



Jericho Road
Pasadena

Our vision

is an engaged
community

where all needs are met. We work to meet this vision by matching the professional talents of volunteers with the needs of community-based nonprofit organizations to promote community development, strengthen social services, and enrich the lives of volunteers.

We are excited to announce that Jericho Road Pasadena (JRP) is now an independent nonprofit organization! JRP opened in May 2010 as an affiliate of the award-winning national organization, Jericho Road Project. After a lengthy process, JRP received nonprofit status from the IRS in July 2014. There are no changes to our free capacity-building services for nonprofits, but managing our finances locally saves us money and gives us more autonomy to respond to the needs of the Pasadena community. We still enjoy a great partnership with the national organization, bringing their innovative and successful programs to the West Coast. **In addition to incorporating, 2014 highlights include:**



31

Thirty-one nonprofits received services, with a wider representation from across the San Gabriel Valley and North East Los Angeles.

64

Sixty-four projects were completed, and many nonprofits received services from multiple volunteers.



\$182,700

The value of our volunteers' work was \$182,700.

We have increased our leadership development services, with more board development and strategic thinking projects, in addition to many other operational projects, including information technology, marketing and finance.



1,319

Our volunteers provided **1,319 hours of pro bono work** to nonprofit organizations.



Pasadena Museum of History volunteers set up for Family Free Day by the Fenyesh Mansion.

Photo by Mark Melnick

Museum untangles web design with JRP help

The Pasadena Museum of History has been around for 90 years, performing the important function of promoting appreciation of history and culture in Pasadena. But in recent years, its staff was concerned that its message wasn't adequately reaching potential visitors and supporters through the museum website.

Enter Kyle Hudson, a Jericho Road Pasadena volunteer with a strong background in web development.



JRP volunteer
Kyle Hudson



JRP director Melanie
Goodyear received the
Pasadena Museum of
History Community
Angel Award from
PMH executive director
Jeannette O'Malley.

Hudson peered into the catacombs of the PMH site and feared getting lost. “It was pretty apparent from the beginning that it was an amalgam of a couple of different sites,” he said. “It was a site that had been tacked onto, and there were just hundreds of pages of content and images and links.”

What had initially been planned as a website redesign quickly took on the dimensions of a reconstruction. Hudson labored on it for over a year, and ultimately he and fellow volunteer Natalie MacLees and JRP Site Director Melanie Goodyear logged about 220 hours on the project.

What would that have cost the museum if it had hired a consultant on the open market? “I believe the fairly typical amount for web design was \$100 per hour,” said Emily Leiserson, volunteer manager at PMH. “That’s \$22,000. For our museum budget, that would be a very significant amount for us. We just wouldn’t have been able to do that.”

Hudson realized early on that it would be counterproductive to transfer all of the content to the new site he was building from scratch. So he concentrated on material that would attract visitors, as opposed to the museum’s internal matters. “You’ve got to almost switch your brain a little bit and think about what’s going to be most pertinent to people coming to visit,” he said.

PMH launched its new website in mid-2014 and has since seen an increase of use, both by people planning a visit to the museum and by virtual users across the country and world. PHM recently gave their Community Angel award to JRP in honor of this and several other volunteer projects that JRP has provided.

Thanks to JRP volunteer Eric Noland for writing this article. Eric is editor of the Pasadena, San Marino and La Canada Outlook newspapers.



JRP volunteer Victoria, looking very Australian.

Volunteer from down under continues her JRP service from 9,330 miles away

Victoria, a human resources (HR) professional, first contacted Jericho Road Pasadena from her native Australia before an extended trip to Los Angeles. She has a heart for volunteer service and loved the idea of using her skill set while she was visiting her boyfriend. She completed one JRP project in the two months she was in our area; now back in Perth, Victoria continues to aid nonprofit organizations (NPOs) in our region — from a distance of 9,330 miles!

