterprise would benefit their organization six months after the Academy workshop series. Additionally, all of the participants interviewed from Cohort 1 and 2 remained positive about the value of social enterprise, even one to two years later:

- “I’m still optimistic about [social enterprise]. Our ideas are not as grand as we thought shortly after the Academy, but we’re more realistic now. I think having a better understanding of social enterprise and sharing it with staff is helpful. I believe we could identify other areas where we can offer fee for service programs. I think of it as strategic fund developing.” (Organization E)
- “We are rethinking our sustainability in general and don’t know yet how social enterprise will or will not fit into that longer-term sustainability.” (Organization C)
- “I was thinking of closing the organization down, but the community rallied and said they needed our services. Social enterprise gave us an alternative. It was a blessing to be able to develop the social enterprise concept.” (Organization G)

Key findings: The majority (9 of 10, 90%) of organizations in Cohorts 1 and 2 were able to successfully launch social enterprise ventures one to two years after participating in the First 5 LA Social Enterprise Academy. In addition, two organizations from Cohort 3 have already launched an enterprise venture. Several organizations have multiple enterprise projects in the development stage, and two organizations have launched multiple ventures. Furthermore, 56% of organizations from Cohorts 1 and 2 have generated a net profit from their ventures, ranging from \$1,530 to \$54,295. These findings demonstrate that social enterprise ventures show promise of additional revenue streams for organizations.

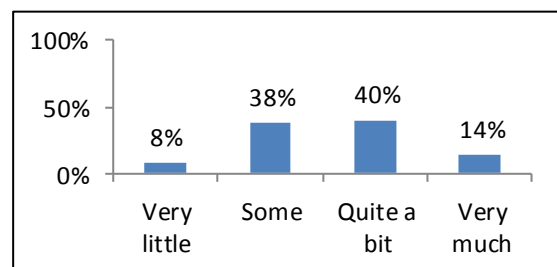
Question 2: What were the benefits to individuals and organizations that participated in the First 5 LA Social Enterprise Academy training?

Development of Business Skills

Learning specific business skills is an important step in developing and launching a successful social enterprise. The Academy focuses on teaching participants specific business skills, such as identifying potential consumers, conducting competitor analysis and feasibility market research, determining capacity requirements, and considering marketing strategies. Individuals within the participating organizations may begin the Academy with varying levels of ability across these skill domains; however, the training intends to expand these skills to prepare them to engage in social enterprise ventures.

Figure 4. Cohort 3 participants' reported level of social enterprise skill acquisition

For Cohort 3 (n=7), the majority of participants reported that they learned a variety of skills during the course of workshops and showcase participation. Over 90% reported learning specific business skills, ranging from "some" to "very much." The skills with which participants expressed the most confidence were their ability to generate/identify social enterprise ideas, to develop business plans, and to identify/define their organizations' core competencies. Participants reported acquisition of skills in general business practices and feasibility market research, although to a somewhat lesser degree (40% range).



Business Skills Acquired

(Rated Quite a Bit or Very Much)

- Identify social enterprise ideas (76%)
- Develop business plans (57%)
- Identify organizational competencies (52%)
- Knowledge of business practices (45%)
- Feasibility market research (43%)

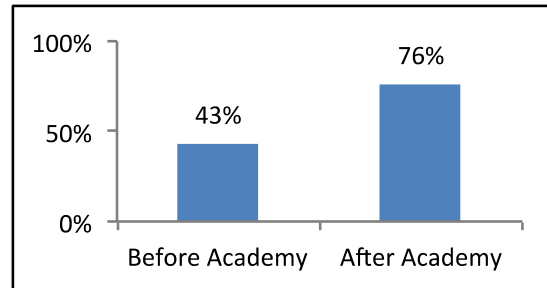
Of the skills that participants learned in the training, some skills were particularly useful when implementing their ventures, including:

- Analysis of competitors
- Identifying target markets and consumers
- Feasibility market research
- Marketing strategies

Attitudes Toward Social Enterprise

Figure 5. Increase in favorable attitudes following Academy participation

Survey results from Cohort 3 (n=7) showed that the Academy had a positive influence on participants' attitudes about the importance of social enterprise for their organizations. The number of participants who "Very much" favored the implementation of social enterprise within their organizations nearly doubled following participation in the workshop training and subsequent Showcase event. Favorable attitudes are a key first step in the process of adopting innovative practices. Furthermore, results from the six-month follow-up survey showed that 86% of participants were either "Very or Somewhat" optimistic about their organizations' ability to move forward with social enterprise implementation.



