

# Funding and Sustainability

## To Open or Maintain Your Center (Part 2)

Casey Gwinn, J.D., President, Family Justice Center Alliance

Gael Strack, J.D., CEO, Family Justice Center Alliance

August 8, 2012



# Your host today:



Gael Strack, J.D.  
CEO





Family Justice Center Alliance



Casey Gwinn, J.D.  
President

Family Justice Center Alliance

# The FJC Alliance TA Team

				
Casey Gwinn, JD	Gael Strack, JD	Natalia Aguirre	Jennifer Anderson	Nancy Leffler-Panela
				
Lori Gillam, CPA	Melissa Mack	Mehry Mohseni	Jena Valles	Rachel Whiteside

# Today's Agenda

- Welcome
- Recap
- Announcements!!!
- Quick Recap from Last Call
- Updates from the Alliance

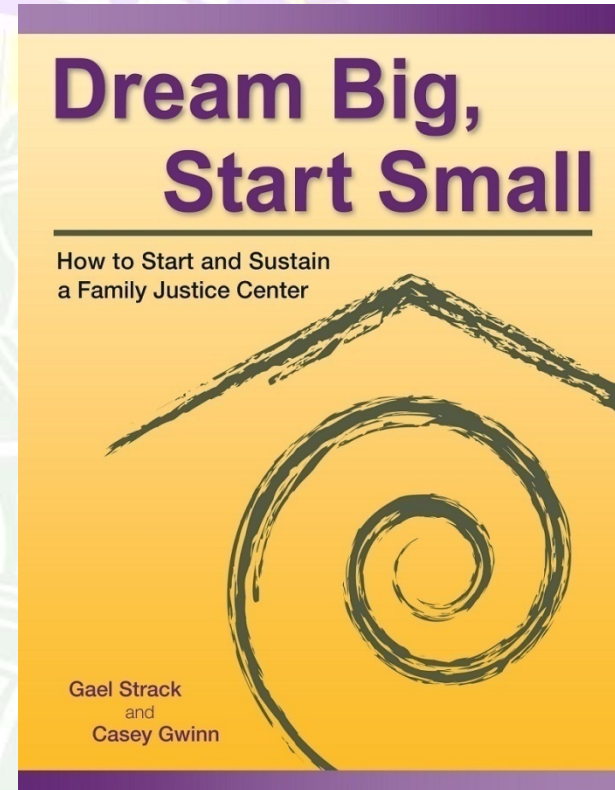


# Best Day & Worst Day



**“A project worthy of the City’s affection”**

# The Why & the How



- [www.familyjusticecenter.org](http://www.familyjusticecenter.org)

# Key Resources

- Chapter 6, When Family Justice Centers Work Well, Dream Big
- Chapter 8, Funding and Sustainability, Dream Big, Start Small
- Resource Library
  - Outcomes and Evaluation
  - Sample Business and Feasibility Plans
  - Sample Funding and Sustainability Plans



# DREAM BIG



# Start Small

# Strategies

- Strategic Planning
- Snapshot
- Funding and Sustainability Plan
- Create a Foundation to support Government Funding
  - Sole purpose to fundraise for your FJC
  - Funding Committee

# Put together a Financial Team

- Experts in DV
- Grant specialists
- Fund raisers
- Finance/business experts
- Donors
- Corporate Giving

## Chapter 8: Funding and Sustainability

*"In these tough budget times, we are working together in unprecedented ways to coordinate resources to better serve victims of family violence and protect our community. Family Justice Centers are clearly one of the best ways."*

The Honorable Jim Provenza, Yolo County Board of Supervisors

### Introduction

When a community opens a Center, it sends a message of hope, compassion and commitment to women, men, children and families. By keeping the Center open, a community is saying, "We are committed to you not only today, but tomorrow; our obligation extends to those who come after you. We will not abandon you. We will not leave you and your children unprotected, vulnerable and without resources. Funding and sustainability are critical for success. But for this message to ring true, the Center must be sustainable. To date, two Centers have closed in the Family Justice Center movement because sustainability was never properly addressed before or soon after they opened. In both cases they relied upon a single federal grant for nearly all of their funding. When the federal grant ran out, there was nothing else in place to offer the sustainable message of hope and commitment.

No Family Justice Center vision becomes a reality without three key ingredients: **Funding, a Funding Team** and a **Funding/Sustainability Plan**. It is during the early stages of the strategic planning process -- after the vision for the Center has been developed -- that the ground work is laid for the funding and sustainability needs of a Family Justice Center. Most Centers start working on their funding and sustainability plan during the strategic planning process. The strategic planning process should include the creation of a shared vision along with the creation of various work groups, including a "Funding and Sustainability Work Group" (Work Group) charged with laying out a funding roadmap. This Work Group gets the process started by working on key issues around funding; but with the understanding that, ultimately, these issues will have to be worked out in detail by the lead agency for the entire Family Justice Center project. The Work Group is responsible for developing a process for addressing all of the big funding issues, for framing these issues, and for identifying funding options including the solicitation and use of both public and private monies to start-up the Center.

