



***PLANTING THE SEED FOR TOMORROW'S NEED
EXPANSION CAMPAIGN***



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MEND MISSION STATEMENT

Our Mission, as a volunteer-driven organization, is to provide services that meet the basic human needs of individuals who reside in the northeast San Fernando Valley. These services are provided in a manner that safeguards the dignity of all recipients while promoting self-reliance.

OUR PHILOSOPHY

Our philosophy rests on the principles that every person, created in the image of God, has innate human dignity and the right to be treated with respect; and every person has the fundamental right to what is needed for a fully human life.





MEET EACH NEED WITH DIGNITY

- **MEND** is committed to remaining a volunteer-driven organization, so that the donations and income go directly to the needy recipients.

- In 2004, over 1400 volunteers gave more than 94,557 hours, equal to over 45 full-time workers with a market value of close to \$1 million.

- 99% volunteer driven.

- Privately funded - NO government grants.

- During the 2003-2004 fiscal year, administrative and fundraising costs were only 5% of **MEND's** total revenue.

- Staff is hired only when programs grow too large for volunteers to handle

- Sells no items or services -- Small donations are accepted, based on the recipient's ability to pay

- **MEND** went from serving an average of 2,000 needy individuals monthly in 1987 to more than 38,000 each month in 2004.

A brief glance at the primary programs offered at **MEND** reveals a pattern of commitment to our mission statement. Through our monthly food baskets; in-house select-your-own clothing center; work referrals; medical and dental clinics; ESL (English as a Second Language), job training, computer classes, home visiting, women's support group, and family club we offer our clients the full range of services necessary to meet life's simple and complex challenges with dignity.

The seed of this organization was planted by a few volunteers with the belief that the needs of the community around them required immediate attention; therefore, they started out of their garages serving low income families who were referred by local churches and community agencies. Since then, **MEND** has grown into more than 1,400 volunteers based out of the two-story (20,000 sq. ft) **MEND** Center in Pacoima, serving the community effectively and with dedication.

Each month, almost 8,000 hours are donated by volunteers from a broad range of backgrounds and income levels, all joining together to act as people helping people. Each person plays a vital role in meeting the mission of **MEND**. From the distribution of food and clothing to the provision of medical and dental care, to assistance in job training and

A BRIEF HISTORY

In the early 1970's, **MEND** (Meet Each Need with Dignity) opened its doors in an effort to transform the lives of the neediest residents of the San Fernando Valley - poor children and their struggling families. Starting as a small group of volunteers working from a garage, **MEND** has grown primarily by word-of-mouth into one of the leanest operating non-profit organizations in existence.

Each year, an average of 95% of the support and donations received by **MEND**, now the largest poverty agency in the Valley, provide emergency food, clothing, furniture, medical and dental care, job skills training and job placement assistance, English as a Second Language classes, youth activities, and a Christmas program to more than 38,000 people each month.

THROUGH THE YEARS WITH MEND

- 1971 Mend is founded by a group of Catholic and Protestant volunteers who wanted to serve the poor of the Northeast San Fernando Valley
- 1976 Non Profit Status
MEND becomes a non-profit 501c(3) organization
Religious sisters are first full time volunteer staff.
- 1982 A Home
MEND moves to a warehouse, corner Cayuga and Van Nuys Blvd in Pacoima. Furniture is distributed to the community's needy. ESL classes begin.
- 1985 A Challenge
An opportunity to purchase the MEND building leads to \$90,000 being raised in approximately 3 months for the down payment to purchase and assume the \$150,000 mortgage.
- 1987 A Joy
Renovation of building is underway. First paid staff member and Executive Director, Marianne Haver Hill comes aboard.
- 1988 The Big Day
Renovated MEND Center officially opens. Programs continue to be added over time including job training, a medical and dental clinic, and computer lab.
- 1993 Fundraising: Second capital campaign is planned.
- 1994 Another Challenge
Northridge earthquake causes severe damage to the facility. With special efforts, service lives on. Kaufman and Broad provide earthquake repairs and bring the building up to code.
- 1996 Expansion
The result of the center's expansion is a beautiful 20,000 square foot facility, renovated and built by R.E. Lee Design and Construction, Inc.
- 2001 Celebration
MEND celebrates its 30th anniversary with a gala silent auction and dinner.
- 2003 Commitment to Service
MEND opens escrow on purchase of 54,000 sq. ft property in Pacoima for new building to house MEND's rapidly growing services.
- 2004 MEND pays off property and begins designs for new 40,000 sq. ft.

