

# Funding and Sustainability

## To Open or Maintain Your Center

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# Your host today:



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# The FJC Alliance TA Team



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# Today's Agenda

1. Welcome and Introductions
2. The Anne Patterson Dooley Family Safety Center Experience
3. Funding and Sustainability Overview
4. Issues Centers Face
5. Developing a Long-Term Funding and Sustainability Plan
6. Five Focus Areas
7. Updates from the Centers and the Alliance

# The Ann Patterson Dooley Family Safety Center



Suzann Stewart  
Director

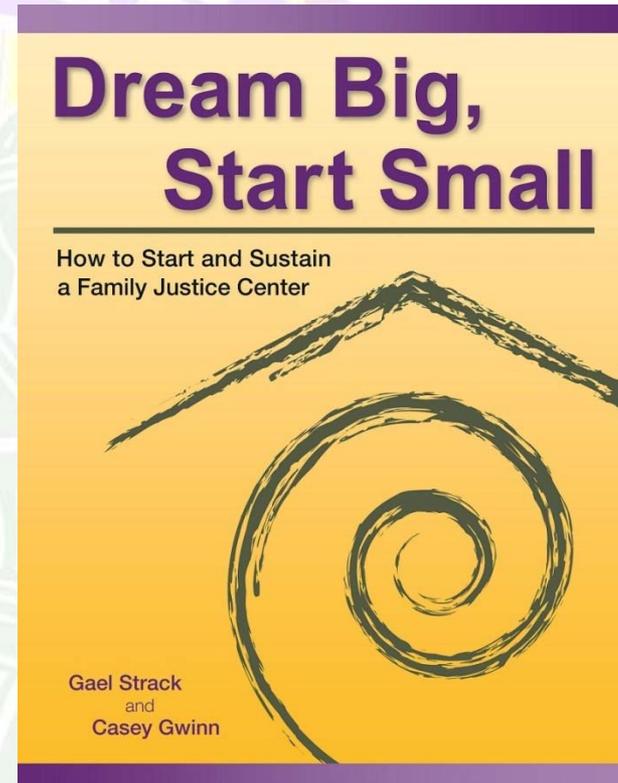
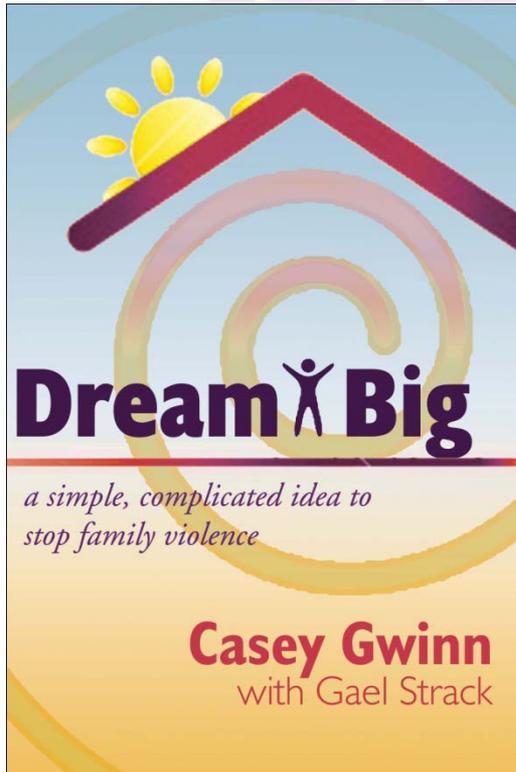
# Best Day & Worst Day



**“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.

# Four Strategic Directions for Funding and Sustainability

**Board Development and Leadership**

**Government Funding and Integration**

**Regional and Statewide Leadership**

**Public Engagement and Awareness**

**Fundraising**



# 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 and 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?**

# 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 Buffalo 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)

# 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

# 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

# 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?



# Thank You

- Family Justice Center Alliance
  - 1-888-511-3522
- This webinar will be recorded & posted on [www.familyjusticecenter.org](http://www.familyjusticecenter.org)
- Suzann Stewart
  - [dir@fsctulsa.org](mailto:dir@fsctulsa.org)
  - 918-742-7480

