



**Assessing the Potential for Nonprofit
Organizations in Redmond, Oregon
Spring 2016 • Planning, Public Policy, and
Management**

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About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

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About Redmond, Oregon

Redmond, located in Deschutes County on the eastern side of Oregon's Cascade Range, has a population of 27,427 and is one of Oregon's fastest growing cities. The City's administration consists of an elected mayor and city council who appoint a City Manager. A number of Citizen Advisory Groups advise the City Manager, mayor, and city council.

From its inception, Redmond has had its eyes set firmly on the future. Redmond was initially founded in 1905 in anticipation of a canal irrigation project and proposed railway line. Redmond is on the western side of the High Desert Plateau and on the eastern edge of the Cascade mountain range. Redmond lies in the geographic heart of Oregon. Redmond focuses on its natural beauty, reveling in the outdoor recreational opportunities (camping, hiking, skiing) offered by the Cascade mountain range, four seasons climate, and 300+ days of sunshine annually.

Redmond has been focused on innovative, sustainable growth and revitalization while preserving the city's unique history and culture. In 1995, the City of Redmond began to make critical investments in revitalizing its downtown core. The initial phase of renovations strove to balance growth, livability and historic preservation by rerouting Oregon State Highway 97, improving critical infrastructure, and improving the facades of over 100 buildings in the historic center. The City of Redmond has worked with local businesses to revitalize retail, job creation and housing. To facilitate private sector buy-in, Redmond offers innovative incentive programs such as the Façade Rehabilitation and Reimbursement Grant and the "Downtown Jumpstart" loan competition, as well as Design Assistance.

Often referred to as "The Hub" of Central Oregon, Redmond is situated at the crossroads of US Highway 97 and US Highway 126. It is served by the Burlington Northern Sante Fe Railway, Cascades East Transit Regional Public Transportation Service, as well as a state of the art regional airport served by multiple commercial airlines and FedEx and UPS. In addition to its geographic location, Redmond is viewed as central to business growth in the region. In 2014, Central Oregon Community College opened a 34,300 square foot Technology Education Center to recruit new businesses and expand existing businesses in Central Oregon. Above all, Redmond prides itself on being a family-friendly city which was the motivation for the work presented in this report.



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Table of Contents

Executive Summary	8
Introduction	9
The Redmond Community Foundation	10
Methodology	10
Case Studies	10
Findings	12
Alternatives to Establishing a Community Foundation	13
Recommendations	14
Family Justice Center	21
Family Justice Center Movement and Model	21
Methodology	22
Case Studies	23
Stakeholder Data	24
Findings	27
Alternatives to Establishing a Family Justice Center	34
Recommendations	37
Cultural Arts Center	38
Research Questions	39
Methodology	40
Case Studies	40
Stakeholder Data	42
Literature Review	45
Recommendations	45
Housing Shelter	55
Methodology	55

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Redmond. Text and images contained in this report may not be used without permission from the University of Oregon.

Meetings	55
Case Studies	55
CONCLUSION	67
Community Foundation	67
Family Justice Center	67
Cultural Arts Center	67
Housing Shelter	67
Notes	68
References	71

Executive Summary

Professor Dyana Mason's Nonprofit Consultancy class worked in four groups to provide nonprofit advice to Redmond community members and city staff in four separate subject-areas. Students assessed the feasibility of establishing nonprofit organizations for a community foundation, a family justice center, a cultural arts center, and a housing shelter. Each group's specific tasks are defined below:

The Community Foundation group made recommendations regarding organizational structure for a community foundation to be established in Redmond.¹ The goal was to help the city assess whether or not to start a community foundation based on various organizational structures. The group provided legal advice and filing requirements as an overview, showing what it takes to launch a community foundation.

The Family Justice Center group determined the feasibility of locating a Family Justice Center in Redmond to provide services to victims of domestic violence and child abuse. The Family Justice Center would act as a one-stop-shop for victims of domestic violence, sexual assault, and child abuse in Redmond, Oregon.

The Cultural Arts Center group worked with the City of Redmond to cultivate the arts through establishing a cultural arts center with 501(c)(3) status. The clients wanted to learn about the best approaches to reusing the Evergreen School Gymnasium as a community-focused art center.

The Homeless Shelter team searched for solutions to combat homelessness in Redmond. The group focused on familial homelessness, researching transitional shelter options for families.

Students assessed organizational needs and recommended solutions for organizational success. Further, students conducted a needs assessment for each of the aforementioned nonprofit organizations. By using a variety of methodologies including case studies, stakeholder interviews, and recommendations, students studied the feasibility of starting each nonprofit organization/foundation.

Introduction

Redmond is a thriving town known as the “Hub” of Central Oregon because of the intersection of Oregon Highway 126 with U.S. Route 97. Redmond is located fifteen miles north of Bend, the county seat, and plays an important role in connecting residents from the greater surrounding area with much needed government and nonprofit services.

Redmond has experienced rapid growth and currently has a population of more than 27,000 residents. The city is primed for growth and is working to attract new businesses and to grow its underutilized industrial zone. The city may not need to assume all the responsibilities for community and economic development and could look to nonprofit organizations to help.

Many Redmond residents recognize that opportunities exist to form need-based nonprofits in Redmond. The Redmond Chamber of Commerce held “Leadership Redmond” training classes to help Redmond citizens meet and form groups to establish local nonprofits. These nonprofits could provide the community with resources that are not offered by the City of Redmond. These local groups are working together to kick-start a community foundation, family justice center, cultural arts center, and housing shelter. In spring 2016, students in a nonprofit consultancy class at the University of Oregon worked with community leaders to further investigate these amenities.

The Redmond Community Foundation

Methodology

Students developed research questions related to the various ways in which a community foundation is created, funded, operated, managed, and what projects should be supported through the foundation. Students began the research process with various interviews with the City of Redmond in order to understand their hopes and expectations regarding a community foundation. From these meetings, students outlined the deliverables and began the research process with various interviews.