MEND's Services Include:

- Catering Program
- Christmas Basket Program
- Clothing Center
- Computer Lab
- Dental Clinic
- Emergency Food Program
- Employment Support Service
- Home Visiting Program
- Information and Referral
- Job Training
- Medical Clinic
- Rose Education and Training Center
- Sewing Program
- Vision Clinic

MEND 9-year Comparison of Income, Expense and Distribution

Prepared by Maryann M. Cravotta, Director of Operations

	31-Dec-96	31-Dec-97	31-Dec-98	31-Dec-99	31-Dec-00	31-Dec-01	31-Dec-02	31-Dec-03	31-Dec-04	1996--2004
Recipients Served	125,946	207,202	262,377	289,618	296,520	367,958	414,921	462,316	456,305	262%
Volunteers										
# of Individuals	824	761	620	573	676	875	1429	534	925	
# of Community Service individuals	-	-	245	290	261	60	60	655	635	
# of Students	-	-	139	84	148	95	33	263	195	
# of recurring group individuals, est.	-	-	65	65	65	65	65	65	65	
Total Number of Volunteers	824+	761+	1,069	1,012	1,150	1,095	1,587	1452	1820	
Total Hours	47,492	58,454	61,610	59,152	65,477	71,754	73,783	91,937	94,557	99%
	30-Jun-96	30-Jun-97	30-Jun-98	30-Jun-99	30-Jun-00	30-Jun-01	30-Jun-02	30-Jun-03	3-Jun-04	1996--2004
Income - Actual no expansion or capital	341,559	524,400	417,365	584,726	639,700	673,168	798,413	679,830	766,031	124%
Expense - Actual	418,276	412,791	471,871	517,956	573,657	645,073	717,005	809,993	865,863	107%
Net	-76,717	111,609	-54,506	66,770	66,043	28,095	81,408	-130,163	-99,832	30%
In-Kind Income	2,003,145	3,532,813	4,604,912	4,383,297	3,963,725	4,495,635	4,409,387	4,552,455	4,932,789	146%
In-Kind Expense	2,003,145	3,532,813	4,604,912	4,383,297	3,963,725	4,495,635	4,409,387	4,552,455	4,932,789	146%
Expense Budget	418,500	450,200	501,401	509,374	574,746	666,022	700,885	821,894	772,984	85%
Medical Expense only	29,972	63,692	75,422	83,705	97,411	99,253	123,790	127,262	142,580	376%
Food Dept Exp only	47,329	70,833	56,091	58,338	75,998	94,162	102,883	122,519	120,512	154%
Full Time Staff										
Number of positions	8	8	7	8	8	8	9	9	9	13%
Paid Hours total/week	280	280	245	280	280	280	315	315	315	13%
Cleaning Crew Paid hours per week					35	35	35	35	35	
Part Time Staff										
Number of positions	5	5	8	9	7	7	7	7	7	36%
Paid Hours total/week (positions vary)	78	78	118	148	108	111	116	133	106	36%
Total Staff Hours Per Week	358	358	363	428	423	426	466	448	421	18%



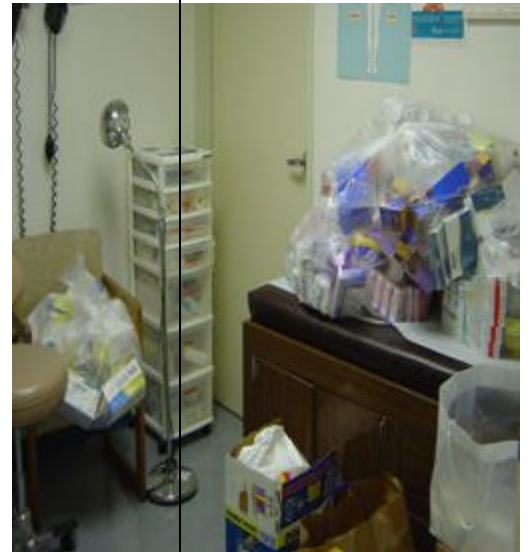
NEEDS FOR EXPANSION

- The Computer Lab is jammed packed with terminals- but not enough for all the children that need to use them after school!
- The Hospitality Center and Kindercare rooms are often filled to overflowing!
- MEND had to close the Valley's only free furniture distribution program in 2002, because of a lack of space!
- Emergency food is stored downtown LA and elsewhere in the Valley, meaning that our volunteers spend many extra hours transporting food!
- Clothing donations often come in by the truckload- but there is no adequate space to sort and store these items before they are rotated into the Clothing Distribution Center!