Key finding: Participants felt that the Academy training taught them useful business skills, such as developing business plans and conducting market research and competitor analysis, which prepared them well for implementing their social enterprise venture. Further, participants were optimistic about their organizations' ability to move forward with social enterprise implementation.

Question 3: What were the individual and organizational outcomes of participating in the First 5 LA Social Enterprise Leadership Forums?

Leadership Forum

In general, individuals that participated in the monthly Leadership Forums found the meetings valuable and felt they learned from the discussions and benefited from the networking opportunities. Participant comments about the Leadership Forum included:

- *"I very much appreciate the speakers and discussions about marketing and growing our business. Mostly I find the meetings supportive & motivating."* (Organization P)
- *"I went a few times but then I couldn't go anymore because of my work schedule. Unfortunately I couldn't take time off work, but I would have loved to attend."* (Organization I)
- *"The Forums are good. I want to keep coming to the meetings. It's nice to get out and [the expert trainer] is good at getting us unstuck."* (Organization E)
- *"The Leadership Forums don't give you the coaching you need to implement the social enterprise. It's more of a think tank that helps you think better and do things differently by hearing other people's ideas."* (Organization H)
- *"The most valuable piece [of the Forums] was having guest speakers from other for-profits and non-profits speak about their experiences, share their resources, and show how to brand or market their specialty."* (Organization H)

Although participants generally found the Leadership Forums valuable, some offered suggestions for improving the meetings, such as:

- Reducing the length of the Leadership Forum meetings to 2 hours; or have the meeting once a quarter instead of monthly to accommodate the time constraint challenges of participants.
- Hold the meetings at different organizations so that participants can see each other “in action” and potentially discover implementation strategies to try out.
- Spend less time discussing “war stories” during meetings and focus additional time on individualized support through one-on-one consultation with the expert trainers.

Key finding: Participants found much value in the advice, support, and discussions amongst peers and trainers during the Leadership Forums; however, several participants noted time constraints with attending the monthly meetings.

Question 4: How satisfied were participants of the First 5 LA Social Enterprise Academy?

Program Satisfaction

Overall, across the three cohorts, participants reported a high level of satisfaction with the Social Enterprise Academy. Participants in the most recent Cohort 3 (2010-11) were asked about their satisfaction with specific components of the Academy, whereas past cohorts (Cohort 1 and 2) were asked to share what they found most helpful about the Academy training they received.

Table 2. Cohort 3 (2010-11) Participant Satisfaction with Academy Training (N=7)

Academy Components	% Satisfied/ Very satisfied
Workshops	100%
Coaching from experts	96%
Showcase pitch presentation	94%
Business leader mentoring	90%
Session assignments	89%
Total across all components	94%

Cohort 3 participants reported being highly satisfied with the Academy training, with an average satisfaction of 94% across all components of the Academy training. Participants rated the workshops highest (100%), followed by coaching from expert trainers (96%) and the Showcase competition (94%).

Training workshops:

Participants felt that the monthly workshops were well-organized, useful and provided a step-by-step approach to learning. The atmosphere was viewed as supportive, with support from other participating organizations seen as particularly important.