Recently Victoria answered questions about her JRP volunteer jobs:

JRP: Victoria, what volunteer work did you perform at Verdugo Young Musicians Association (VYMA)?

Victoria: VYMA had a small number of paid employees who were covering tasks that did not necessarily fall into their job descriptions. I met with all the employees to ascertain the types of tasks they were doing under their current position title/description and also to understand the type of person and skills required for their various positions. I was in Los Angeles at the time, so I could observe VYMA's activities, and I met with Sam Chilingarian, the Artistic/Music Director and founder of the program. Based on my meetings, I then went away and put together detailed position descriptions around what I saw their true focus to be. I summarized my thoughts on VYMA's structure and what future roles might be required — volunteer roles and, if funding was available, paid roles.

The services Victoria provided were something that small NPOs cannot do themselves. It was wonderful to have someone on the outside, with an objective eye, review our organization. We are very grateful that an organization like JRP exists.

*Verdugo Young
Musicians
Association*

JRP: What work did you do for Family Promise of San Gabriel Valley?

Victoria: This project I had to do remotely from Perth, as I had returned home, where my now husband came to live with me, rather than our living in L.A. This project was also about lack of role clarity and putting together position descriptions. Family Promise had a position called Network Director for which they had previously recruited. They ended up, however, having high candidate turnover. I spoke with Karen Roberson, who was filling in as the Network Director at the time, to ascertain the work of the specific position and did some research online for these types of roles. In the end, it was determined that what Family Promise really needed was a Case Manager. Once the position was defined, Family Promise could attract candidates more suited to the role and who had a realistic salary expectation. As they were going through the recruitment process, I also offered Karen some suggestions on interviewing techniques and qualities to look for within an individual. For example, a candidate needs a base level of skills, of course, but the rest can be learned. What often can't be learned is attitude. My mantra therefore is, "Hire for attitude, not for skills." Family Promise has strong organizational values, and they need value-compatible applicants where money is not the major motivator.

JRP: How does working with these groups affect you personally?

Victoria: I'm very passionate about not-for-profit work, and, in an ideal world, wish everyone dedicated even a couple hours a month as a volunteer. I really enjoyed using my professional knowledge to



Victoria and
husband Miguel

**Victoria is
professional
and
communicative.
Thanks to her
work, we will
be ready to
hire a new
person in our
Executive
Director
position soon!**

*Family Promise of
San Gabriel Valley*

assist non-profits that struggle with funding for even some basic, important roles. What impacted me the most was to view the passion of the individuals I worked with, for the work they were doing in lieu of chasing more materialistic goals. Jericho Road volunteer opportunities are great for people like me, who have chosen to pursue a career in the for-profit world but can still help by offering their time and skills.

JRP: Why did you like the L.A. project so much that you offered to continue working from home?

Victoria: I have done lots of volunteering in the past, none of which, however, required me to apply my professional know-how. Over all, I love the exposure to various not-for-profits and the ability to use my skills and knowledge. Melanie at Jericho Road has been great in coordinating this. Both my experiences have been wonderful, and I am eagerly awaiting the next one to come through!

JRP: How does using your specific skill set from Australia differ from your direct-service volunteer work in the U.S.?

Victoria: The majority of work I do volunteering through Jericho Road is around position descriptions. In Australia, I work in Remuneration and Benefits, where as part of my role I analyze position descriptions to determine a remuneration match. Due to the different structure in remuneration and benefits in the U.S., my current role is not very transferable to the U.S. However, my more generalist HR skills and knowledge transfer quite easily.

JRP: How does HR help an organization provide better services and a stronger work environment?

Victoria: From a human resource perspective, we are definitely in a period where shared values between employees and an organization and also employee engagement are essential. Sometimes you wonder who is interviewing whom for a job: Is it the NPO interviewing the candidate or vice versa? Having an HR foundation within these organizations — in particular, role definition — assists groups to find more suitable employees who are engaged in the work, who share the same values, and who therefore provide better services. HR also gives organizations a clear view of where their gaps might be in terms of human capital ability and skills.