The group then researched community foundations nationwide and conducted interviews. The group spoke to foundations from a variety of cities and created case studies from their findings. The questions for community foundations covered the important details of a foundation, specifically targeting funding, the project's mission, demographic research, the organizational practices, and sustainability.

The group determined that the case studies were likely to be most useful for the final recommendation to Redmond. The team then picked the best attributes from the various studies to create a recommendation for a Redmond Community Foundation model. This includes the structure, start-up budget approximations, staffing, and financial management. Other relevant case studies remained in the final report for reference. The group also spoke with an attorney to better understand some of the legal components involved with starting a community foundation.

Case Studies

This section provides a brief narrative of each case study, describing some takeaways that are relevant to the City of Redmond's intentions to build its own community foundation.

Community Foundation for Crawford County, Ohio

Community Foundation for Crawford County (CF4CC) is located in Bucyrus, Ohio, the county seat for Crawford County. A rural farming region in North Central Ohio, Crawford County has 40,000 residents. The CF4CC was created in 1984 after the Timken Foundation, the Timken Company's corporate foundation, offered a \$100,000 challenge gift to the community if they could raise \$100,000. The community responded by raising \$150,000, for a total of \$250,000 in initial funding.

The Board of Trustees operated the CF4CC for many years before hiring a part-time executive director about 10 years ago. The foundation now has a one full-time Executive Director, and three part-time employees (a total of about one full time equivalent, or FTE) who provide administrative help. The Board of

Trustees remains very engaged with day-to-day operations, and provides pro bono professional services like legal aid and accounting services. The CF4CC's assets increased steadily since its inception, and the foundation currently has \$14 Million under management. They manage 60 different funds within their endowment, many of which are scholarship funds benefitting local youth.

Pleasant Hill Community Foundation, California

Pleasant Hill Community Foundation (PHCF) is located in Pleasant Hill, California, a bedroom community to San Francisco. The city's population is about 34,000, similar to the size of Redmond, Oregon. Pleasant Hill Community Foundation was founded in 1987 with only \$2,000 and an all-volunteer staff. To this day, the foundation is run completely by dedicated volunteers; notably by a working board of 12 members, two of whom are city staff, resulting in very minimal operating costs (about \$2,000, annually). The current assets held by the foundation are more than \$400,000, reflecting the combined assets of several partnering agencies in the area that house their endowments with PHCF (whose own assets are about \$100,000). Early in the organization's existence, management of all the funds were outsourced to East Bay Community Foundation, a larger organization that has the capacity to invest expertly and transparently. PHCF's nearly three-decade-long history of being volunteer-based while being able to grant funds annually towards local causes demonstrates the success of building a community foundation with little initial funding and extensive community support.

Orcas Island Community Foundation, Washington

Orcas Island is a small wealthy island community north of Seattle, Washington. A community of 5,000 people, mostly retirees, the community identifies as affluent despite household median income averaging \$55,148. In 1995 five families pooled together \$100,000 to start a community foundation to address the needs of the community. Acknowledging their lack of expertise in managing a foundation, Orcas Island Community Foundation turned to the Seattle Foundation for assistance. The Seattle Foundation (at the time) focused on helping build community foundations throughout Washington. The Seattle Foundation offered foundations, like Orcas Island, housing for initial funding in their own autonomous account under the Seattle umbrella. In doing so, Orcas Island learned to manage a foundation without having initial administrative costs.

After ten years of growth through additional endowments, small fundraising events, and fund management fee growth, Orcas Island was able to hire a full-time Executive Director and pull their funds out from the Seattle Foundation's umbrella. Now, with \$12 Million in assets under management, the Orcas Island Community Foundation serves their community nonprofits by offering technical expertise of funds management, board governance, grant applications, and meeting management. Through partnerships with these nonprofits, they

collaborate to address community needs through an annual community assessment, planning out the upcoming years' project(s) to address those needs.

Richmond Community Foundation, California

Richmond, California is situated between two larger, affluent communities. The Silicon Valley and Marion County have become the heart of the tech industry, while the working community of Richmond historically relied on its oil industry. After an environmental disaster in the area, Richmond was left with almost \$12 million to use as a community development tool. After founding a charter school, the community members saw an opportunity to serve a wider area with a community foundation. The Richmond Community Foundation was established in 2000, and in the last two years have increased their assets under management by ten. This is mainly through moneymaking projects and strategic partnerships. One project is a Social Interest Bond program. This program allows community members to invest in local bonds, which are then used to address the blighted housing issue in the area. Richmond Community Foundation purchases the homes with the bond income, refurbishes them and sells them at a low cost to low-income families. This allows a profit to still be made and creates an opportunity for community members to play an active role in the advancement of their city.

Findings

The following findings indicate a common theme among successful organizations: Each had significant initial funding to get started and an active working board. Furthermore, the research indicates that there are various

Table 1: Community Foundation Case Studies

City & Community Foundation	Population	Median Income	Initial Funding (Amount and Source)	Assets Under Management Now
Crawford County, OH	40,000	\$39,034	\$100,000 Challenge, Timken Foundation Community raised \$150,000	\$14,000,000
Pleasant Hill Community Foundation, Pleasant Hill, CA	34,000	\$77,664	\$2,000 in 1987	\$409,000
Orcas Island, WA	5,000	\$55,148	Small donor group gave \$100,000 in 1995 to start endowment. Investment under Seattle Foundation umbrella.	\$12,000,000
Richmond, CA	100,000	\$54,638	A \$12,000,000 settlement as the result of a lawsuit.	\$14,000,000

approaches to starting a foundation even with limited resources. These case studies illustrate the variation of community foundations in creation, structure, and size (assets under management). The table below highlights the four case studies that are relevant to this report. Detailed case study findings are found in Appendix A.

Alternatives to Establishing a Community Foundation

Although the group believes a community foundation is feasible for the City of Redmond, during the research phase, the group encountered some alternatives that Redmond could consider instead of starting its own foundation. The city could establish a donor-advised fund with the charitable services arm of a private investment firm, establish a fund with an existing foundation, or partner with other organizations to accomplish goals.