- *"[Workshop sessions] provided us with the time to focus solely on enterprise in a step by step process."* (Organization K)
- *"[Most valuable was] the support from other participants; we all felt lost on occasion, but not alone."* (Organization M)
- *"I think learning about networking is what I have benefited from in the Academy trainings the most. It's nice to have the support [from peers] and to be able to give each other advice and share ideas."* (Organization D)
- *"The roundtable—it was helpful to listen to other organizations, hear the road blocks they faced so that we can try to anticipate those barriers ourselves."* (Organization G)

Assignments between workshop sessions:

While helping to provide focus and structure, session assignments were often difficult for participants to fit into busy schedules. Nevertheless, the assignments were seen as setting the stage for the next workshop so that best use of class time could be achieved.

- *"The homework assignments helped me focus on specific tasks individually which helped the entire project be more manageable and less overwhelming."* (Organization N)
- *"It [homework] forced our team to get together & think it through."* (Organization P)
- *"At the Academy we were able to build a business plan session by session. You really thought through every specific part so by the end you can execute it and sell it."* (Organization H)

Coaching from expert trainers:

Participants were highly satisfied with the expert coaching between workshop sessions and thought the trainers were readily available and responsive to their needs.

- *"The [coaches'] availability was the most helpful because it really showed us that we had the support that we needed at all times... We didn't feel, at any point in time, that they were unavailable or that we were on our own on this journey and that helped us in terms of confidence and willingness to push forward."* (Organization N)
- *"[Expert trainers] have been so helpful. They encourage us to move forward with our ideas, and even though we feel like we don't have the time [to work on social enterprise], I like that [the trainers] push us...that has been really helpful."* (Organization D)

Mentoring from business leaders:

Participants were generally satisfied with the support from business mentors in helping them prepare for the Showcase competition. Several participants stated they would have benefitted from additional time with the mentors.

- *"He [business mentor] met with us in person, participated in conference calls, and email correspondence. I felt like we had his support and he was great with constructive criticism."* (Organization L)

Showcase venture competition:

Overall, participants were very satisfied with the Showcase venture competition. Many felt that this event punctuated their learning experience and helped ensure that they completed their business plan. In addition, participants thought that the feedback from Showcase judges was helpful and that they learned a lot from watching their peers' pitch presentations.

- *"It was very helpful in seeing how much each team had developed, and to get ideas about challenges we face in our own project."* (Organization P)
- *"[Showcase was] a wonderful learning experience- great feedback from the judges. It was also satisfying to see our hard work reach culmination."* (Organization P)
- *"[Most valuable was] seeing the different ideas and core competencies of different organizations and what they value. Seeing some fail and learning from them. Seeing others succeed and admiring them."* (Organization O)

Key finding: Participants were very satisfied with their experience in the Academy. They felt that the Academy's curriculum and support from the trainers and business mentors prepared them well to implement their social enterprise projects.

Summary of Key Findings

- The majority (9 of 10, 90%) of organizations in Cohorts 1 and 2 were able to successfully launch social enterprise ventures one to two years after participating in the First 5 LA Social Enterprise Academy.
- Two organizations from Cohort 3 have already launched an enterprise venture. Several organizations have multiple enterprise projects in the development stage, and two organizations have launched multiple ventures.
- Over half of organizations from Cohorts 1 and 2 have generated a net profit from their ventures, ranging from \$1,530 to \$54,295. These findings demonstrate that social enterprise ventures show promise of additional revenue streams for organizations.
- Participants felt that the Academy training taught them useful business skills, such as developing business plans and conducting market research and competitor analysis, which prepared them well for implementing their social enterprise venture.
- Participants were optimistic about their organizations' ability to move forward with social enterprise implementation.
- Participants found much value in the advice, support, and discussions amongst peers and trainers during the Leadership Forums; however, several participants noted time constraints with attending the monthly meetings.
- Overall, participants were very satisfied with their experience in the Academy. They felt that the Academy's curriculum and support from the trainers and business mentors prepared them well to implement their social enterprise projects.
- Despite the challenges organizations had with implementing their ventures, all participants said they would recommend the Academy training to other non-profits.