Interview and research conducted by Lee Wherry Brainerd, a freelance writer in Altadena who loves Victoria Bitter Lager!



The Pasadena Community Orchestra provides five free concerts a year for all Los Angeles music lovers.

Photo by Marina Chen

Volunteers make beautiful music together

The Pasadena Community Orchestra (www.pcomusic.org), often described as “a true community orchestra,” gives five concerts each year with the help of many, many volunteers.

The orchestra was founded in 1983 by Wayne Reineke who served as conductor for the orchestra and, with the assistance of his wife, Sue, kept it going until his retirement in 2007. At that point, the legal and financial responsibility for the orchestra was picked up by the nine-person governing board. The orchestra is now conducted by Bethany Pflueger, a professor of music at Glendale Community College.

Although the conductor and concertmaster are paid, more than seventy local musicians volunteer their time to what is most assuredly a labor of love, using their collective musical talents to give back to the community. Musicians range in age from a few in their teens to some still playing beautifully in their 80s. Several musicians also sit on the orchestra's governing board.

As the Pasadena Community Orchestra does not charge admission to its concerts, it must rely on donations and grants to fund its activities. With volunteer help, and despite generally hard times, the orchestra has managed to increase its annual budget from about \$30,000 a year two years ago to approximately \$40,000 this fiscal year.

Bette Solomon, Board President since 2010, has aimed to both broaden the orchestra's financial base, and to expose it to a wider audience. A writer and a teacher as well as a violist in the orchestra, Solomon has authored a number of successful grant proposals and helped institute a five year plan aimed at making the orchestra more financially secure.

In 2011, a cellist in the orchestra mentioned Jericho Road Pasadena (JRP) to Solomon. She and board treasurer Joe Kertes met with JRP personnel and outlined their needs. They were connected with volunteer Earl Yaokasin, a financial professional who Solomon calls "wonderful."

A native of the Philippines, Yaokasin brought ten years financial experience to bear on the orchestra's budgeting system, which he found to be overly complicated and difficult to manage. In meetings with Solomon and Kertes, Yaokasin suggested ways to streamline the orchestra's financial recording. He also taught Kertes how to set up the budget, balance sheet, and other financial data in an easily accessible form on Quicken accounting software which had not been employed before.

Yaokasin helped the orchestra develop accurate budget and expense projections. Budget projections are important because revenues projected as too low can inhibit the orchestra from spending enough on things necessary to accomplish its mission, while projections that are too high can create overspending and force the organization to draw down its financial reserves.

In addition to other improvements, Yaokasin feels he was helpful in building a bridge between Solomon and Kertes, who had different priorities in budgeting. While Solomon had a focus on increasing revenues, Kertes focused on keeping spending in check. In the end, working together, their strengths balanced each other out to net a better financial future for the orchestra.



JRP volunteer
Earl Yaokasin

To map out ways to professionalize the budget, Kertes, Yaokasin, and Solomon met several times. They sat down in front of the computer and worked out the details of the orchestra's budgeting needs together.

Yaokasin helped the orchestra in its switch to Quicken professional budgeting software. This allows Kertes quickly to call up virtually any type of financial report he needs. Kertes called Yaokasin "just fabulous." The JRP volunteer not only provided expert advice, but he even followed up several weeks after the work was completed to see if the orchestra needed anything else.

"I can't say enough good about Jericho Road Pasadena," says Bette Solomon, who has also received grant-writing assistance through the organization. "JRP sets very good boundaries for their projects. The boundaries are designed to protect us, and also to protect the volunteers, so nobody wastes anybody else's time."

Kertes adds, "That such an entity as JRP exists is mind-boggling. The services they provide would cost a lot of money in the private sector. We are a better organization for their help."