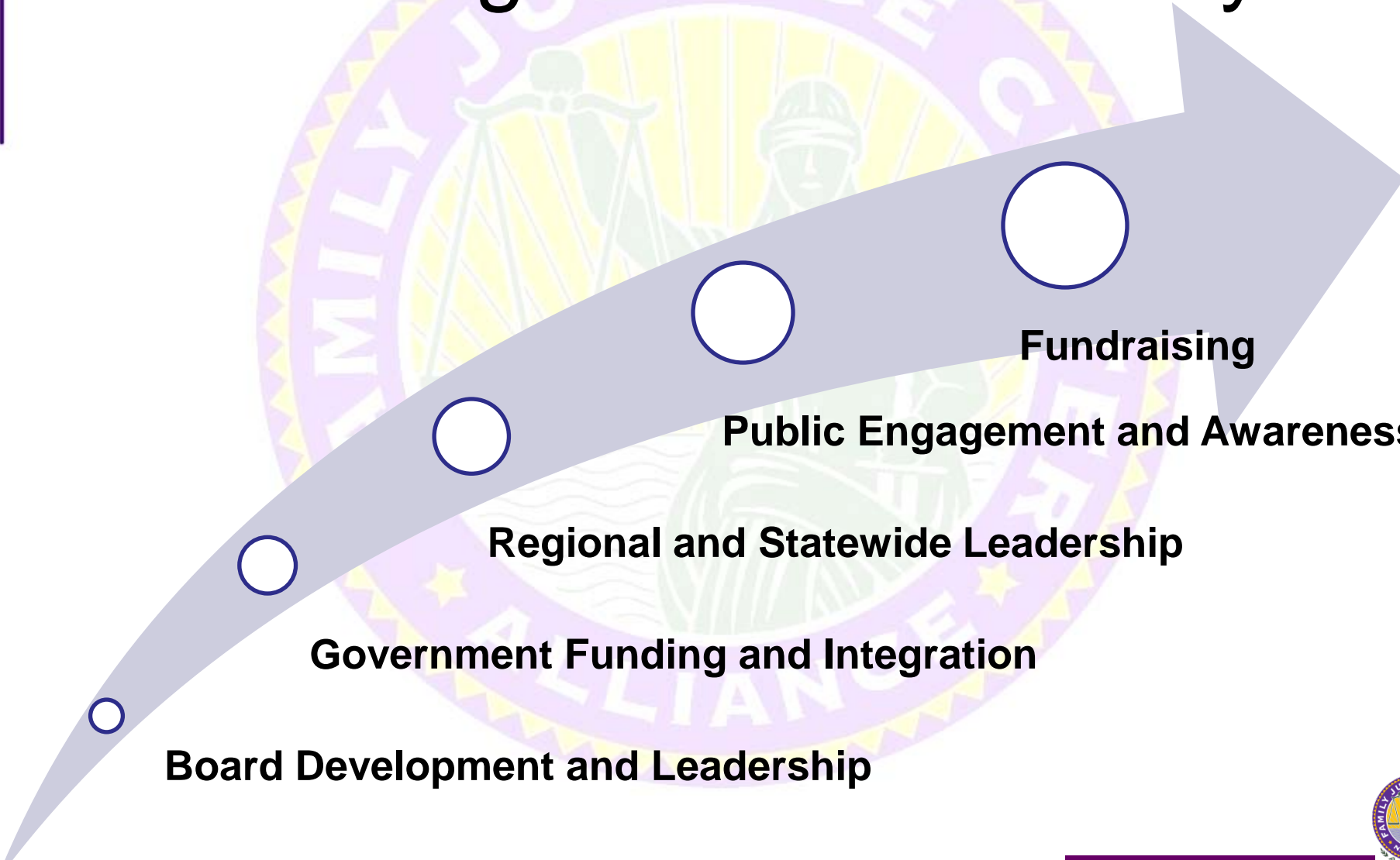
This chapter focuses on key strategies used by many currently operating Centers to initially set up their programs, and to sustain those programs once in operation. The first part of this Chapter focuses on the initial effort to develop a funding plan and get a Center underway with a realistic and viable budget. The second part of this Chapter focuses on sustainability, keeping a Center open and fully funded.

# Exhaust all Funding Streams

- Federal, state, and local governments
- Local foundations, including family foundations
- Corporations / businesses
- Community groups, including faith-based and service organizations
- Individual donors, including two special events – Voices Ending Violence Breakfast in June and the Un-Masquerade in October – and major gifts asks.