Recommendations

While the vast majority of participants felt the Academy was a very valuable experience, participants offered some suggestions for improvement, specifically:

- Design the training to accommodate a broader mix of staff levels within each participant team, rather than focusing primarily on senior staff, especially since it can be difficult to get 4–5 senior staff to attend a day-long meeting every month.
- While logistically complex, it might be beneficial to schedule training to include organizations of similar size, so that larger agencies are in class with other large agencies, and vice versa for smaller agencies. While the mix of large and small has some advantages, there are also some key differences in resources and infrastructure that could impact the degree to which agencies can learn from one another's experience. Be sure that participants realize the training involves a significant amount of work that will have differential impact on large and small agencies.
- Devote more time to writing the business plan. This is an extensive document that would benefit from additional class and assignment time.
- Bring the business mentors in sooner, rather than toward the end. They could provide support in a variety of ways that could facilitate learning to support the Showcase presentation developed toward the end of the Academy.
- Add one more session devoted working on the Showcase presentation. The additional feedback would help to refine the pitch presentations. It may also work well to have an entire team, or at least several members, participate in the final pitch presentation.
- Have more opportunities for one-on-one consultation with trainers both during the Leadership Forum meetings as well as outside of the meetings to hear their suggestions and benefit from their expertise.

Appendix A: Description of First 5 LA Social Enterprise Academy Participants

Cohort 1 (2008-09)

Child Care Resources Center (CCRC)

CCRC is an agency that fosters optimal child development and family well-being by providing family support, child care, economic development, and community education. CCRC serves over 25,000 children and families in the San Fernando, Santa Clarita, and Antelope Valleys.

Social Enterprise:

- Online and customized childcare referrals
- CPR & first aid trainings

The Children's Collective/Seeds of Joy

The Children's Collective serves more than 4,000 children and families within the South Los Angeles area. Services target child care and include preschool, aftercare, child care, parent trainings, family support and child care employment training.

Social Enterprise:

- Fee-based counseling services

Child Care Information Service (CCIS)

CCIS serves over 1,200 families a year in the San Gabriel Valley area by providing subsidized child care, education and advocacy for low-income families.

Social Enterprise:

- In-service trainings through a child care training institute

Echo Parenting & Education (formerly Center for Nonviolent Education and Parenting)

(Did not participate in the evaluation)

Echo Parenting & Education serves the greater Los Angeles area through advocacy and education for nonviolence in child rearing practices. Services include classes, trainings, workshops, and presentations in English, Spanish, and Mandarin.

Social Enterprise:

- Nanny training and support services

Bienvendios Children's Center

Bienvendios Children's Center is a family-focused agency that serves over 18,000 children and families throughout East Los Angeles, San Gabriel Valley, and parts of the San Fernando and Antelope Valleys. The agency provides child and family welfare services, including mental health services, medical health services, foster care, substance abuse, and domestic violence.

Social Enterprise:

- Fee for service monitoring of non-custodial parental visitations
- Proposing to contract with County of Los Angeles Department of Mental Health to provide monitors.

Antelope Valley Partners for Health

Antelope Valley Partners for Health is a community-based organization that provides public health planning and intervention within the Antelope Valley. The organization targets children and families that

are underserved and highly vulnerable due to living at or below the poverty line, having no health care access, or geography. The agency strives to increase health care access, referrals, and improve health and overall well-being.

Social Enterprise:

- Developing a membership training network for other local nonprofits

Westside Children's Center (WIN)

(Did not participate in the evaluation)

WIN is a child welfare agency in West Los Angeles County that works with underserved and vulnerable children and families. The agency's primary services include child development and special needs services, child welfare services, adoption support, family preservation, and mental health services.

Social Enterprise:

- Offering multidisciplinary infant mental health training

Connections For Children (CFC)

CFC serves over 6,000 families in the Westside and South Bay area by targeting early education and child care expertise geared for families and child care professionals.

Social Enterprise:

- Offering fee-for-service CPR/ First Aid classes

Cohort 2 (2009-10)

The Help Group

The Help Group serves over 6,000 children and families each year living in San Fernando Valley, Los Angeles, and South Bay areas. The organization specializes in supporting children with learning disabilities, ADHD, Autism Spectrum Disorders, abuse and emotional problems through mental health services and residential programs.