After achieving his own financial goals at a fairly young age, Yaokasin began to look around for a place where he could volunteer his considerable knowledge. He found Jericho Road Pasadena on a Google search of local volunteer organizations and is happy about the results he helped achieve. Indeed, Yaokasin's first effort was so fulfilling, he hopes to do more volunteer work.

"For the next phase of my life, I'd like to help people improve in whatever capacity I can," said Yaokasin, who also recently started a company called Wealtharch Investment Services. "When I was looking around, I thought, why not offer my services to an organization that interacts with multiple organizations? Music is about people, it consoles people, it helps people think and helps people have fun. What better organization to help with than this one?"

Kertes describes the orchestra as a "win-win-win" situation for the community. Musicians love to play, conductors love to pick beautiful music for the orchestra's concerts, and the community loves to listen. Everybody wins, and volunteers are the key to the entire enterprise, Kertes notes.

With a little help from many volunteers, rehearsals begin in September for the Pasadena Community Orchestra's first concert of the season, to be held in November. The orchestra will present four classical music concerts this season ending with a "pops" type concert in the park, all of which are free to the public.

That such an entity as JRP exists is mind-boggling. The services they provide would cost a lot of money in the private sector. We are a better organization for their help.

*PCO board treasurer
Joe Kertes*

*Many thanks to volunteer writer David Drum, a local writer who is the author of several nonfiction books and the novel, *Introducing the Richest Family in America*.*



Nonprofit consultant Mitch Dorger not only offers extensive pro bono services, he also trained other volunteers to be board coaches.

Everything is coming up roses for JRP volunteer

When Mitch Dorger finished ten years as Chief Executive Officer of the Pasadena Tournament of Roses in 2010, he considered getting a new job. But then his wife asked him a question: “Do you really want to work 12 hours a day, six days a week for the next five years?”

He did not. So what does an active retiree do with his new-found free time?

He decided to start his own consulting company (www.dorger-consulting.com). After all, hadn't he succeeded at running Air Force bases and providing support for private colleges? Now, he brings his

diverse management wisdom to organizations he feels passionate about. He sometimes even consults for free.

“When I retired, I was very happy with the career that I had and the money that we had been able to put away,” he explained. “I was fortunate. I didn’t have to work. I thought about what had been missing from my career and decided I hadn’t done enough to give back to society.”

Dorger realized he was an odd type of consultant. He finds that most consultants are hired because they have in-depth, narrowly focused knowledge. He describes that kind of knowledge as a mile deep and two-inches wide. He always wanted to be more of a Renaissance man, with knowledge two-inches deep and a mile wide.

Now the retired Air Force colonel — he spent 26 years in the Air Force — specializes in what he terms “organizational effectiveness,” which includes leadership effectiveness, governance, strategic planning and organizational processes and procedures.

He devotes his time because of his passionate belief in the value of nonprofit organizations. This comes from a man who served in the highest-paid position of an organization that generates more than \$40 million annually — the Pasadena Tournament of Roses, one of the highest profile nonprofits in California.

“Pasadena has had a tremendous influence on me,” Dorger said. “Besides Washington, D.C., Pasadena has the most nonprofits per capita.” He believes most of the good things here are provided by nonprofits “that make the fabric of life in Pasadena so rich.”

An acquaintance sent Dorger to Jericho Road Pasadena (JRP). Director Melanie Goodyear didn’t have enough volunteers with expertise in board development and nonprofit governance, so was happy to put Mitch to work. Mitch has now volunteered with three organizations that wanted help in board development, including JRP. Beyond volunteering directly with local nonprofits, Mitch also trained a dozen other volunteers to be board coaches, so JRP has been able to significantly increase the number of board development projects in 2014.

“I think that the concept of JRP is a wonderful one because it matches volunteers with skills and organizations that need special skills but do not have the financial capability to hire them: The right concept in the right time with the right people.”

With his passion for nonprofits also comes concern for their leadership and sustainability.

