

ORGANIZATION

Name: Terri Feeley.
Title: Executive director.
Organization: San Francisco Works (SFWorks).
Mission: To connect low-income adults with the training, supportive services and career opportunities they need to achieve economic self-sufficiency. We have two client groups: low-income individuals and business groups.
Founded: 1997.
Milestone: We have been invited by the U.S. Chamber of Commerce as well as other cities, businesses and foundations to teach them how to develop public-private partnerships and do economic development that benefits all communities and residents.
Annual budget: \$930,000.
Expense allocation: 17 percent administration and fundraising, 83 percent programs.
Corporate support: 8 percent.
Corporate supporters: Genentech, Bank of America, PG&E.
Board chair: Eunice Azzani.
Board members: 8, including Roberta Achtenberg, A. Lee Blitch, Nathan Nayman.
Employees: 5.
Volunteers: We use volunteers from industry to present to our students, but we're not an organization looking for tons of volunteers.
Telephone: (415) 217-5193.
Web site: sfworks.org

Nonprofit Profile: SAN FRANCISCO WORKS

OFFICE ISSUES

Recent challenge: As a work-force organization, our success is dependent upon access to both jobs and funding, so we were particularly hard-hit by the recent downturn in the economy. We survived by drastically cutting expenses and focusing on growth and stable industries like life sciences.

Measures of success: We look at outcomes relevant to both client groups. For employment, we look at economic and education achievement; i.e., in the biotech program, 75 percent of graduates are now working in industry and 70 percent are involved in post-secondary education. For business clients, we assess satisfaction with our graduates and services, as well as the cost savings, turnover and productivity they're able to realize through partnership with us.

Smartest move: This past year we actively sought funding from sources not usually dedicated to work-force welfare issues, and in the fall we received a multi-year grant from the National Science Foundation that will enable us to sustain and grow our biotech program. It also gives us additional credibility with our business partners in that industry.
Missed opportunity: There's not one specific opportunity, just whenever I have to shift limited resources away from programs or clients to deal with rules

and regulation that make no sense, or when there are turf issues between organizations or people that should be partnering.

Misconception about nonprofits: That nonprofits are not held accountable for their expenditures. The truth is we have to comply with auditing rules similar to businesses and each institutional funder scrutinizes our financials and subjects us to reporting requirements.

PROFESSIONAL INSIGHTS

Personal path to nonprofit work: There was never any question about me doing any other type of work than public service work. I very deliberately sought out employment at SFWorks. I was living in D.C. and heard one of the founders present, and I immediately wanted to be part of an organization committed to working with the business community.

Toughest aspect: Fundraising is an ongoing challenge. We recently had a lot of success raising program funds, but it's harder to raise resources for the internal capacity building that's necessary.
Most surprising aspect: The diversity of people I interact with every day — low-income clients, policy makers, business partners. It keeps it really exciting.
Biggest pain: Responding to all the things outside our control that affect our work,

from corporate partners being bought out to foundations changing funding priorities to students being in car accidents.

Greatest pleasure: Seeing our participants succeed, when an individual goes from having a job to having a plan for the future.

INTROSPECTIONS

Best recent moment: The SFWorks working-families credit. This past year we supported the mayor's effort to fundraise for it. In November a partnership brokered by the city and H&R Block ended up in a \$1 million donation. That culminated in January when the working-families credit became reality.

Worst recent moment: We occasionally have students on the cusp of success and then something beyond their control goes terribly wrong and knocks them off track. A graduate's mother died unexpectedly the first day on the job, and another graduate was diagnosed with a debilitating disease. Everything was moving in the right direction, and then they were set off track.
Choice for another life: I'd be a dance instructor.

Greatest inspiration: Our students and graduates.

Down time: I've lived in California five years, and I still feel like a newcomer. I spend weekends exploring it.
Causes: My background is in children and youth work, so I continue to volunteer — I'm on the board of the Youth Leadership Institute and I tutor at Back on Track.
Most like to meet: John Steinbeck.



Terri Feeley.