# Five Strategic Directions for Funding and Sustainability

- 
- Fundraising**
  - Public Engagement and Awareness**
  - Regional and Statewide Leadership**
  - Government Funding and Integration**
  - Board Development and Leadership**

# Strategy at Knoxville Family Justice Center

- Met with Governor's Advisors and Supporters of the Knoxville Family Justice Center to discuss a statewide strategy
- Met with Board of the Knoxville FJC to develop a Funding and Sustainability Plan
  - Like budgets, they are moving targets with lots of moving parts

# Board Development & Leadership

- How do we recruit the right business and community leaders to be our champions?
- Who do we have now?
- Who is missing?
- What is the role of the Board – Fundraising? Operational leadership? Community engagement?
- How can we recruit leaders and increase power and influence?
- Do we need separate boards for separate purposes?
- How do we provide strong leadership from the Board?
- How do we ensure the Board is leading the fundraising effort?

# Government Funding & Integration

- How will all levels of government see the FJC as central to serving families exposed to violence and abuse?
- How can we integrate the model into all policies and procedures of city and county government related to addressing family violence?
- What does County government need to do?
- What does City government need to do?
- What role should government play in funding the Center? What percentage of funding should be public vs. private?
- How can we obtain the necessary long-term commitment for city, county, and state funding?
- Should government funding be for a building, for staff positions? Should such positions come from new funding or existing agencies/staff members?
- Do we need state legislation?
- How can we make the pie bigger for all our partners? What private funders can we reach out to now? New funders? Current or previous funders?



# Regional & Statewide Leadership

- How can we become a statewide leader for the Family Justice Center movement?
- How can we engage a funder or funders to develop a statewide initiative to help other communities develop Family Justice Centers or other multi-agency service models across Tennessee?
- How can we 'sell' our expertise and experience to surrounding communities and states to help raise funds for our Center?
- How can we partner with the National Family Justice Center Alliance to promote and implement such an initiative in Tennessee?

# Public Engagement & Awareness

- How can we become a statewide leader for the Family Justice Center movement?
- How will everyone in Knoxville know about the FJC in five years?
- How can we maximize the use of our website?
- How are our social networking strategies?
- How will all levels of government see the FJC as central to serving families exposed to violence and abuse? What does County government need to do? What does City government need to do?
- What role should survivors play in our marketing and outreach strategy?
- What materials, messaging, and information do we provide to the public now?
- What materials, messaging, and information should we be providing within 180 days? Within one year?

# Funding and Sustainability

## To Open or Maintain Your Center Part 2

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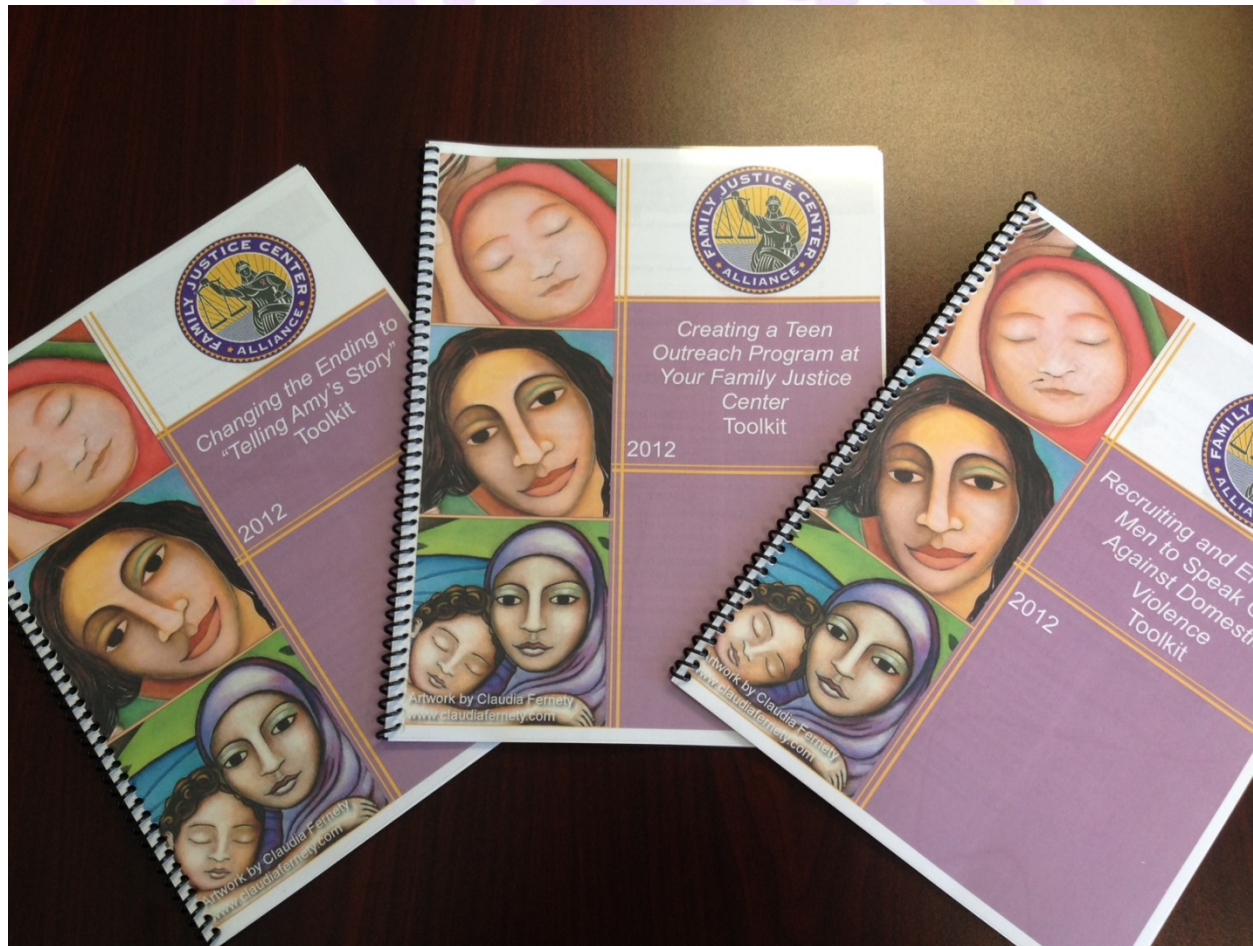