EXPANSION PROJECT OBJECTIVES

- There is an urgent need to triple the square footage of the entire facility in order for MEND to meet its current needs and to allow for future growth.
- Each department is currently overcrowded, and needs to be re-designed to maximize the skills of our volunteer workforce in serving increasing numbers of clients.
- MEND has food, clothing, Christmas gifts and other items stored in free locations all over Los Angeles. Storage needs to be consolidated into one location to make our operations as efficient and “volunteer friendly” as possible.
- “Meeting each need with dignity” is exemplified in the use and lay-out of our physical space, and we want to ensure that clients who come to the MEND Center feel that it is a welcoming, comfortable, and dignified place.





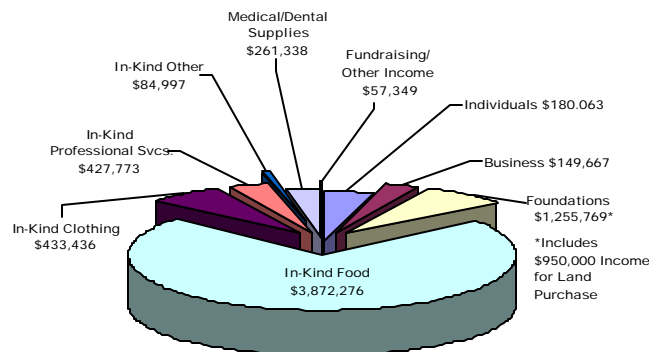
MEND'S UNIQUE CHARACTERISTICS

As we conduct our capital campaign, we intend to remain true to the values that make MEND a unique and effective organization:

- Privately funded – Our plan is to solicit grants and donations from foundations, businesses and individuals to fund this capital project, just as we do for our operating expenses
- Fund raising done by volunteers – Volunteer committees are being utilized to write proposals, prepare applications and letters, and make personal contacts with potential donors for our Capital Campaign – just as we have always done for our regular operating budget
- Low overhead costs (less than 5%) – Our intention is that MEND not accrue debt to complete our new building, so that donors to our operating fund can be assured that their contributions are not funding

INCOME

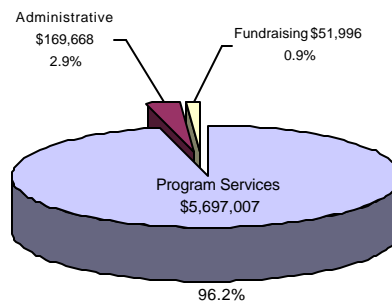
For the year ending June 30, 2004



TOTAL INCOME: \$6,722,668

EXPENSES

for the year ending June 30, 2004



TOTAL EXPENSES: \$5,918,691**

****Does Not Include \$1,000,000 Land**



RECEPTION & CLIENT INTAKE

With an agency name that means “Meet Each Need with Dignity”, it is very important that the client reception and intake area is welcoming and comfortable. A much larger area is needed than what is currently available in the MEND Center to accommodate the increasing numbers of clients who utilize MEND services. The space also needs to be re-designed to accommodate the following:

- an adjacent, but separate area for food intake interviews, with cubicles and portable walls for up to 10 interviewers
- “stroller park” and bike rack areas
- a larger “kindercare” room that is adjacent to main waiting area, with one-way glass so parents can view their children
- restrooms and drinking fountain easily visible from reception area
- additional offices for Volunteer Director and other staff
- kitchen for volunteer use and for special event use



FOOD BANK

The Food Bank prepares food baskets several times a week using donated food collected from various organizations.

Emergency Food boxes are distributed three mornings each week at the MEND Center, as well as four times per month from satellite operations. Each applicant is personally interviewed to assess needs, verify information and evaluate any special dietary requirements. The boxes provide a generous, nutritionally balanced three-day supply of emergency food, designed to help the families make ends meet, but not create a dependency on MEND.