Donor-Advised Fund with an Investment Firm

One option to consider is starting a donor-advised fund with the charitable services arm of an investment firm, such as Fidelity or Charles Schwab. In Redmond's case, it is recommended that the city start its own 501(c)3 to accept donations from the community, and in turn donate that money to the donor-advised fund held with the investment firm. Once the contribution is made, the investment firm has legal control over it; however, the Redmond advisory committee would review the grant applications from local organizations, and determine which organization(s) to fund.²

The benefit of a donor-advised fund is that the money is safe, invested by experts, and reported on timely and accurately through quarterly reports, which would dramatically cut down on the Redmond's time and resource commitments. If fund grows to a goal amount, then funds can be granted to the Redmond Community Foundation, once it achieves a 501(c)3 status.

A standard donor-advised account can be opened with Schwab Charitable for a minimum of \$5,000. The minimum additional contribution is \$500, and the minimum granting amount is \$50. The annual fee is the greater of \$100 or 0.60% of the account balance up to \$500,000; the fees are lower, the higher the account balance.³

Establish a Fund within an Existing Foundation

Other community foundations, like Oregon Community Foundation (OCF), offer a number of options that would allow the City of Redmond to establish a fund to benefit the community. The determining factors would be the size of the fund and the amount of involvement the city desires. There are a number of different funds that an organization can create through OCF, but the two options most relevant to Redmond are community funds and endowment funds, these are described below.

A community fund works much like a donor-advised fund in that it is managed and invested by OCF, and would be overseen by an advisory committee of the city's choosing (with OCF approval). OCF would then distribute the funds, 4.5% of the endowment principal, directly to the grantee(s). This would not require Redmond to start its own 501(c)3 organization, and would likely be the easiest to implement.

Another option is to open an endowment fund with OCF or another organization. The fund is managed and invested by the OCF, but this option would require the city to start its own nonprofit organization. The 4.5% endowment distribution would go directly to the city's 501(c)3. An added benefit is that that Redmond's nonprofit would be able to accept donations, and decide to send the funds to the endowment, or use the money in full for current projects.

OCF requires a minimum of \$50,000 to start either fund, but the fees and minimums with respect to donations and grants vary substantially. A representative for OCF expressed a desire to work with the City of Redmond to help determine what option would be best (OCF materials provided to the city in hard copy on Wednesday, May 25, 2016 for more information).

Partner with Another Community Group to Accomplish Goals

Many of the organizations that were interviewed recommended partnering with other community organizations, especially in the startup phase, to maximize exposure, take advantage of expertise, and capitalize on the existing goodwill of an established nonprofit. Partnerships could be in the form of funds or volunteers to help Redmond get projects done.

One way to do this is through the local Rotary organization. Rotary clubs work with different organizations to accomplish projects that improve the quality of life in their community. While the team did not speak with the Redmond Rotary, it appears from its website that the Rotary Club of Redmond is active and vibrant, and could be an effective partner for the City of Redmond.

Recommendations

These recommendations provide an overview of what the group felt should be Redmond's top priorities in order to set up the community foundation for long-term success. They include: Securing initial funding, selecting and establishing a Board of Directors, determining staffing structure, and establishing a mission and bylaws.

Start-up/Initial Funding

The group found that all community foundations had initial funding in order to begin operations. Most community foundations begin with a large donation from one donor or a small group of individuals. The group believes this is the most important early step to beginning a successful community foundation. The

group recommends that Redmond develop a plan to raise \$100,000 or more from a small group of people before deciding to start a foundation. If Redmond is successful raising a significant sum of money from a small group of donors, this will serve as a powerful signal to those in the community that starting a foundation is a worthy cause, and smaller level donors will be more likely to contribute.

It is important to note that while \$100,000 is a good start, Redmond will have to develop a long-term fundraising strategy that will set the organization up for success in the years to come.

Selecting and Establishing the Board of Directors

Board governance is at the heart of how an organization will function. Boards provide strategic leadership to the organization. Board governance encompasses setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring accountability.⁴ More information about the legal requirements of board members will be outlined later in this report.

Staffing and Structure

The group recommends that Redmond initially operates its foundation without paid staff but instead with volunteer Board members. Most of the organizations studied did not have paid staff in the beginning. This allowed the foundation to keep costs down and permitted the endowment to grow. In the research, the group found that some foundations operate with additional volunteers outside of the board to assist in daily functions like accounting and fundraising. Examples of relevant Board job descriptions are presented in Appendix D.

In many cases, it took years for the foundations to become financially stable enough to consider hiring staff. Most start with an Executive Director a part-time accountant, and an administrative assistant. Larger foundations will hire more staff such as a communication specialist, funds and grants administrator, office manager, development director(s), and marketing positions. Alternatively, some foundations do not hire staff for many years as the foundation grows and matures.

Establishing a Mission and Bylaws

Organizations that operate with a shared sense of why they exist and how they plan to achieve desired goals are much more likely to succeed than organizations that do not. In the nonprofit world, this shared sense of being comes in the form of the mission and vision of the organization, and the strategic plan is the roadmap to achieving its goals.

All nonprofit organizations must have a mission statement, and community foundations are no exception. In general, a mission statement expresses the purpose of the organization's work and who the organization serves. In

the case of community foundations, the “who” corresponds to the intended location of those being served (e.g., residents of Redmond). Writing a mission statement should be done by the founders to ensure it communicates clearly what the organization hopes to do, in terms that are broad enough to withstand environmental changes. It should be considered to be a semi-permanent statement that should remain relevant into the future.

Good mission statements are concise expressions of the difference that the organization hopes to make, focusing on the main goal, intended results, and uniqueness of the entity, and should use words that are inspiring, active, and reflect the organization’s values.⁵ It can be one sentence that is easy for stakeholders to remember or longer and more descriptive.⁶ Most community foundations use the single-sentence method. One example of a well-written mission statement reads, “The Long Beach Community Foundation initiates positive change for Long Beach through charitable giving, stewardship and strategic grant-making.”⁷ See Appendix A for case study examples. Successful nonprofits use their mission statement as the guiding force driving all decisions and activities to avoid “mission-creep” (taking on endeavors that do not support the mission).