# New Website Coming Friday!





# New Toolkits for FJC's



Available Friday at [www.familyjusticecenter.org](http://www.familyjusticecenter.org)



# Fundraising

- How do we raise money from private foundations?
- How can we partner with other agencies to pursue foundation funding?
- Who will do the work/write the grants?
- How do we solicit and obtain individual donations?
- Will we host an Annual Gala?
- Will we host other regular Special events?
- Will we use Mass mailings?
- Will our focus be individual donors?
- Will our focus be larger grant sources?
- If it is a mix of individual donors and larger grants, what should the mix be?
- What events have been successful in the past? Should we continue them or create new events?
- What is our strategy for online donations?
- How can we use funding solicitations/letters from elected officials?
- How can we use funding solicitations/letters from wealthy supporters?

# What We Learned from Linda Ray and the Erie County FJC

- “Our strategy is the Benevon model. (I’m sure there are other models. This is just the one I know. DVIS in Tulsa also uses it.)”

[www.benevon.com/workshops/model](http://www.benevon.com/workshops/model)





# Held Monthly Open Houses, Orientations and Tours





# Step 1 – Points of Entry

- One-hour tour with standardized program
  - Behind Closed Doors tours
- 2/month – 80 guests Jan-Mar 08
- Guests include elected officials, foundations, partners, funders, individuals donors, volunteers, suppliers and vendors, associates of Board members, etc.

# Step 1 (continued)

- Program includes first-person testimonials, other stories, debunking myths about DV, facts, statistics, clear identification of our needs and the funding gap
- We do not ask for money
- Send guests home with Wish List and brief Fact Sheet
- Also, we take the tour out into the community (customized for audience and time allotted)

# Step 2 – Follow Up and Cultivation

- We call everyone in the three days after the tour
- Examples of what we are offered by inspired guests:
  - Staff training
  - Participation in block club events
  - Referrals of friends, family, and colleagues to our tours
  - Volunteers of all kinds
  - Speaking opportunities
  - Physical spruce-up – art show and murals
  - Downtown paralegals to fill noon-time gap

We never say “NO, THANK YOU.” We always say “THANK YOU. LET’S SEE HOW WE CAN MAKE THAT WORK.”

# Step 3 – Asking for Money

- Face-to-face is best way to ask
- 1 on 1 asking or
- Free one-hour fundraising breakfast – June 3, 2008, at Temple Beth Zion
  - Voicing Ending Violence
  - Launch our multi-year giving society
  - Inspiring program, including 7-minute video \
  - Follow up afterward



# Step 4 – Introduce Others

- Continue to cultivate existing and potential donors
- Offering them opportunities to introduce their friends and colleagues to us
- Including free cultivation events, e.g. panel discussion in September followed by social time

# What are the Needs / Gaps in Service?

- Buffalo is the second poorest big city in the nation.
- Thus, part of our case talks about the relationship of poverty and DV in Buffalo.
- And part of our case talks about the need to serve people outside the City of Buffalo in the suburbs and rural areas.
- And we talk about the immediate needs of adding services for children who have witnessed domestic violence, and also, County Department of Social Services for eligibility determinations.
- Self-sufficiency services on the horizon.

# Business Plan

- What is the problem?
- What are the resources?
- What is needed?
- What is the solution?
- What will it cost?
- What are the benefits to the new solution?