During calendar year 2004, volunteers collected food valued at more than \$3.8 million from area supermarkets, churches, schools, businesses and other organizations to feed 426,343 persons. A significant amount of the food was distributed to more than 40 smaller pantries and charities in the area that also care for low-income people. Volunteers gave 28,568 hours of time to the Emergency Food Program in 2004. Volunteers are always needed to sort food and pack boxes, drive trucks to pick up donated food, and other jobs that help to alleviate the hunger of our families.

For several years, MEND has run a food-serving training program for low-income participants, taught by volunteer chefs in the area. The chefs and participants have catered not only in-house activities, but many community events, private parties, business meetings, etc. The size and scope of the program have been limited by the size of the kitchen in the current building. Once our new center is complete, however, and the Foodbank has been moved into the new facility, the catering program will be moved into much larger space in our present building that will allow for large-scale meal production. Our goal is to eventually spin off the catering program as a business that will continue to provide job training



Food Bank Wish List:

- Separate room where clients can make limited food selections from among excess food donations, in addition to the pre-packed boxes they receive
- Larger walk-in freezer and refrigerator (triple the current size)
- Separate areas for food receiving, food sorting, and food packing
- Warehouse with modern equipment, loading dock, built-in scales, and fork lift
- Outside awning or overhang above the loading dock and exterior storage
- Additional office space for staff and volunteers

Catering Program Wish List:

- Industrial size training kitchen
- Additional commercial ovens/stoves
- Walk-in refrigerator
- Several large food preparation tables
- Large capacity commercial dishwasher
- Separate storage rooms for equipment and supplies to transport and serve food offsite
- Adjacent dining room for community events and client services

(Note: The Catering Training Program will remain in the current MEND Center, but will be re-located for more space)



THE CLOTHING CENTER

Clothing Center Wish List:

- Triple the size of the Clothing Center
- Separate room for receiving donations and for sorting donations
- Separate laundry room
- Built in open closets with racks in distribution area
- Air filters to clean and take dust out of air in receiving, sorting, and distribution areas
- Additional office space for staff and volunteers

The Clothing Center distributes clothing four mornings a week at the MEND Center. Each recipient is given an allotment of clothes items for each member of the immediate family. Each year, a "New Shoes for School" Drive is held for school-age children. The Clothing Center also helps by offering blankets during the winter months, infant care items for newborns, holiday gifts at Christmas and toiletries for the homeless.

In 2004, more than 12,000 people, including 6,297 children, received clothing, shoes, household items and toys from the Clothing Center. Volunteers donated 31,391 hours of time to the Clothing Center. Volunteers are always needed to sort clothing, distribute clothing, pick up donated clothing and other tasks that help MEND to operate its Clothing Center.

The Sewing Program volunteers have met together one morning each week for over 30 years. During their volunteer time at MEND, they sew children's clothes to give to the Clothing Center at MEND. They make up to 50 items per week, all from donated material, on donated sewing machines.

In 2004, sewing volunteers made 770 items of children's clothing, giving 2,848 hours of volunteer time. The group always welcomes new volunteers



MEDICAL, VISION & DENTAL CLINICS

Medical, Vision & Dental Clinics are staffed by volunteer health professionals and provide free and low cost health and dental care.

MEND operates a Medical, a Vision and a Dental Clinic, founded and developed by volunteer healthcare professionals. The clinics assist poor, uninsured, and medically under-served families who, otherwise, would not have access to these services. The Dental Clinic offers general dentistry, extractions and preventive education. The Medical Clinic provides basic ambulatory, hypertension, diabetic, vision, women's and chiropractic care to adults and children. Both Medical and Dental Clinics also provide education to the patients. When more specialized services are needed, the patients are given referrals to appropriate facilities nearby. A case-management program follows 20 hypertension and/or diabetic patients in their homes for maximum results.

The Vision Clinic, opened in early 2001, is a collaboration between MEND, the Lions Club and the San Fernando Valley Optometric Society.

There were over 3,800 medical, dental and vision patient visits to the clinics in 2004. Volunteers, who include doctors, optometrists, dentists, nurses, nurse practitioners, pharmacists, and others, gave 6,672 hours of time. The clinics are in the process of increasing access to care and need doctors, dentists, dental assistants, optometrists, nurses, pharmacists,

Medical/Dental Wish List:

- Seven medical patient treatment rooms, including pediatric
- Eight dental treatment rooms with dental chairs
- Larger dispensary
- Larger waiting room
- Separate rooms for triage, phlebotomy (labs), dental charts, medical charts
- Appropriate location and insulation to reduce noise from dental compressor and vacuum room
- Specialty treatment rooms for chiropractic, mammogram and chest x-rays, counseling, and other services
- Health Education classroom
- Dental dark room
- Additional staff and volunteer office space





HOME VISITING PROGRAM

Home Visitors meet with families and refer them to appropriate MEND programs or community agencies.