The vision statement should not be confused with the mission statement. The vision is an extension of the mission, described by Berman as “the current board’s expression of its aspirations for what it hopes can be done and achieved.”⁸ The vision can be periodically updated by the board to reflect the changing environment.

The strategic plan is the roadmap for achieving the mission and vision. It should reflect specific goals, objectives, action items, and performance measures to gauge progress. Effective organizations create a strategic plan and use it as a living, working document over time as a way to stay on task and promote accountability. A strong strategic planning process entails gathering input from stakeholders to identify strategic issues, creating strategies for addressing those issues, setting an implementation process, reviewing progress, and circling back to the beginning to reassess strategies and make them anew if necessary.⁹

Legal and Filing Requirements

As Redmond takes the initial steps to establishing a community foundation, it is important to be aware of the legal steps required to establish 501(c)3 status. The following information should not be construed as legal advice but as guidance. The group recommends consulting a legal professional for specific legal information relative to the City of Redmond.

Board Development

The Board of Directors will be the primary governing body of the City of Redmond’s community foundation. The required board documents and suggestions for consideration are presented in the following subsections.

Board Composition and Size

Oregon law requires nonprofit organizations to have at least three board members. Some foundations have larger boards consisting of 15-25 members. Research suggests that having a smaller board of directors in the beginning would facilitate the organization's growth without being administratively burdensome. A larger board might be more appropriate in the future, but can also be challenging to manage.

Some of the organizations studied have "reserved" or "required" spots for different members. For example, some organizations require representation from various community groups (i.e., city staff or elected official, law enforcement, medical personnel, financial professional, a lawyer, and community members reflecting the population). A diverse board ensures that the foundation better represents the community it aims to serve.

The City of Redmond has indicated that it intends for one member of the Community Foundation's board to be a city employee. This should be reflected in the foundation's bylaws.

Articles of Incorporation

Articles of Incorporation are the founding document of an organization. They should be very brief and state what the community foundation will do and who will be initially responsible for the management of the foundation.¹⁰ All other items are more appropriate in the bylaws. It is recommended that the city consult with a nonprofit professional to obtain advice relative to the appropriateness of any additional bylaws.

Bylaws

Bylaws are the organization's operating manual. It is recommended that the bylaws contain language related to the following: selection of the directors, term limits, removal of directors, amending the bylaws, quorum, and dissolution (required by Oregon law).

Board Policies

The IRS requires board policies relative to the following four areas: Conflicts of interest, records retention and destruction, whistleblower/non-retaliation, and travel and related expenses. Sample board policies from other 501(c)(3) organizations are included in Appendix D. The group recommends that the city consult with a nonprofit professional to obtain advice relative to the appropriateness of any additional board policies.

IRS

To obtain federal tax exempt status from the IRS, you need to complete and file the IRS Form 1023. You are eligible to file the Form 1023 EZ if the organization has assets of \$250,000 or less and annual gross receipts of \$50,000 or less. The Form 1023 EZ has a filing fee of \$400. Form 1023 has a filing fee of either \$400 or \$850 depending on the organization's average annual gross receipts (or projected gross receipts). These and other specific federal filing requirements are explained in detail in IRS Publication 557.¹¹ Along with the Form 1023, the IRS requires the following inclusions:

Employer Identification Number (EIN)

Bylaws

Description of activities: Your application must include a full description of your organization's proposed activities, including each of the fundraising activities and a description of anticipated receipts and expenditures. When describing the proposed activities, you must include the standards, criteria, procedures, or other means that your organization adopted or planned for carrying out those activities.

Financial data: Unless you are filing Form 1023 EZ, your application must include financial statements showing your receipts and expenditures and a balance sheet for the current year and the 3 preceding years (or for the number of years your organization has been in existence, if less than 4 years). If you have not yet begun operations, or have operated for less than 1 year, a proposed budget for 2 full accounting periods and a current statement of assets and liabilities is acceptable.

Note that if you file your IRS Form 1023 within 27 months of the date on which you filed your articles of incorporation, the organization is considered tax-exempt by the IRS from that date. The group recommends that the City of Redmond consult a tax professional to ensure compliance with all applicable federal regulations.

State of Oregon

The State of Oregon has an eight-step process for establishing a community foundation, described as follows:

1. Choose a board of directors. Oregon law requires that the board have a minimum of three individuals. Please see the section above relative to specific board governance.
2. Choose a name. Check with the Oregon business name database on the Secretary of State website to ensure your name is distinguishable from the name of any other business entity on record.

3. Develop bylaws. The bylaws contain the rules and procedures governing the organization's functioning, including rules for holding meetings, electing officers and directors, and ensuring compliance with state and federal law.
4. File a certificate of incorporation with the Secretary of State, including:
 - a. Your nonprofit's name
 - b. Whether your nonprofit is a public benefit corporation, mutual benefit corporation, or religious corporation
 - c. The address, including street and number, of your nonprofit's initial registered office and the name of its initial registered agent at that location
 - d. The name and address of each incorporator
 - e. An alternate corporate mailing address (the nonprofit's principal office)
 - f. Whether or not your nonprofit will have members, and
 - g. Provisions regarding the distribution of assets on dissolution
5. Apply for your Employer Identification Number. Complete IRS Form SS 413 to obtain your EIN.¹² The EIN is necessary to file for federal tax exempt status from the IRS.
6. File for federal tax exempt status from the IRS. Depending on the size of the organization, file either IRS Form 1023 or Form 1023 EZ, which are explained in more detail above.
7. Register with the Charitable Activities Section of the Oregon Department of Justice.
8. Obtain Oregon state tax exemptions. Nonprofits that receive 501(c)(3) tax-exempt status from the IRS are generally exempt from Oregon's income tax. For information and filing requirements for exemptions from other state taxes, including sales or use and property taxes, check with the Oregon Department of Revenue.