# Skills Inventory

- What skills do we already have?
- If you don't ask, you don't know.
  - Clerk – florist & an artist
  - Receptionist – graphic specialist



# Develop a Community CV

- Your history working on the issue
- Your results
- Your ability to start projects and make them work
- Your reputation
- Your history of receiving grants
- Your expertise

# What are the gaps?

- Conduct a Community Assessment
  - Needs
  - Services
  - Community Partners
    - On site
    - Off site
  - Statistics (bench mark)

# Funding Inventory

- City
- County
- State
- Federal
- Foundations
- Donors
- Bond measures
- Special Events
- Community Groups

# Develop a Budget

- Develop a budget
  - Start up costs
  - Move in costs
  - Operations
  - Expansion
  - Marketing
  - Awards & Recognition
  - FOOD
  - Parking



# Sample Budget

(Special thanks to Lori Gilliam and Rebecca Lovelace)

SAMPLE FJC BUDGET								
FY 2010								
DESCRIPTION	CALCULATION	2010 BUDGET	FED/STATE GRANTS	OTHER GRANTS	DONATIONS	OTHER	TOTAL	VARIANCE
<b>REVENUE</b>		<b>450,000</b>	<b>400,000</b>	<b>40,000</b>			<b>440,000</b>	<b>(10,000)</b>
<b>EXPENSES</b>								
<b>PAYROLL</b>								
DEPARTMENT DIRECTOR	Full-time @ \$90,000/yr	90,000	90,000				90,000	0
EXECUTIVE SECRETARY	Full-time @ \$26/hr	54,080	54,080				54,080	0
CLERICAL ASSISTANT	Full-time @ \$18/hr	37,440	37,440				37,440	0
ASSOCIATE MANAGEMENT ANALYST	Full-time @ \$29/hr	60,320	60,320				60,320	0
VOLUNTEER COORDINATOR	Full-time @ \$15/hr	31,200		31,200			31,200	0
<b>TOTAL PAYROLL</b>		<b>273,040</b>	<b>241,840</b>	<b>31,200</b>	<b>0</b>	<b>0</b>	<b>273,040</b>	<b>0</b>
<b>FRINGE</b>								
P/R TAX	FICA @ 7.65% + 2% for SUI & W/C	26,348	23,338	3,010			26,348	(0)
HEALTH BENEFITS	Estimated 15%	40,956	36,276	4,680			40,956	0
<b>TOTAL FRINGE</b>		<b>67,304</b>	<b>59,614</b>	<b>7,690</b>	<b>0</b>	<b>0</b>	<b>67,304</b>	<b>(0)</b>
<b>OTHER EXPENSES</b>								
RENT	Estimated \$5,000/mo	60,000	60,000				60,000	0
TELEPHONE	Estimated \$1,000/mo	12,000	12,000				12,000	0
SUPPLIES	Estimated \$600/mo	7,200	5,500	1,110			6,610	(590)
PROFESSIONAL FEES	Audit/Tax	8,000	6,000				6,000	(2,000)
CONFERENCE & TRAVEL	Estimated 4 trips @ \$500 x 2ppl	4,000	2,000				2,000	(2,000)
INSURANCE	Liability estimated @ \$175/mo	2,100	1,200				1,200	(900)
POSTAGE	Estimated \$37/mo	444	300				300	(144)
PRINTING/PUBLICATION	Estimated \$250/mo	3,000	1,500				1,500	(1,500)
UTILITIES	Estimated \$300/mo	3,600	3,000				3,000	(600)
CONTRACT SERVICES	Various	5,000	4,000				4,000	(1,000)
MARKETING/ADVERTISING	Estimated \$250/mo	3,000	3,000				3,000	0
MISC EXPENSE	Various	1,312	46				46	(1,266)
<b>TOTAL</b>		<b>450,000</b>	<b>400,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>440,000</b>	<b>(10,000)</b>
<b>NET INCOME</b>		<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>



# Family Justice Center Department

## December 2004 - “We’re small but mighty”



Grant  
Funded

On Special  
Assignment

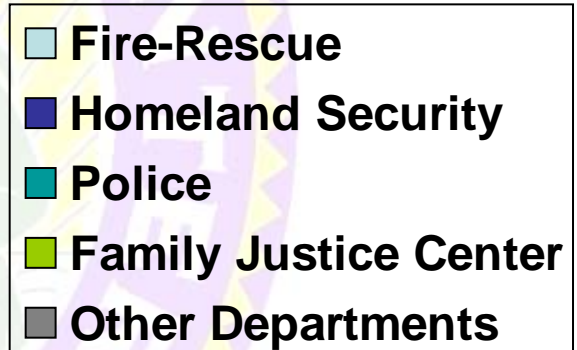
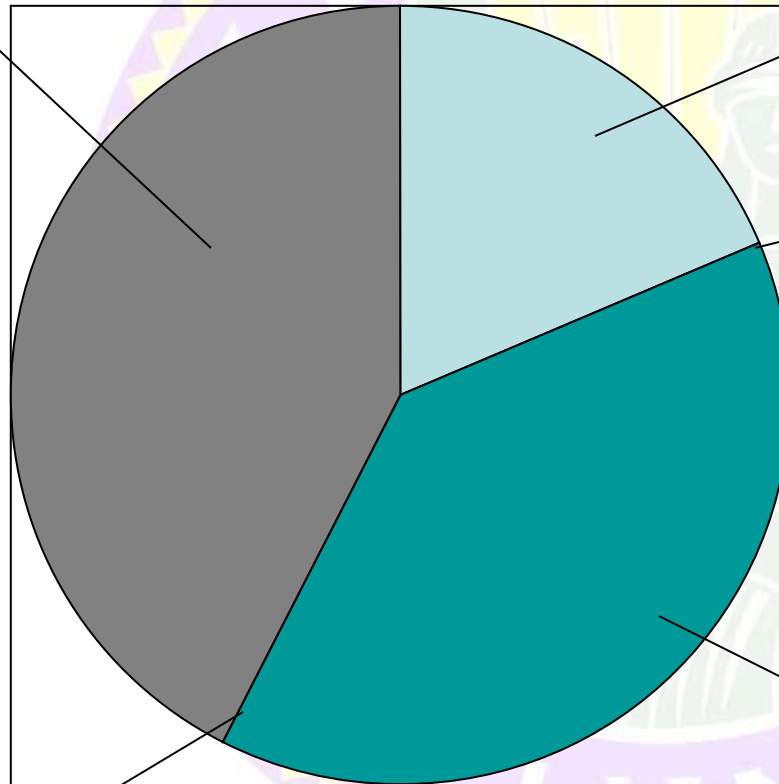