“Nonprofit boards often don’t know what they don’t know,” Dorger said. “We have a shortage of people who can answer the call for board members.” What particularly concerns him is when he sees a board’s lack of involvement or not understanding its responsibilities.

Mitch believes most of the good things here are provided by nonprofits “that make the fabric of life in Pasadena so rich.”

“You have to know what the law requires of you,” he stressed. “You have a fiduciary responsibility to the organization and to the public.” This requirement coincides with his belief in solid procedures and protocols.

“A nonprofit is a business, but it’s not a profit-driven business — it’s mission driven,” Dorger stressed. “You need processes and procedures to make your mission happen.”

“If you don’t have a product or service to earn money, you have to raise money,” he said. “Boards sometimes think that only experts in fundraising can do that, but fundraising is really ‘friend raising’. It’s all about engaging people and sharing the passion of the board members for their organization.”

Mitch Dorger’s advice for nonprofit managers centers on asking for help:

- Don’t be afraid to ask for help, particularly senior managers. Because many nonprofits have such small staffs, there is often only one of you.
- In addition, it’s tough to know all you need to know about a nonprofit organization. You need to seek out training, books or experts or consultants from JRP to better contribute to society.
- Understand that you’re not going to know everything from experience in one small organization.

“They’re taking up one of the noblest professions that they can,” he said of people choosing to work for nonprofits. “Whether it is human services, culture, the environment or education, they are contributing to the betterment of civilization. They are probably not going to make that much money. Anyone who is entering the nonprofit world to be rich will probably not meet their goals. Take heart in the good that you do contributing to people and society.”

Although he was raised in Virginia, the son of a career military officer, 2014 marks Dorger’s 20th year in California. He and his wife of 46 years never plan on leaving Pasadena.

He does have two passions outside his work: travel and researching his family’s genealogy. Part of that travel involves visiting his two children and three grandchildren.

One nugget he has found in the family tree was that his grandfather worked to finish the Titanic and her sister ship, the Olympic. Fortunately, his grandfather, an apprentice machinist at the time, did not sail on the ill-fated Titanic in April 1912, or else Pasadena would be without a gifted consultant working for gratis.

**Take heart
in the good
that you do
contributing
to people
and society.**

Many thanks to volunteer Ned Racine for writing this article! Ned communicates in a variety of visual and written media, particularly social media. He has helped nonprofits with their strategic communication plans.

Volunteers who assisted Jericho Road Pasadena nonprofits in 2014.

Nonprofits which received assistance from Jericho Road Pasadena volunteers in 2014.

Chris Arnold	Natasha Morisawa	Advancing Students Forward
Penny Arroyo	Margaret Morris	Alhambra Educational Foundation
Kamal Bhate	Janelle Morton	Alliance to Save Our Altadena Libraries
John A. Blue	Eric Noland	Altadena Library Foundation
Lee Brainerd	Phyllis Owens	Arlington Garden
Ryan Buckmaster	Gioia Pastre	Assistance League of Arcadia
Erika Buenaflor	Paul Hastings	Boys & Girls Club of Pasadena
Sarah Emery Bunn	Law Firm	Claremont Community Foundation
Clyde Derrick	Tom Petersmeyer	Directors of Volunteers in Agencies
Mitch Dorger	Ken Pigott	Los Angeles
David Drum	Karen Pogoda	Educating Bodies and Minds
Susan Dutra	Margie Power	El Centro de Accion Social
Cesar I. Egoavil	Marvin Quien	Fire Family Foundation
Mike Gavigan	Ned Racine	Five Acres
Terry Griest	Sekhar Ravintuala	Flintridge Center
Susan	C Reed	Foundation for Living Beauty
Hall-Hardwick	Pam Remai	Friends In Deed
Bob Harrison	Daniel Reti	Girls on the Run
Lisa Hart	Sarah Roberts	Inquilinos Unidos
Mimi Hennessy	David Shechtman	Journey House
Linda Huetinck	Stevie St. John	Los Angeles Wilderness Training
Juka Imai	Harish	Muse/ique
Tim Johnson	Sundararaman	North East Trees
Anne Kennedy	Gillian Symonds	Outward Bound Adventures
Carol Kirby	Sihin Tamene	Pasadena Community Orchestra
Ellie Korn	Horace Ting	Pasadena Museum of History
Maria Legg	Sok Tng	Pasadena Showcase House for the Arts
Helen Lin	Heather Tunis	RuckusRoots
Katherine Loevinger	Shelley Wang	Temple Beth Israel
Warrington	Alan Wayte	Villa Esperanza
MacElroy	Dana Wilkie	Women At Work
Natalie MacLees	Earl Yaokasin	Young & Healthy
Yuli T. Miller		
Lynn Miyamoto		