Social Enterprise:

- Launching of resale boutique

Compton Jr. Posse (CJP)

CJP is a positive youth development program that targets at-risk urban youth by teaching and providing equestrian activities as a substitute to gang affiliation and drug usage. Youth develop academic and career goals while working on building self-confidence and self-discipline.

Social Enterprise:

- Changing basic summer program to fee for service model

Thai Health and Information Services, Inc. (THAIS, inc)

This community based organization targets the Thai population living within Los Angeles County by offering culturally appropriate mental health, health awareness, immunization and other social services. Services are designed for children, adults, and seniors and include employment training, health screenings, and transportation.

Social Enterprise:

- Offering cooking classes

Five Acres—The Boys' and Girls' Aid Society of Los Angeles

Five Acres is a family-oriented child welfare agency with a focus on child abuse and neglect prevention, family empowerment and services for children and families through various programs, including foster care, residential treatment, non-public school, case management, advocacy, and other mental health care services.

Social Enterprise:

- Providing program evaluation services to non-profits and foundations

Center for Community and Family Services

(Did not participate in the evaluation)

This organization serves over 9,000 children and families from the South Bay and West San Gabriel Valley areas by offering employment training, housing assistance, early childhood education (Head Start Program), and nutrition services.

Social Enterprise:

- Offering health meals for purchase

LA Best Babies Network (LABBN)

(Did not participate in the evaluation)

LABBN is a community-based organization in Los Angeles County designed to increase healthy pregnancies and births through education, advocacy, and providing linkage services for women and families.

Social Enterprise:

- Developing and selling a workbook on well baby care

Cohort 3 (2010-11)***Crystal Stairs***

Crystal Stairs is a non-profit agency that provides child development, child care advocacy, and education support services throughout the South Los Angeles area. The agency also provides linkages to child care and education for licensed child care providers.

Social Enterprise:

- Financial management services for non-profits

Fairplex Child Development

Fairplex Child Development is a child and family service organization managed by the Los Angeles County Fair Association in conjunction with the University of La Verne. The organization's services focus on early education of preschool aged children and appropriate child development.

Social Enterprise:

- Teacher training program

Foothill Family Service

Foothill Family Service serves the San Gabriel Valley area and serves more than 20,000 individuals and family members each year. The agency offers mental health services, case management, parent training, psychological testing, substance abuse treatment for teens, and medication support in 12 different languages including American Sign Language.

Social Enterprise:

- Individualized parent education and child development assistance

Human Services Association

Human Services Association is a community based agency that offers services to families and senior citizens. Family services include family preservation, child abuse prevention, food distribution, Head Start, and emergency assistance. Senior services include services for dependent adults, home-based care, caregiver support, meal deliveries, and an Alzheimer's Day Care Resource Center.

Social Enterprise:

- Bilingual and culturally-inclusive infant resource guide

Korean American Family Service Center

This agency serves the Los Angeles area as is designed to support Korean American individuals and their families. Services include culturally sensitive mental health services, training for child day care providers, nutrition, advocacy, education, and outreach.

Social Enterprise:

- Bilingual and bicultural supervised visitation monitoring program for Korean-American families

LA Child Guidance Clinic

LA Child Guidance Clinic targets youth and young adults in South and Central Los Angeles by providing mental health services. The organization focuses on providing access and early intervention with family-focused mental health, specialized education, research and evaluation, advocacy, and training of mental health care professionals.

Social Enterprise:

- Training practitioners in Child-Parent Psychotherapy, an evidence-based practice for children 0-5 with exposure to trauma

Spiritt Family Services

Spiritt Family Services is a community-based organization serving the communities of Whittier, Santa Fe Springs, South El Monte, La Puente, and Glendora. The organization provides family-focused services that include mental health treatment, parent training, substance abuse treatment, child abuse prevention, parent advocacy, tutoring, and child development services.

Social Enterprise:

- Parent education classes targeting divorced or separated parents

Appendix B: First 5 LA Social Enterprise Academy Logic Model