# City of San Diego FY06 General Fund Budget \$864,919,912

Other Departments  
\$366,958,587  
42.43%

Fire-Rescue  
\$160,337,603  
18.54%

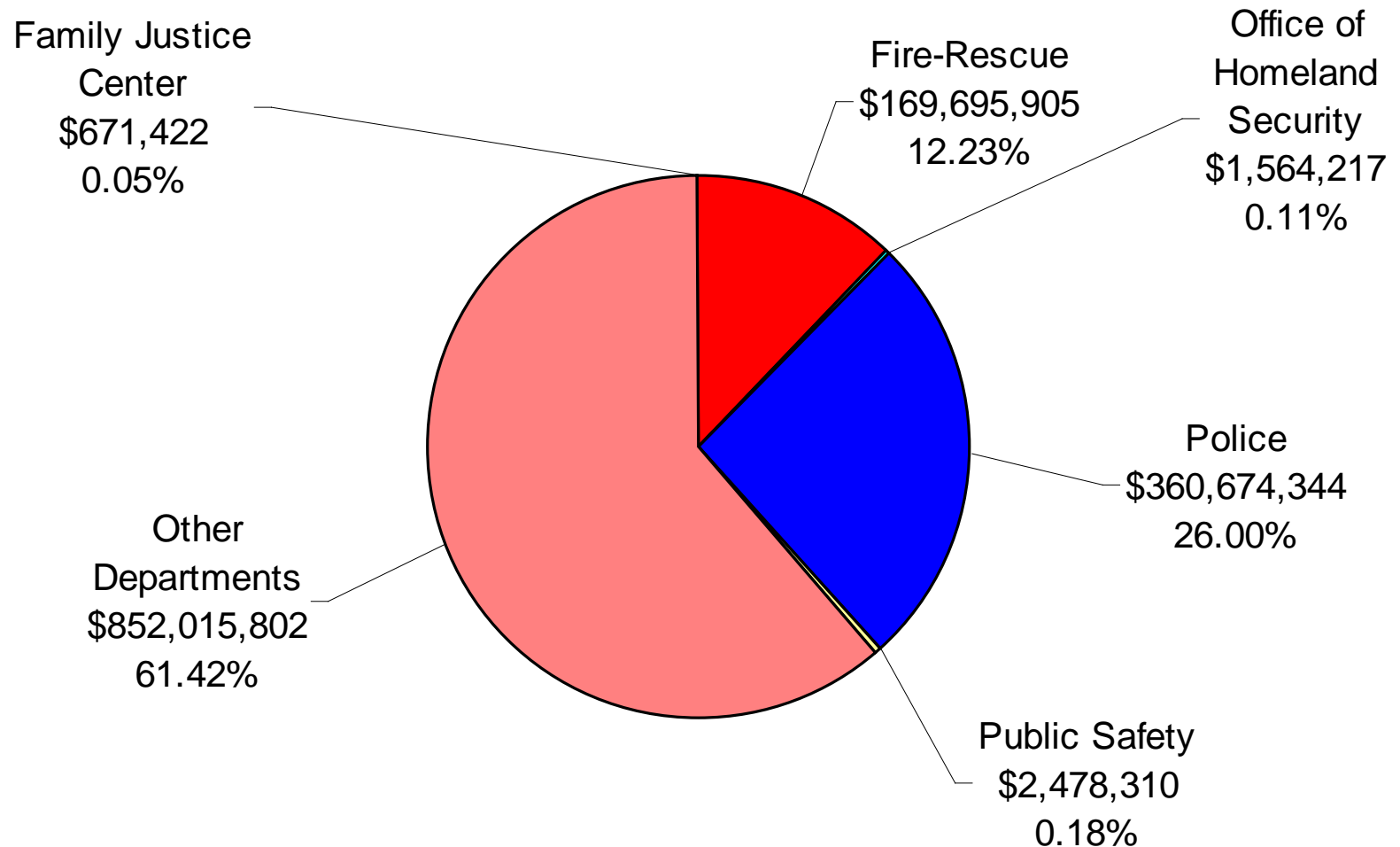
Homeland  
\$589,284  
0.07%



FJC  
\$556,964  
0.06%

Police  
\$336,477,474  
38.90%

# Only 5 Pennies out of \$100.00





# We're efficient and productive

- We're only **FIVE** pennies for every \$100.00
- Power of We saves money
  - Homicides
  - Return calls
  - Quality of life
  - ...