Home Visitation has been important to MEND's operations since the organization was founded in 1971. The emphasis on these visits has been to personalize MEND's services and to provide additional help to families with critical needs. The volunteers are trained to provide a basic assessment of the household situation and then make referrals to other MEND programs or appropriate agencies within the community. Volunteers visited 1,219 families throughout 2004. Volunteers are always needed to conduct home visits and provide support from the MEND

EMPLOYMENT SUPPORT SERVICE

Employment Support Service helps individuals and families free themselves from the poverty cycle by developing their ability to make choices that will lead to a better life.

The MEND Employment Service provides assistance to primarily low-skilled and unskilled applicants who are seeking jobs. Typically, the kinds of jobs they are referred to include gardening, housekeeping, child or elder care and factory work. The volunteers who work in the program interview and screen each applicant, provide specific referrals, help the applicants explore resources they can investigate independently, give advice on interview strategies, encourage attendance at the ESL and Computer classes at MEND, etc.

Volunteers are needed to help teach applicants job-finding skills, and to participate in employment screening at MEND. Job skills training is also provided to MEND recipients and low income volunteers in the areas of catering/food service, dental assisting, stock and inventory, and office

Information and Referral Services are provided at the MEND office on weekdays. Office workers refer recipients to other organizations that can assist them with their specific needs, help them complete application forms or other paperwork, help them make phone calls, write letters, or just lend a "listening ear."

JOB TRAINING PROGRAMS

Job Training Programs provide the skills low-income recipients need to improve their wage-earning potential and get a better a job. Training days and times vary depending on the program chosen.

Job Training is ongoing in the following areas:

- Office Administration – teaches basic office skills for entry level positions, including basic computer skills
- Computer Repair – bi-lingual instruction in basic computer hardware repair and troubleshooting
- Food service/Catering Training – practical, hands-on training from professional chefs in food preparation, food safety, attractive food display, menu planning, etc. Experience provided through internal and external catering events.
- Dental Assisting – training includes oral and written instruction in addition to chair side assistance experience with dentists in the MEND clinic. Topics covered include dental instruments, sterilizing, and taking x-rays
- Warehouse/Inventory Control – One-on-one training is provided in our Food Warehouse
- Sewing Instruction – six-month course begins with making patterns, learning techniques for proper fit and use of fabrics, and making several different items of clothing. Participants interested in pursuing





Rose Education and Training Center

Wish List:

Once the new building is completed, the Education and Training Center will take over the entire second floor of the current MEND Center, allowing the following needs to be addressed:

- One additional classroom
- Library
- Reception/waiting area for student registration and coffee breaks
- Enlarged computer lab to hold 40 terminals on modular tables, four printers, scanner, main server, overhead projector screen
- Art room
- Enlarged sewing room to hold 30 sewing machine stations, five overlap machines, drafting table, several cutting tables, clothing racks, larger storage room with built-in shelves

THE ROSE EDUCATION AND TRAINING CENTER

The Rose Education and Training Center offers instruction in English as a Second Language, a computer lab, and classes in job preparation, office skills, key boarding, parenting, and much more.

ESL classes are offered Monday through Thursday in the mornings and in the evenings for 10 - 15 week sessions, with three levels of classes offered. The ESL classes also offer special presentations relevant to the needs of the students, such as consumer rights, immigration topics, and more. Approximately 100 - 150 students enroll in each session.

The Computer Lab enhances the ESL classes by offering use of the computers with basic software packages that include "Alphabet for Adults," "Sounds of English," and progressively advanced applications. In addition, the Computer Lab offers classes to English speakers in skills such as word processing, data entry, filing and typing.

Low income children from the neighborhood surrounding the MEND Center work on educational software games in the Lab during weekday afternoons, and both children and adults enjoy "surfing the web" on our Internet connected computers.