Note that, under Oregon law, public benefit nonprofit corporations must include a clause in their articles of incorporation stipulating that on dissolution of the corporation its assets will be distributed to another entity organized for a public or charitable purpose, to a religious corporation, to the federal government, to a state, or to another nonprofit organization. See ORS 65.047 for additional provisions you may want to include in your articles. Incorporating a nonprofit organization in Oregon takes approximately 3-5 days.

Annual Filing Requirements

IRS

Your organization must file a Form 990 annually with the IRS. Be aware of the

three different form 990 filing options depending on annual gross receipts. Your organization must also file employment tax returns consistent with the Internal Revenue Code. Please consult a tax professional to ensure compliance with all federal requirements.

State of Oregon

Your organization must file an annual report with the Oregon Secretary of State on the anniversary of the filing of the Articles of Incorporation. You must also file an annual financial report with the Oregon Department of Justice (DOJ), along with an annual fee. The annual report must be received by the DOJ within 4 months and 15 days of the end of the organization's fiscal year.

Family Justice Center

Family Justice Center Movement and Model

Community-based domestic violence advocacy centers, once focused on providing emergency shelter and basic needs, have expanded their services over the years to include such services as counseling, childcare, and restraining order advocacy. More recently, research has pushed for a centralized and multidisciplinary approach to address the issue of domestic violence. This has given rise to the Family Justice Center (FJC) model— a strategic collaboration that houses all relevant family violence agencies in one location.¹³

While FJCs' programs can vary depending on the needs of the community and local conditions, the core philosophy of an FJC is to function as a comprehensive support center for survivors and victims of family violence and their children, where multidisciplinary teams of professionals are housed under one roof. This model aims to improve the services being offered to survivors and victims, and to reduce the number of locations a client must visit as well as the number of times they must tell their story to receive the help they need.¹⁴

In 2007, the United States Department of Justice identified the FJC model as a best practice in the field of domestic violence intervention and prevention services.¹⁵ The 2007 President's Family Justice Center Initiative also identified several required and suggested core principles (see Table 2 and Table 3).¹⁶

Most FJCs are managed by a city or a county with a governance board that reports to the managing body. The governance board may include representatives from the nonprofit social service providers that are housed in the FJC in addition to city/county staff. FJCs tend to serve large population bases, usually in the largest town/city of a geographic area. While FJCs do exist in rural areas, they tend to serve a wide geographic area (such as multiple counties). The FJCs that are most financially stable receive significant funds through the government (city/county) rather than through an affiliated foundation or grants.

Among the many FJCs and specialized programs that have been established since the 2000s, the Nampa Family Justice Center in Nampa, Idaho, and the San Diego Family Justice Center in San Diego, California, are notably the largest and most comprehensive models.¹⁷ Additionally, a number of feasibility studies are available online for FJCs. A brief summary of the FJCs and FJC feasibility studies the consultants researched for this report are included in the following sections.

Table 2: Required Core Principles Identified by the President's Family Justice Center Initiative

Required	Co-location of law enforcement
	Co-location of local domestic violence and sexual assault programs
	Co-location of prosecutor

Table 3: Suggested Core Principles Identified by the President's Family Justice Center Initiative

Suggested	Partnerships with probation, community-based organizations, and military (if applicable)
	Comprehensive legal services
	Central intake system and on-site information sharing which protects victim confidentiality
	On-site advocacy for victims (and counseling as requested); Advocates available to provide personal safety planning
	Strongly encouraged: On-site interfaith chaplaincy program
	Provide culturally and linguistically competent services
	Limited on-site forensic medical services
	On-site childcare
	Assistance with transportation on an emergency and as needed basis
	Volunteer component which includes comprehensive training on DV (domestic violence) and child abuse
	Site location is identified
	Facility safety plan which protects victims and staff

Methodology

In order to determine whether a Family Justice Center located in Redmond would be viable, students conducted a site visit to the city, compiled quantitative data, engaged in academic research, and performed stakeholder and practitioner interviews.

Using data collected by the Oregon Department of Human Services and data shared by Redmond Police, and other local government and nonprofit agencies serving the Redmond community, the students were able to gather quantitative data regarding domestic violence incidents in Redmond and Deschutes County.

During the site visit, the student team met with representatives from City of Redmond leadership, City of Redmond Police Department, Deschutes County Behavioral Health, and local nonprofits KIDS Center, Saving Grace, and Deschutes Children's Foundation. This group discussed the breadth of services that were already available in the area, as well as current barriers and challenges to clients and service providers. A few key areas emerged as being

highly important to consider throughout the feasibility study, particularly client confidentiality and safety in a small rural area, funding, daily operations, and community need.

Case Studies

Students conducted case study research on four existing FJCs in Nampa, San Diego, Sonoma County, and Solano County. The following section provides an overview of this research.

Nampa Family Justice Center (NFJC)

Nampa experienced a large population increase in the 1990s and 2000s, resulting in a growing need for domestic violence (DV) services. There was an increase in DV homicide rates, child abuse cases, and other troubling statistics and deaths related to DV. Nampa is the largest city in its area and houses most DV social services for the region. NFJC was finally established in 2005 with strong support from the mayor and police chief. NFJC includes 20 partner agencies (government and nonprofit) and is under the direction of the city and an advisory board. It receives its funding from the Family Justice Center Foundation of Idaho. Participating agencies report that the benefits of NFJC include better client support and better coordination of resources and care for clients.

San Diego Family Justice Center (SD FJC)

The SD FJC was the nation's first FJC. Plans for co-located services were originally proposed by the city attorney in 1989, but did not receive much governmental support at that time. During the 1990s, some services (government and nonprofits) were moved to be in the same building. In 1998, a series of forums, focus groups, and feasibility studies finally occurred, which led to a formal proposal for an FJC. A formal FJC launched in 2002 with a \$500,000 challenge grant from the California Endowment.

SD FJC is managed by its own office, which is part of the city. It includes 27 on- and off-site agencies and 120 DV professionals on site, as well as a robust volunteer program. Within the first five years of operation, SD FJC was able to serve 30,000 clients. The average in 2007 was 1,000 clients per month and 3,000 phone calls per month. Focus group and exit interview data indicate positive effects for clients, and the SD FJC is associated with a decline in DV homicide rates in San Diego (which has one of lowest rates for a large US city).

