



Fund Development Plan

Fiscal year 2010

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Current Realities and Trends

Analyzing the environment, both inside of the organization and within the larger context of society, is a necessary part of creating a fund development plan. A broad overview of the current realities and trends related to politics, economics, culture and technology can impact the kinds of fundraising and grant funding opportunities and challenges that an organization might face. Following an analysis of the macroenvironment is a deeper look inside the organization with an emphasis on identifying individual donor, special event and corporate/foundation/government grant opportunities. The SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) provides a framework that is useful when making decisions related to strategic direction and allocation of resources.

Macroenvironment

	Current Situation
Political environment	<ul style="list-style-type: none">▪ State budget shortfalls▪ American Recovery and Reinvestments Act of 2009▪ Immigration debate▪ Latina America's receptiveness to Obama and the region's elevated importance to new administration
Economic environment	<ul style="list-style-type: none">▪ Economic crisis/recession▪ Increased unemployment▪ Stimulus package▪ Financial anxiety▪ Low investment returns▪ Possibility of inflation
Social & cultural environment	<ul style="list-style-type: none">▪ Continued increase of U.S. Latino population▪ Green movement – green becoming mainstream▪ Buy locally▪ Community organizing and social justice issues gain popularity

Technological environment	<ul style="list-style-type: none"> ▪ Global connectivity ▪ Mobile devices ▪ Social networks ▪ Customer generated content ▪ Simplicity ▪ Real time interactions ▪ Importance of e-commerce
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Political Environment

Opportunities

- The American Recovery and Reinvestments Act of 2009 provides \$100 million in funding to states to support comprehensive efforts that address violence against women. The funding will be available to state agencies and service organizations working on domestic violence, dating violence, sexual assault and stalking.
- The Summit of the Americas, that took place in April 2009, marked a hopeful beginning between the United State’s new presidential administration and Latina America. President Obama conveyed his willingness to work with leaders from across the region on a variety of issues, and while his gesture was primarily symbolic, it set a positive tone.

Challenges

- The immigration debate continues at state and federal levels and proponents of increased criminalization of undocumented immigrants and stricter border enforcement contribute to an environment of intolerance and racism that is strongly felt in Latino communities across the United States. While there is no proposed legislation outlining comprehensive immigration reform in 2009, the debate is widely covered by media outlets.

- State budget shortfalls are forcing a decrease in services and resources available for the most disadvantaged communities. State funding cuts continue to affect non-governmental organizations that provide crucial services.

Economic Environment

Opportunities

- The recession has forced organizations in all sectors to analyze their mission, strategies and core competencies. The current economic environment provides an opportunity for organizations to determine how they can do things better and with fewer resources. Consolidation is occurring in all parts of the economy and may result in more relevant and effective products and services.
- The stimulus package is making different funds available to organizations in the nonprofit sector. Nonprofits with diversified revenue streams are able to maintain regular operations during this challenging time and are more likely to emerge intact after the economic downturn.

Challenges

- The United States, along with other countries throughout the world, is experiencing the greatest economic crisis since the Great Depression. The effects of sub-prime mortgages have rippled and are affecting all sectors of the economy. Unemployment has sharply increased, and return on investments has sharply decreased.
- The nonprofit sector has not been immune to the economic crisis. Funding from foundations is harder to obtain since their access to financial resources has been impaired by the recession.

Social & Cultural Environment

Opportunities

- The United States Latino population continues to grow, and Latinos are expected to comprise roughly 30% of the population by the year 2050. This demographic trend impacts all areas of society and requires that effective organizations be culturally and linguistically relevant. A comprehensive understanding of Latino culture will continue to be an important competency for all organizations.
- The term “Obama effect” is used to describe President Obama’s affect on a number of socio-political issues. One way in which Obama’s presidential campaign may prove to have a large impact is in the areas of activism and volunteerism. The past presidential election drove many people to become involved in a number of issue and/or partisan campaigns. Now that the election is over, many people want to stay politically and socially engaged in their communities.

Challenges

- Anti-immigrant sentiments continue to be ignited by inflammatory politicians and conservative commentators. ICE continues to conduct raids, and undocumented workers are being sent to detention centers. Families are being torn apart and without the financial resources to support themselves.
- Mexico is facing increased drug violence and kidnappings. Its reputation for being a lawless and corrupt country is prevalent throughout the United States. The Obama administration has engaged in dialogue around these issues.

Technological Environment

Opportunities

- The world is closely connected through virtual technologies and the Internet. The ability to reach people across the globe is becoming easier and is an integral part of doing business in any sector. Communities where computer and Internet access was once highly limited are gaining increased access. Young Latinas make up the fastest growing group of Internet users.
- The ways in which organizations engage people via the Internet continue to evolve. Interactive strategies where people are invited to virtually engage with an organization as well as contribute content to a site are informing popular and effective marketing strategies. People are becoming comfortable with making financial contribution online.