Donors who gave monetary or in-kind donations in 2014.

Ann Peppers Foundation	Dick & Tracy Hirrel
Ayrshire Foundation	Monica Hubbard
Christine & Ken Bender	Anne & Peter Kennedy
Robert & Susan Bishop	Carol Kirby
John & Betsy Blue	Jennifer Knoeber
Otis & Debbe Booth	Leo Buscaglia Foundation
Lee Brainerd & Ned Racine	Michael L. Mastro
Mary K. Brennan	Elizabeth & Mark Mertens
Ryan Buckmaster	Lynn Miyamoto & Kevin Kroeker
Nancy Busacca	Janelle Morton
Capital Group	Wendy Munger & Leonard Gumport
Susan & Stephen Chandler	Neighborhood Unitarian Universalist Church
Helena Chui & Nancy Nielsen-Brown	Rick Neumann
Phillip Cole & Chris Morris	Roger Patterson & Toni LeBel
Allan & Terri Comstock	Edgar & Sheryl Peters
Mary E. Copperud	The Ralph M. Parsons Foundation
Hilary & Steve Dorsey	Henry & Gretchen Reed
Dr. Barbara & Andy Eaton	Karen Roberson
Brian Eaton	Susan & Wallace Rosvall
Linda Evans	Round It Up America
Susan Francis	Jim & Kris Sanders
Judy Gain	K. Glenn Shaw
Gamble Jones Investment Counsel	Dennis & Allison Slattery
Melanie Goodyear	Trina Smith
Susan Goodyear	Marsha & J. Harry Wells
Green Street Restaurant	Dana Wilkie
Lisa Groening & Craig Bartlett	Richard & Joan Wilkie
Bob & Lisa Harrison	Clarli M. Wilson
Mimi Hennessy	Lisa Wilson
Brian Hirrel	Earl Yaokasin

Financial Statement

Financial Position as of December 31, 2014

UNRESTRICTED NET ASSETS

\$ 142,557

	2013	2014
FINANCIAL ACTIVITIES		
Corporate Contributions	\$ 14,986	\$ 10,012
Foundation Grants	\$ 50,000	\$ 33,000
Individual Donations	\$ 76,666	\$ 77,595
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TOTAL Revenue & Support	\$ 141,652	\$ 120,607
 EXPENSES		
Program	\$ 78,100	\$ 77,410
General/Operations	\$ 23,400	\$ 20,642
Fundraising	\$ 1,600	\$ 5,160
<hr/>		
TOTAL Expenses	\$ 103,100	\$ 103,212
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NET REVENUE	\$ 38,552	\$17,395



Jericho Road Pasadena Board of Directors. *Back row, from left:* Bob Harrison, Henry Reed, Dana Wilkie, Ed Peters and Lynn Miyamoto. *Front row, from left:* Melanie Goodyear, Barbara Eaton, MD, Judy Gain and John A. Blue. *Not pictured:* Christine Bender, Susan Chandler and Lisa Wilson.



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To make a donation, volunteer your expertise, or get help for a nonprofit, contact Director Melanie Goodyear at MGoodyear@JerichoRoadProject.org or 626-319-6466.