Sonoma County Family Justice Center Feasibility Study

An outside planning agency performed a feasibility study to determine whether Sonoma County and its partner agencies should engage in a strategic planning process to establish an FJC. Included in this study were a resource inventory of potential partner contributions (collected by stakeholder interviews), a written

analysis of the potential for an FJC, a preliminary budget, a strategic planning process and timeline, as well as recommendations for future action.

The outside consultants found strong support for an FJC and a need for co-located services, as a DV client can be referred to up to 23 different physical locations in the current system. The establishment of an FJC in a nearby county was associated with the reduction in DV court case rejections and dismissals, increased reporting of DV cases, a decrease in DV homicides, and the ability to secure more funding for family violence services. They calculated that the ongoing costs for running an FJC in Sonoma County were \$337,000 and one-time capital costs for start-up would be \$680,000. They recommended that Sonoma County move forward with a strategic planning process for an FJC, with the goal of eventual implementation.

Solano Center Family Justice Center Feasibility Study

Solano County commissioned a feasibility study to answer the question: Should the county and its partners engage in a strategic planning process to establish an FJC? The consultants began with an assessment of DV statistics in the county to assess need, looking specifically at calls for assistance as well as breakdowns of dispatch calls and reports. They identified a case dismissal rate of 46% as a particularly noteworthy and detrimental indicator of service. They also recommended that, regardless of whether or not an FJC would be feasible in the county, all agencies should be working to improve data collection.

A major strength identified of current services was the co-location of the sheriff's office with the Office of Family Violence Prevention. Having legal services co-located with services was seen as a key aspect of successfully serving survivors of DV. The major weakness identified (in light of not being able to conduct a detailed mapping of services) was the agency and jurisdictional focus (rather than victim focused) of existing services. Navigating dozens of organizations and agencies was identified as a major obstacle to providing effective services.

Stakeholder Data

The student team interviewed 13 stakeholder organizations in order to assess their interest in collaborating within an FJC model. Interviews were conducted via phone over a week period. Potential partners for an FJC were suggested by the City of Redmond Police Department, and were determined based on the ability of each organization to contribute a needed service to victims of domestic violence or child abuse. Based on these interviews, the group identified a number of themes to address the efficacy of an FJC in Redmond. Organizations that took part in the stakeholder interview process include: Deschutes County Victim Assistance, Deschutes County District Attorney's Office, KIDS Center, Saving Grace, Deschutes County Behavioral Health, United Way of Deschutes County, Deschutes Children's Foundation, Department of Human Services Child

Welfare, Love INC, Family Access Network, Legal Aid, NeighborImpact, and J Bar J Youth.

Interviews with Stakeholders

The Redmond Police Department (PD) contributed data related to domestic violence to this report. According to the Redmond PD, there were 63 cases of Assault IV in 2014 and 78 cases in 2015.¹⁸ However, it is important to note that Assault IV can include non-domestic violence cases since it includes other crimes in which any person intentionally, knowingly, or recklessly causes physical injury to another. There were 20 cases of Assault IV witnessed by a child in 2014 and 32 cases in 2015. In 2015, there was one case of child abuse.

Legal Aid is a nonprofit that provides aid to low-income clients in the state of Oregon. For clients living in Redmond, the closest Legal Aid Office is in Bend. In 2015, Legal Aid in Bend advised and counseled five clients from Redmond on domestic violence issues.

Saving Grace, a local nonprofit that provides comprehensive family violence and sexual assault services, has an office at the Becky Johnson Center in Redmond. This site served 211 clients and received 605 hotline calls in 2015. The Saving Grace advocate in Redmond works with clients from Terrebonne, Crooked River Ranch, Powell Butte, and Tumalo in addition to Redmond clients, so these service numbers aren't Redmond-specific.

KIDS Center, Deschutes County's child abuse intervention center, states that the number of children served from the Redmond area continues to grow. The organization served 52 children from Redmond in 2013, 61 children in 2014, and 79 in 2015. While the number of Redmond children served by KIDS Center is significant (in 2015, nearly 20% of the 401 children served by the organization were from Redmond), the organization would likely be unable to create a satellite office in an FJC. Leadership indicated that they would certainly send a family support specialist to work within the FJC model, but that forensic interviewing and medical assessments would still occur in Bend. Limited staffing, confidentiality concerns in smaller cities, and expensive specialized equipment are some of the factors that contributed to this decision.

Interviews with other area stakeholders indicate that data tracking isn't consistent. A complete picture of local family violence statistics is currently not clear. Hosting focus groups with previous clients or survivors of domestic violence to mapping out gaps in services and/or determining if additional services need to be added to the current continuum of services is needed here.

Stakeholder Feedback

The team has organized information and feedback from stakeholders into thematic areas. These areas are centered on thoughts about the FJC model, assessment about family violence service needs in Redmond, and funding concerns.

The majority of stakeholders interviewed recognized a need for additional services in the Redmond area, though few of them listed DV and child abuse services as an unmet need. While some stakeholders believe that an FJC would be a great asset to the community, others questioned the practicality of an FJC model. Major concerns about this model included funding sources and how the establishment of this type of center would affect current organizations in Redmond.

Some stakeholders have an existing relationship with the Becky Johnson Center (BJC) and were concerned how an additional collaborative organization would affect the BJC and the work it is currently doing in the area. Moreover, while organizations housed in the BJC are at liberty to report service numbers as their own, an FJC model would require services to be reported for the entire organization rather than for each nonprofit partner. This was a concern that stakeholders mentioned—they could send staff to provide services at the FJC but would not be able to count the services they'd be providing as their own for grant/funding purposes.

While most organizations interviewed expressed that they would send staff members to provide services if an FJC were to be established, they also stated that they likely would not be able to provide funding to support the establishment or sustainability of this model. A few of the organizations interviewed felt as though their services were not a good fit for an FJC model or for victims of family violence in general. Others do not have brick and mortar components to their organizations and instead operate through representatives that work in the school systems, or in partnership with other organizations.