Challenges

- Keeping up with the latest technologies and maintaining a sophisticated presence online requires human and financial resources. Design and development are not priority expenditures for many smaller organizations.
- The explosion of social media caused many people to join a variety of social networks and compile long lists of “friends” who were hardly even acquaintances. It has been observed that many people now feel inundated by these different virtual social mediums and that some of them add little value to their lives. “Facebook fatigue” is expected to set in during this next year, and Internet users will cut back the number of networks they belong to and be more selective.

SWOT Analysis - Strengths, Weaknesses, Opportunities & Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • Work at both grassroots and national level • Bilingual and bicultural • Reputation-strong and growing • Mission-driven • Innovative and diverse programs • Strong relationships with existing funders/donors 	<ul style="list-style-type: none"> • Perceived as local organization and new entrant into national market • Individual and institutional support is primarily local • Fundraising efforts are primarily carried out by staff
Opportunities	Threats
<ul style="list-style-type: none"> • National expansion of donor/funder base through the National Latino Network • Growing recognition as an innovative and successful leader at local and national levels • Creation of a large, signature fundraising event • Enhanced online fundraising efforts • Social media as a tool for building connections • Giving by and for women is increasing • Engage community members in fundraising efforts. • Deepen relationships with current donors to increase giving capacity • Increased government support through the American Reinvestment and Recovery Act • Cultivating relationships with individuals at corporations to generate funds from respective corporations 	<ul style="list-style-type: none"> • Economic recession reducing individuals'/organizations' ability to give • Fewer grant rounds and less open grantmaking • Individual donors using economy as an excuse not to give • Strong national "competition" • Current donor fatigue • Facebook and social media fatigue • Overall budget is a bit risky

Strengths

Work at both a grassroots and national level: Casa de Esperanza has a distinctive position in the nonprofit world, working at both the grassroots and

national level. We are one of few whose national work in policy and research is fueled by work at the grassroots level that is grounded in the realities of Latinas' lives. This sets the organization apart from others and makes us attractive to a variety of individuals and institutions.

Bilingual and bicultural: Casa de Esperanza was created by and for Latinas, and Latinas' realities are at the center of the work at all levels. With the rapidly-growing Latino population in the U. S., the organization's identity and abilities are increasingly pertinent and desired.

Reputation-strong and growing: Casa de Esperanza has a strong reputation in Minnesota and within the national domestic violence community. With more than 25 years of experience in the domestic violence field, it is been considered one of Minnesota's "best kept secrets."

Mission-driven: Casa de Esperanza is an organization that truly "walks the talk." Its mission "to mobilize Latinas and Latino communities" is at the core of all activity and all decisions made.

Innovative programs: Some of the most revolutionary ideas are the most simple. Casa de Esperanza *listens*—to community, to participants, to youth, to other organizations. Listening sets Casa de Esperanza apart and has led to the development of creative, innovative and community driven initiatives that represent unique approaches to ending domestic violence. The diversity of initiatives also positions the organization to have a little bit of something for everyone—from leadership development for teens to direct support to battered Latinas and their children; diversity and innovation creates many opportunities.

Strong relationships with existing funders/donors: Many local foundations and corporations have supported Casa de Esperanza with consistent and growing funding for the last ten years. This support has sustained the organization and encouraged the agency's innovation.

Weaknesses

Perceived as a local organization and new entrant into national market: Casa de Esperanza is perceived by other organizations within the nonprofit and domestic violence communities as being a local organization whose scope occasionally reaches beyond Minnesota. Its brand has come to represent approaches that are grassroots and centered on community engagement, which are characteristics that the organization embodies. However, Casa de Esperanza has yet to create an identity that highlights its national work.

Individual and institutional support is primarily local: The majority of Casa de Esperanza's funds come from locally based individuals and foundations/corporations. Casa de Esperanza began as a local organization, and its base of supporters reflects that reality.

Fundraising efforts are primarily carried out by staff: The majority of fundraising efforts are conducted by Casa de Esperanza staff. Enormous potential lies in engaging individuals to raise funds on behalf of the organization (e.g. Susan G. Komen Foundation, Heifer).

Opportunities

National expansion of donor/funder base through the National Latino Network: The exposure and attention generated through Policy, Research and Training/Consulting initiatives creates many new opportunities for accessing new sources of support—from national foundations to philanthropic individuals throughout the country.