In 2004, 1,370 students benefited from the ESL classes, and additionally 1,303 persons used the computer lab. Volunteers gave a total of 8,635 hours to the Learning Center. Volunteers are needed to teach the ESL classes, provide instruction in basic computer skills in the Computer Lab,



CHRISTMAS BASKET PROGRAM

The Christmas Basket Program at MEND, an all volunteer-run program, seeks to enhance the holiday season of those families in need.

Approximately 1000 families apply to receive a MEND Christmas Basket, which includes enough food for Christmas dinner plus staple items, a new blanket and two new toys for each child under the age of 14. Each of these families are visited in their homes, and the ones with the most critical need are then "adopted" through the MEND Adoption Program by service clubs, churches, schools, employee groups or concerned and caring families within the community. Those who are adopted receive new clothing, a household item, toys and food, all of which is personally delivered by their adopting group.

In 2004, volunteers gave 4,528 hours to make our Christmas Program a success. As part of this effort, 2,971 children received toys through MEND's Christmas Basket Program. Volunteers are needed to chair committees, such as Toy Wrapping, Food Packing, Food and Toy Procurement, Donation Pick-Up, Donor Thank You, Record Keeping, Basket Distribution and more. Volunteers are also needed to do Home Visits to the basket recipients, which takes place the first and second





NEW! CHILDCARE CENTER

Furniture Program Wish List:

- Automatic roll-up door
- Repair shop
- Heavy-duty sectional dividers with rollers to divide areas with different types of furniture
- Built-in adjustable shelves for small/medium furniture items
- Fork lift

MEND is planning space in our existing building to accommodate a small childcare center and adjacent play yard, geared toward children from low-income working parents. This service will be done in collaboration with an agency that specializes in childcare that will manage the program and its day-to-day operations, but will serve MEND client families. It is also hoped that this program will serve as a training site for low-income women who want to pursue a career in the childcare field.

While the Kindercare room noted in the earlier "Client Reception and Intake" information provides as needed babysitting to children of monthly food and clothing recipients who rotate through the MEND Center, the Childcare Center will be housed in a different part of the building and will run on an on-going basis with a stable enrollment.

FURNITURE PROGRAM

For many years, MEND ran the only free furniture distribution program for low-income families in the San Fernando Valley. However, due to our exploding client population and squeezed space, our Furniture Program was closed a couple of years ago. Once the new building is completed, space will be made available in our current MEND Center to re-open the Furniture Program.



ADMINISTRATIVE OFFICES

MEND's offices will be moved to the new building upon completion and will be designed to efficiently accommodate the many volunteers who work on MEND fund raising, public relations, mailings, and other administrative projects. There will be a common area for volunteers with several cubicles that each have computer access, large work tables, and two conference rooms. There will also be additional staff offices and specific rooms for the computer server and hub, records storage, copier and supply





2005-2006 MEND BOARD OF DIRECTORS

MEND Advisory Board:

- Honorable Howard Berman
- Honorable Richard Alarcon
- Honorable Cindy Montanez
- Honorable Zev Yaroslavsky
- Honorable Alex Padilla
- Gisselle Acevedo-Franco
- Adriana Barrera, Ph.D
- Bud Brown
- Steve Brown
- Yvonne Chan, Ed.D.
- Ramiro Estrada
- William Frank, DDS
- Alan Glassman
- Sophia Heller
- Jorge Jackson
- Jason Katz
- Ann Martin
- Art Pfefferman
- William F. Powers, Jr.
- Leila Procopio
- Mary Nance Schellenbach
- Peter Schellenbach, OD
- Sr. Colleen Settles
- Kathy Van Tassell
- Francisco Uribe
- Kevin Walsh
- Keith Weaver

- PRESIDENT - Ed Rose, Lockheed, Retired
- 1st VICE PRESIDENT - Jeffrey S. Klein, 101 Communications, LLC, President/CEO
- 2ND VICE PRESIDENT - Paul Collins, Collins Insurance Services, Insurance Sales
- TREASURER, - Luzmaria G. Nelson, Wells Fargo Bank, Branch Mgr
- SECRETARY - Gigi Gomez, Administrative Assistant
- PAST PRESIDENT - Steve Brown, Da-Sha Management Co., Owner