The organizations that do currently provide services to victims of DV, sexual assault (SA), or child abuse felt that a smaller level expansion of services in the Redmond area would be a better use of resources than the creation of an FJC. Examples the team heard included adding a DV-specific detective position at Redmond PD, or increasing the Saving Grace advocate's time to 1 FTE; both of these options could increase capacity and improve the quality of services provided to victims of family violence for less cost than establishing an FJC.

One of the major themes that came through stakeholder interviews is the need for an assessment in the Redmond community to determine the area needing the most attention. Many stakeholders explained that victims of family violence in Redmond are served adequately and, while there is always room for improvement, they don't believe that an FJC would increase the quality of these services enough to justify the price tag. In addition, a few of the stakeholders suggested that increasing public transportation and/or establishing a homeless shelter in Redmond would be a better use of funds. While most stakeholders stated that they'd be interested in participating in this model, they also said that determining if an FJC is the best allocation of resources would be essential.

The main barrier to organizations participating in an FJC is funding. Many questioned where funding would be found for this model and were concerned that if an FJC were to be established in Redmond, then it would require the nonprofits or government entities involved to compete for limited funding with other organizations. The majority of stakeholders conceded that, if the City of Redmond was willing to fund and sustain the project, or if funding was to be found from a reliable government source, then they would likely become involved.

Some other concerns brought forward by stakeholders included the fact that an FJC is a criminal justice model, and some victims might be wary of it for fear of deportation, reprisal, or re-victimization. Other concerns mentioned include the potential duplication of services within the area and the issues around confidentiality for victims due to system-based and non-system based services being in close proximity. Though these concerns did not come forward as themes for the majority of stakeholders, they should be considered when determining the efficacy of an FJC in Redmond.

Essential FJC Stakeholders

To create an FJC, three stakeholder groups are required: Co-located prosecutors, law enforcement, and local DV/SA social service programs.

Prosecutors: While the Deschutes County District Attorney's Office indicated that if an FJC were to exist they'd be willing to send a prosecutor to participate, it's unclear if funding/staffing concerns would allow them to have a prosecutor there full-time. Since there are no city prosecutors in Redmond, a minimum of one county prosecutor would need to be co-located to meet the requirement. The DA's office also stated that court would still need to occur in Bend. Some of the problems mentioned in the site visit, such as victims needing to go to Bend to obtain a restraining order, may not be resolved with the creation of an FJC. These issues must be addressed before moving forward.

Law Enforcement: Some stakeholders mentioned that the Redmond Police Department seems to be understaffed, and they expressed concerns about the department's ability to dedicate staff to an FJC. It is important to note, however, that in conversations with the team, representatives of the Redmond Police Department have indicated that they are willing and able to dedicate a detective to an FJC should it be created.

DV/SA Programs: Saving Grace expressed a willingness to participate in an FJC if one were to be established and fully funded.

Findings

Students completed academic research on the domestic violence field, the FJC model, and best practices in collaborative management. This included literature reviews, interviews with FJC experts and practitioners, and funding avenues research. The following section summarizes these findings.

Efficacy and Critiques of the FJC Model

Research documenting the efficacy of the FJC model is somewhat limited. As indicated above, the establishment of an FJC in one California county was found to be associated with a reduction in DV cases rejected or dismissed by prosecution, increased reporting of DV incidents overall, a decrease in DV-related homicides, and the ability to secure more funding for family violence services.¹⁹ Participating agencies may also report benefits of better client support and better coordination of resources and care for clients.²⁰

While some report benefits of FJCs, there are also many communities, organizations, practitioners, and clients that express concern about the establishment of FJCs.²¹ Some of the critiques include:

- An FJC can be a solution to a community need that hasn't been demonstrated.
- FJCs can duplicate existing services.
- There are concerns surrounding financial sustainability of the FJC and competition for funding among different providers housed within the FJC itself.
- Clients and social service providers sometimes distrust the criminal justice-centered model.
- There are confidentiality concerns, as many FJCs are set up to share information but not all clients want to have their information freely shared with every agency that is housed under an FJC.

Additionally, in 2005, the U.S. Department of Justice commissioned an outside contractor or to evaluate and assess the President's Family Justice Center Initiative. The authors of this evaluation also identified concerns with the FJC model such as:²²

- Whether some of the grantees were developing an FJC with the appropriate philosophical underpinnings. In particular, they felt the criminal justice agencies may play too prominent a role in the FJC. One concern was that the leadership at these centers may not understand the importance of advocacy and may, therefore, not pay as much attention to the confidentiality and autonomy critical to the design of the FJC. A more prevalent concern was that a criminal justice focus may prevent the Family Justice Center from becoming a trusted resource in the community, particularly among immigrant and minority populations who have had issues with the criminal-legal community in the past.
- Promoting San Diego as the model for all FJCs. Although they believed having a model was advantageous for the grantees as they struggle to design their own FJCs, they were concerned that grantees are not receiving sufficient guidance on how much flexibility they have to tailor or modify the

approach taken by San Diego to meet their community's needs. This was of particular concern for sites that were providing services to a community much smaller or less urban than San Diego.

- Concerns about intake processes at some FJCs. The study found that DV advocates were concerned that law enforcement or other representatives from the criminal justice system, untrained volunteers, or other inappropriate staff may perform intake, which would counter any efforts to establish a victim-centered environment upon entry into the FJC.
- Maintaining local and long-term interest in FJCs. The authors were concerned because the process of collaborating and planning for an FJC is intensive and may be beyond the capacity of some organizations or agencies. This is especially concerning in communities that may have created local expectations that an FJC would be operational soon afterward.