Growing recognition as an innovative and successful leader at local and national levels: As Casa de Esperanza's reputation grows at the national level, the value-added benefit of the organization's unique perspective and approach is being celebrated and sought out. Invitations to collaborate on national training and technical consulting grants and an invitation from the Robert Wood Johnson Foundation to apply for a targeted grant opportunity are signs that the organization is breaking out of the "Best Kept Secret" box.

Creation of a large, signature fundraising event: Casa de Esperanza is developing a large, signature fundraising event – a dance competition and social dance event – that will fill a gap in the fundraising event market. A signature event will allow the organization the ability to increase awareness, recognition, and community participation.

Enhanced online fundraising efforts: Moving fundraising efforts online enables Casa de Esperanza to meet donors and prospects where they are – on the Internet, e-mail and social media sites. It also provides the potential to reach individuals across the county and the around the globe.

Social media as a tool for building connections: Social media – such as Twitter, Facebook and YouTube – enables Casa de Esperanza to join the conversations that are happening instantaneously and continuously. Being a part of the conversation allows the organization to build and deepen relationships with individuals from across the world.

Giving by and for women is increasing: According to a study by the Foundation Center and Women's Funding Network, foundation giving to women and girls has grown at a faster rate than foundation giving as a whole. Additionally, giving by women's funds has grown even more rapidly. By and

large, the funds “seek to achieve lasting community gains by addressing the root of social problems and transforming systems, attitudes and social norms” – which aligns exactly with the philosophy of Casa de Esperanza.

Engage community members in fundraising efforts: The potential to raise funds is multiplied when you engage passionate community members in the process. By putting the work into hands of the willing and able, and by tapping into what folks are already doing, the potential for funds raised is increased considerably.

Deepen relationships with current donors to increase giving capacity: Cultivating and stewarding relationships with Casa de Esperanza’s current donors will generate opportunity for increased gifts, greater donor involvement and/or create ambassadors of the organization who are particularly helpful in fundraising efforts.

Increased government support through the American Reinvestment and Recovery Act: President Obama’s Stimulus Package has created many new opportunities for accessing government support to create and retain jobs. We have two proposals for Family Advocacy and several proposals for contract-based training/consulting work with other national organizations pending.

Cultivating relationships with individuals at corporations to generate funds from respective corporations: Increasingly, corporate foundations are interested in funding projects that are supported by corporate volunteers. Individual donor cultivation and engagement strategies will strengthen proposals to corporate foundations.

Threats

Economic recession reducing individuals/corporations ability to give: The economic crisis, lay-offs, consolidation and overall contraction of the economy contribute to an environment that is riddled with financial anxiety and uncertainty. The McKnight Foundation reported a loss of \$90 million in its endowment as a result of the economic crisis. This resulted in a significant decrease in the amount of support that we received this year.

Fewer grant rounds and less open grantmaking: Most local foundations have made or are in the process of making changes to grantmaking protocols and guidelines. Some foundations have eliminated program areas, narrowing their focus to have more impact on a specific area. In some cases, this can benefit us (as in the case with the Bush Foundation). In other cases, it threatens to exclude us from qualifying for funding.

Using economy as an excuse not to give: Many philanthropic individuals are using the economic crisis as an excuse to cut back on giving, even though their personal economic situation has not been affected by the current global economic climate.

Strong national “competition”: There are several organizations within the domestic violence sector that have strong national brands.

Current donor fatigue: There is always the risk that the donor’s financial capabilities or giving priorities will change and financial support for the organization may come to an end.

Facebook and social media fatigue: There will likely be a backlash to the explosion of and rapid adoption of social media. While people were once hastily became members of any and all social media, many people will trim

back the online networks they are involved in and look for quality interactions instead of quantity.

Overall budget is a bit risky: The goal in creating the budget this year was to be realistic, but cautiously optimistic. Critical growth, expansion and deepening of programs is reflected in the budget, but funding needs to be found to support these goals. For example, expansion funding for research and policy is pending, but unsecured.

Goals and Objectives

Goal 1 - Raise \$75,000 from individual donors in fiscal year 2010.

Objective 1a – Donor Cultivation: Enhance donor cultivation so that donors receive contact 12 times (*eNewsletter being one contact*) in fiscal year 2010.

Objective 1b – Donor Upgrade: Increase the giving amount of 25 current donors in fiscal year 2010.

Objective 1c – Donor Acquisition: Engage new strategies at the local and national level to acquire 100 new donors in fiscal year 2010.

Approach:

At the core of every strong fundraising program is donor cultivation – building strong and lasting relationships with supporters. A saying in the field of fundraising is that it is the business of “friend” raising, not “fund” raising – people give to people.