Gael



Bonnie



Anabel



Kimberly



Brenda



# Consider the Funding Needs of your Partners

- Collaborate on grants
- Offer to write letters of support for each other
- Understand their funding needs
- Assist with grant writing

# Evaluation

- Find out where the money is coming from.
- Find out where the money is NOT coming from – tap into new sources
- Find out what the clients want and say about your program.
- Conduct a mini-study.

# Public Relations

- Develop a clear message
  - Runaround is over in San Diego
  - The Family Justice Center - Where families comes first and professionals come together
  - Helping hurting families
  - Aiming for zero



# Public Relations

- Use all tools to tell your story:
  - Survivors
  - Media
  - Op Ed
  - Radio
  - Press Conferences
  - Videos
  - Brochures
  - Art

# Public Awareness

## Poster opposes domestic violence

The San Diego Family Justice Center celebrated its third birthday yesterday by unveiling an anti-domestic violence poster campaign featuring San Diego Padres star reliever Trevor Hoffman.

The poster is the first in a series of posters using high-profile supporters of the center.

"This is a perfect opportunity for us to celebrate our teamwork and team up with the greatest 'saver' in San Diego baseball history, Trevor Hoffman, to save more lives," said Gael Strack, director of the center.

The center, at 707 Broadway downtown, houses 25 agencies and handles 600 clients and more than 3,000 calls a month.

"In its three years, the center has not experienced a single homicide involving an adult or child receiving its services," Strack said.

October is Domestic Violence Awareness Month.

Before its inception, families had to seek help on their own and travel to as many as 30 locations to get services now in one building at the center.

It has been hailed by President Bush, who used it as a model to develop 15 other federally funded centers across the country.

## The Family Justice Center, Domestic Violence Services Under One Roof



Bonnie Pearson, Executive Secretary, the Family Justice Center, and Meeting Moderator, Herman Colles

The idea for the FJC was proposed by Mr. Ouyman in 1989, said Campen, after Gwyn conducted a survey on domestic violence services in the city and "found there were twenty services all over the city but none in the same location."

Since opening its doors in October 2002, The Family Justice Center has gained national attention as a model organization, "a one stop

shop" that's being copied throughout the country and world. With more than twenty on-site partners and more than 20 off-site partners, said Campen, the FJC has had over 10,000 site visitors to see how the center operates.

Next, clients are greeted by a volunteer (domestic violence) in the home. Describing how family violence impacts youth, Mr. Campen said, "It's 15 times higher for children who grow up in homes of violence" to become abusive than those who don't.

He said, FJC's primary goal is to "make victims safer by providing coordinated services, including counseling, therapy, legal, financial, and other services. It's a place where victims can get everything they need in one place."

The Family Justice Center is located at 707 Broadway, Suite 700 downtown, San Diego, CA 92101.

For more information about FJC, call 1-863-623-8090 or 619-533-0049. You may also visit their website: [familyjusticecenter.org](http://familyjusticecenter.org)

The local Domestic Violence Hotline 1-888-4divulx.



Hand Deputy City Attorney Timothy Campen, Chief Abuse and Domestic Violence Unit, Criminal Division, City of San Diego

See JUSTICE on page C7

**Rally will target domestic violence**

To raise awareness about domestic violence, the Shelter and Support Services Committee of the San Diego Domestic Violence Council will hold its annual Not-To-Be-Forgotten Rally downtown tomorrow.

It will take place from 11 a.m. to 2:30 p.m. at the Civic Center Plaza, 1200 Third Ave.

The rally kicks off with a walk from the Family Justice Center at 707 Broadway. Supporters are asked to gather at the southwest corner of Broadway and Eighth.

Everyone is invited to attend.

FROM THE FRONT PAGE.

## Counties await word on grants for justice centers

Counties across the state are waiting for word on whether they will receive federal grants to help fund domestic violence services.



Charles County, Md., is one of the counties that are waiting for word on whether they will receive federal grants to help fund domestic violence services.

The San Diego approach allows counties to apply for grants to help fund domestic violence services. The grants are awarded to counties that have a proven track record in providing such services.

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## \$500,000 grant to go toward family justice center in San Diego

UNION-TRIBUNE

San Diego received a \$500,000 challenge grant from the California Endowment on Wednesday to go toward leasing downtown office space for a family justice center to help victims of domestic violence.

City Attorney Casey Gwinn said his goal is to open the center at 707 Broadway in July. He said \$3 million is needed to lease the space for four years.