STANDING COMMITTEE CHAIRPERSONS

PUBLIC RELATIONS CHAIR

Michelle Chavez, Prudential Financial, Associate Manager

FUNDRAISING CO-CHAIR, EVENTS

Ann Van Giesen, RE/Max Real Estate, HR & Office Manager

FUNDRAISING CO-CHAIR, EVENTS

Letty Siegel

FUNDRAISING CO-CHAIR, PROPOSALS

Marge Terhar, Writer

VOLUNTEER DEVELOPMENT CO-CHAIR

Hilda Garcia, CSUN, Student Affairs, Interim Ass't Director

VOLUNTEER DEVELOPMENT CO-CHAIR

Susan Ng, Kaiser Permanente, Comm. and Gov. Relations Manager

MGMT, BUDGET, PLANNING CHAIR

Paul Collins, Collins Insurance Services, Insurance Sales

MEMBERS-AT-LARGE

- Bill Berg, US Growers Cold Storage, General Manager, Retired
- Richard Bush, IBM, Manager, Retired
- Kat Connolly, Connolly Consulting, President, Political Consultant
- Dianne Ewing, Vice President, Stone, Harris, Stone
- Ken Greenberg, Edge Communications, Inc.
- Richard Marias, DMD
- Robert Mayers, ESE Corporation, Retired, Co-owner
- Carolyn Rose, Kaiser Hospital Foundation, Nurse
- Gary Tanouye, MD
- Sharon Ulmer, HRN
- Laurie Walton, California State University, Northridge, Manager

EX OFFICIO

- Marianne Haver Hill, MEND, Executive Director
- Jenny Gutierrez, MEND, Director of Programs and Services
- Jorge Jimenez, MEND, Director of Finance and Facilities

MEND's...



Strategy: Our largest program is food distribution, but we also believe in teaching our clients to “catch their own fish”. Therefore, by providing services such as job and language training, we effectively teach our clients self reliance and provide them the skills necessary to have options outside of MEND. We firmly believe this approach allows MEND to remain responsive to changing market demands while strengthening its position as the largest full-service poverty agency in the

Stakeholders: Aside from its recipients, MEND's responsibilities extend to its donors, volunteers, staff, and the community. With only five percent of revenue going towards overhead expenses, it is clear that MEND is a very efficient organization with a focus that encompasses all of its stakeholders. This adds much value to the efforts of donors, employees and volunteers; and since MEND is privately funded (i.e., no government grants) the community benefits from the goodwill created and does not have to incur the administrative costs associated with it. It is important to realize that the value added collectively to all of our stakeholders is key to the success of MEND and the low income families we serve.

Marketing: MEND utilizes many different approaches to market itself and its services. The primary method is one of a Public Relations campaign to reach a broader audience via the media, MEND's website, and proactive speaker's bureau. Other methods include the active participation of MEND staff in many community organizations; publicity through San Fernando Valley churches, schools, and businesses; and the involvement of numerous community groups in one-time projects at the MEND Center, on-going programs, and/or food/clothing/toy drives to benefit MEND recipients. Additionally, we also use the less formal 'word of mouth' to increase awareness.

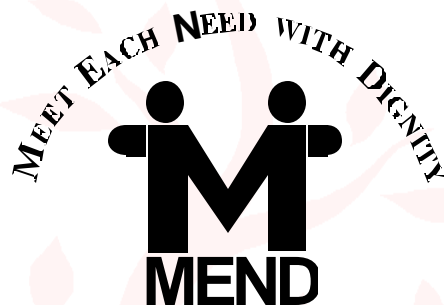
THE WORLD AROUND MEND

There is an increasing social recognition of poverty line in the United States. Despite recent trends (i.e., the economic boom of the late 1990's), poverty has grown in California in the past three decades. California's high cost of living and industrial restructuring have resulted in an erosion of relatively good paying industrial jobs and an exodus of approximately 1 million blue collar workers from this State. Concurrently, there has been an equal influx of immigrants filling poor-paying jobs. Notably, this trend was most significant in the San Fernando Valley. The rate of increase in Valley poverty was three (3) times greater than in the rest of Los Angeles. This means that the number of people living in poverty in the San Fernando Valley soared by 56.2% between 1990 and 2000. This is an increase of approximately 74,000 people according to the U.S. Census Bureau figures. MEND services over 20% of the cities in the San Fernando Valley, the majority of which are also the poorest cities in the greater Los Angeles area.

Text written by Tony Ahankoob,
Volunteer intern,
Riordan Volunteer Leadership
Development Program

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