The goal in fiscal year 2010 is to become more intentional about building and deepening relationships with donors – creating a program that is more donor-focused and donor-centric. Knowing the donor – his or her history, interests, lifestyle, priorities, and financial capabilities, and understanding what they want and how and why they give – is pertinent to building better relationships that result in more frequent and larger gifts. We will do this through increased individual contact – phone calls, one-on-one meetings, site visits, personalized notes, etc. – and detailed donor profiles.

In effort to upgrade current donors, we will research the giving history and potential of each individual. Then determine next ask amount, prioritize, and

develop a donor-focused mini-campaign to ensure proper cultivation and successful solicitation.

Understanding that people give to people, a key acquisition strategy will be to leverage current relationships to secure new donors in fiscal year 2010.

Strategies that we will employ include:

- Knowing that Latinos give when asked by leaders, we will employ key community leaders to identify and solicit potential donors on our behalf.
- Most Minnesota-based corporations have Hispanic and female affinity groups with whom we will build relationships with the goal of converting their members – Latino and female professional—into individual donors.
- We will reach out to and develop relationships with the networks (parents, friends, co-workers) of our volunteers.
- With reports of women giving to women on the rise, we will enhance outreach to women’s publications, mom blogs, female affinity groups and women’s funds.
- Social media, such as Facebook and Twitter, are allowing us to build relationships with individuals across the world. We will make contacts via social media that we can in turn develop relationships with via personalized and targeted communication.
- With a policy director working at the national level, Casa de Esperanza will be introduced to individuals from across the country. We will work closely with the policy director to chart contacts made, gauge giving potential, and develop individual mini-campaign to convert the individual to a donor.

Goal 2 - Special Events: Raise \$50,000 through fundraising events in fiscal year 2010.

Objective 2a: Hold a large fundraising event, a dance competition and social dance.

Objective 2b: Hold four small fundraising events that focus on putting the work in the hands of the community.

Approach:

In fiscal year 2010, Casa de Esperanza will develop a large fundraising event – a dance competition and social dance. A fundraiser centered on Latin dancing is unique to the fundraising market, representative of who we are and relevant to our current cultural climate (“Dancing with the Stars” popularity and decreasing Latin dancing venues in the Twin Cities). With a signature event, we look to increase brand recognition along with funds raised as well as engage community in the planning process. The idea has the potential to grow to a national level – both in the geographical repetition of the event and recruitment of dance participants. The event will feature celebrity judges, a silent auction and live band.

In supplement, we will host smaller fundraisers that align with our philosophy of putting the work in the hands of community. These events will tap into what people are already doing and, additionally, encourage their involvement in the planning and hosting. “Yoga for the Movimiento,” “Zumba with a Purpose,” and Linder’s Flower Marts are examples of this type of event that were held in fiscal year 2009 and will be held in 2010. As we move forward, we aim to have more and more community members hosting these events on their own.

Goal 4 - Grants: Garner \$966,649 in grant support for programs and administrative expenses.

Objective 1a: Local Foundation/Corporation support: Secure new or expanded grants from 3 local funders.

Objective 1b: Donor Advised Funds: Engage program officers at the Minneapolis Foundation and The Saint Paul Foundation in exploring opportunities among donor advised funds. Secure 1-2 new contributions from donor advised funds.

Objective 1c: National Foundations: Secure 1-2 grants from a national funding source.

Objective 1d: Government Support: Secure funding from at least one government agency that has not previously funded Casa de Esperanza in the past.

Outlook and Approach:

One of Casa de Esperanza's strengths is the offering of tested, effective strategies that engage Latino communities. There are two emerging trends among funders: opening the doors to new ideas or circling the wagons.

Many funders are looking for new ways to do things; creativity, innovation and community-driven approaches are in the forefront of the minds of those interested in social change. At the same time, there is also a "circling of the wagons" in local and national grant making that may limit the opportunities to gain additional support for the next few years. However, Casa de Esperanza has many new avenues for accessing new sources of support: through increased engagement of individuals, increased presence and influence at

national levels, and increased presence and recognition at local levels, so gaining access to new sources of support is not impossible.

Locally, the goal is to maintain and deepen relationships with existing funders to maintain support for the work. Nationally, the benefit of the work in Washington DC and through GSU is already very apparent. Proposals have been submitted to national government agencies that have a much greater chance of approval because of relationships with other national DV organizations and with the research capacity at GSU. The continuing and deepening relationships will create a snowball effect...the more Casa de Esperanza is known at national levels, more funding will be secured, more research and policy work will occur, more recognition will be gained, relationships will grow and deepen, and on and on.

Funding for new and expanded initiatives must be secured, and many proposals have already been submitted to this end. \$360,000 has already been secured for FY10, with an additional \$600,000 of highly anticipated program support. Casa de Esperanza will continue to do what it does best...listen, engage, and build relationships that result in increased access to the resources it needs to realize its mission.