To get the grant from the endowment, a nonprofit agency that promotes health care, the city must match the money. Mayor Dick Murphy said he and other City Council members would use federal community development block grant money for the match.

The center would give domestic violence victims a place where police, medical, legal and social service help is available.

The plan calls for deputy city attorneys who handle domestic violence cases, police officers assigned to the violence unit, probation officers, forensic medical experts and other social workers to work in the center.

Ultimately, Gwinn said, the goal is to build a bigger family justice center to include services for victims of child abuse, elder abuse and sexual assault.

## San Diego hard, fast might soon be permanent here



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Domestic violence is a serious problem in San Diego. The city is working to address it through various programs and services.

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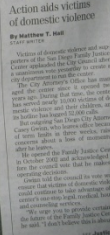
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## Department status OK'd for family justice office



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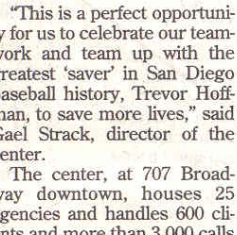
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## San Diego Family Justice Center unveils Violence Campaign



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## Park vigil calls attention to domestic violence

By David E. Graham  
STAFF WRITER

Burning candles and offering words of hope to people victimized by domestic violence, about 60 people gathered in Balboa Park last night in a vigil for Judith Phillips, who was fatally shot at her home in Rancho Penasquitos last month.

Participants met for prayer, songs and advice from speakers that people who are in abusive relationships can turn to social service agencies or police for help.

James Joseph Cain, 39, has pleaded not guilty in the death of Phillips, his former girlfriend, Phillips, 57, had obtained a temporary restraining order against him, but it never was served. He knew the order existed, however, police have

**DALWORTH**

**DEAL OF THE DAY**

Carpet Cleaning

**\$99.95**

2 rooms

Call 267-8433

... Because the most best thing to do is to call Dalworth.

**FAMILY JUSTICE CENTER**

**NATIONAL ALLIANCE**

San Diego County is one of the counties that are waiting for word on whether they will receive federal grants to help fund domestic violence services.



# City 24 tapes at FJC in September



# Create Opportunities to get in front of your Council

- Public Neighborhood & Safety
- Special Events
- Non-agenda Public Comment
- Always Fill up the Room
- Wear Purple
- Celebrate Annual Anniversary
- Make good use of your site visitors



# Council declares January as Stalking Awareness Month



# Speakers' Bureau Launched





# New Poster Unveiled



# Start a Foundation

- Hire a Professional Fund Raiser
- Board Development
  - People who know people with \$\$ or connections
- Donor Development
- Events:
  - Golf Tournaments
  - Motorcycle Ride



Make New Friends...



# Lessons Learned:

- Personal relationships were key.
- Grant Writer is important.
  - Team up with DV experts and Grant Writers.
- Saying Thank you is an art.
  - Say it often. Be clever. Be public.
- Take your Sustainability Plan seriously.
- Don't be afraid to ask for little things
  - Cameras, Flowers, T-shirts, etc.

# Lessons learned:

- Attend conferences related to fund raising
- Read winning grants
- Ask for feedback
- Meet with funders and pick their brain
- Make new friends
- Research funding history
- Forward motion is everything

# Special Thanks & Recognition to Our Donors

- BlueShield of California Foundation
- California Endowment
- Verizon Foundation
- Office on Violence Against Women
- AVON Foundation for Women
- Office for Victims of Crime
- Verizon Wireless



Other Ideas? Questions?

# Alliance Updates

## 3<sup>rd</sup> Annual Directors' Leadership Summit

September 19-21, 2012

San Diego, CA

**Day 1** – Financial Leadership

**Day 2** – Preparing to Ask and then Getting Buy-In

**Day 3** – Making the Ask and Getting the Money

- The training will have a special emphasis on Funding and Sustainability *all* FJC Directors and/or Operations Managers across the country who are working in fully operational Centers or Centers that are in some stage of planning are invited. The Leadership Summit will give directors the opportunity to network with other directors from across the country and discuss topics such as Collaborative Leadership, Collaboration, and workshops on Funding and Sustainability. The in-depth Funding and Sustainability Training will cover financial leadership, how to develop your financial plan, how to identify the most dynamic board, the fundamentals of fundraising and finding money under any conceivable rock in your community. Directors are encouraged to bring a Board Member, Finance Director, Grant Analyst, or Development Director to this workshop.
- The Leadership Summit is sponsored by the Office on the Violence against Women. If you are an OVW grantee, please contact your grant manager to attend this Leadership Summit. If you are interested in attending, please contact Natalia Aguirre for further information and travel logistics at 619-236-9551 or [Natalia@nfjca.org](mailto:Natalia@nfjca.org). Please register early as space is limited and we anticipate tremendous interest for this particular Summit.



# Thank You

- Family Justice Center Alliance
  - 1-888-511-3522
- This webinar will be recorded & posted on [www.familyjusticecenter.org](http://www.familyjusticecenter.org)