The report also identified technical issues that are sometimes relevant to providing wraparound DV support:

- Providing civil legal assistance (e.g., immigration, landlord/tenant) in addition to assistance with criminal legal actions.
- Diversity and the importance of providing a culturally competent program designed to serve all members of the community. Facility members felt grantees struggling with this issue may need assistance on how to do outreach in diverse communities.
- How to address tense relationships among partner agencies, particularly between community-based providers and criminal justice and social service agencies. Some grantees may also be in need of assistance addressing relationships between FJC partners and community-based advocates that are not in support of the FJC.
- Addressing issues around governance, which can include politics, rivalries, and power struggles among partners.
- Designing the actual layout of the FJC to promote confidentiality, safety, and a comfortable atmosphere.
- Design and architecture of the intake data system, including identifying data that may be collected, shared, and protected.
- Handling custody, child witnesses, and any other situation where the needs of the mother and child might be at odds.

Providers who also serve batterers would need assistance on how to manage competing demands between the two populations.

Feasibility Considerations

This feasibility study determined the potential viability for the City of Redmond

to open an FJC for those experiencing domestic violence, sexual assault, or child abuse. Specifically, through stakeholder interviews, research, and consultation with practitioners, this study seeks to assess if community need is present and what funding considerations need to be taken into account for the establishment of an FJC in Redmond.

Financial Impact and Sustainability

Although determining actual budget costs is not possible for this feasibility study, there are budget considerations that the Family Justice Center Alliance suggests all organizations should consider. These budget assumptions are start-up costs, operations, and possible expansion/long-term needs.²³

Start-up costs the city should consider:

- Move in
- Database/System
- Furniture
- System Furniture
- Audiovisual Needs
- Shelving/Storage
- Space
- Utilities
- Parking
- Volunteers
- PR/Marketing
- Website
- Planning
- Training/Buy-in — informational packets or brochures for nonprofits and local agencies

Operations costs the city should consider:

- Staffing: General Fund
 - Director
 - Manager of Client Services
 - Assistant

- Grants Analysis
- Receptionist
- Lease, Utilities, and Parking (Real Estate Assets)

Revenue Considerations

The Family Justice Center Alliance also provides an operating budget example from the Nampa Family Justice Center.²⁴ This example is included in Appendix G. In discussion with Family Justice Center experts, the team found that sustainable FJCs tend to receive significant portions of funding from their city and/or county governments. It appears that FJCs who rely heavily on grant or foundation funding, including those with dedicated foundations to support them, commonly experience financial instability. Other potential funding sources are included in Appendix G.

Extent of Family Violence in Redmond and Surrounding Areas, and Law Enforcement Response

Regional Data

In order to determine the extent of domestic violence cases in Deschutes County, this feasibility study looks at other Oregon counties with comparable population sizes. According to the Oregon Department of Human Services, in 2014, Oregon domestic and sexual violence programs answered 131,050 calls for help with domestic violence and sexual assault (DV/SA). These calls include crisis calls, peer support calls, technical assistance, information, and referral. Of these, 1,969 calls for help were from Deschutes, Crook, and Jefferson County.²⁵ See Figure 1 for a comparison of this tri-county area to other Oregon counties.²⁶

County	Domestic violence	Stalking	Sexual assault	Other calls
Clatsop	1606	121	975	1346
Columbia	663	13	50	383
Coos	616	0	45	36
Curry	667	1	34	114
Deschutes, Crook, and Jefferson	1969	33	157	208
Douglas	1529	43	95	760
Harney and Grant	729	10	43	391
Hood River	274	30	88	87
Jackson	1907	19	249	961
Josephine	3120	70	798	646
Klamath and Lake	3651	162	271	791
Lane	7744	61	1045	3281
Lincoln	884	13	54	25
Malheur	338	1	12	275
Marion	4962	167	667	1989
Multnomah	36102	314	2051	9934
Polk	5185	71	421	4
Tillamook	1422	72	99	519
Umatilla and Morrow	637	2	51	137
Union and Wallowa	1103	73	111	1540
Wasco, Gilliam, Wheeler, and Sherman	3682	138	459	220
Washington	4995	138	1577	599
Yamhill	1375	34	106	32

Figure 1: Number of calls to Oregon Sexual and Domestic Violence Programs in 2014

In order to get a more accurate picture of the extent of calls for help in Deschutes County, the consultants also determined the number of DV/SA calls per 10,000 people, with counties of comparable size to Deschutes, Crook, and Jefferson Counties. See Table 4, for a comparison with other counties.

Table 4: Number of Calls per Capita for Domestic Violence and Sexual Assault Programs in Oregon in 2014

County	Total population	# of DV/SA calls	Number of calls per 10,000 people
Deschutes, Crook and Jefferson County	219,564	2,126	96.8
Jackson County	212,567	2,156	101.4
Benton and Linn County	208,119	6,193	297.5
Lane County	362,895	8,789	242.1
Multnomah County	790,294	38,153	482.7

The above table shows that Deschutes, Crook, and Jefferson County have 96.8 calls to domestic violence and sexual assault programs per 10,000 residents. This number is low in comparison with other counties that have similar population sizes, like Jackson, Benton, and Linn Counties. More densely populated areas like Lane County and Multnomah County have been included here for comparison as well. It is important to note the limitations of this data because a lower number of calls does not indicate a lower level of need, rather it could indicate underreporting of DV/SA instances. Additionally, higher numbers of calls could also indicate the availability of more services rather than a higher need.

To protect survivors, data collected on the demographics of adults served by the Oregon Coalition Against Domestic and Sexual Violence codes Deschutes County into Region 6. In Region 6, 75% of the clients served identified as White/Euro American and the second largest group, nine percent, identified as Latino/Hispanic.²⁷

The Oregon Domestic Violence Fatality Review Team (ODVFRT) is a multidisciplinary team of statewide experts that reviews select DV fatalities to determine what can be learned to reduce the likelihood of future fatalities. According to its 2014 Report to the Oregon Legislature:²⁸

- In 2013, Deschutes County had one fatal domestic violence incident in La Pine.
- In 2014, Deschutes County had one fatal domestic violence incident in Bend.
- In 2015, the City of Redmond had one fatal domestic violence incident.²⁹

A comparison to other DV fatalities in the state is noted in Figure 2 for 2013 and Figure 3 for 2014.³⁰ The most recent fatality is not included in this report because the Oregon Coalition Against Domestic and Sexual Violence has not issued a study on the case yet.

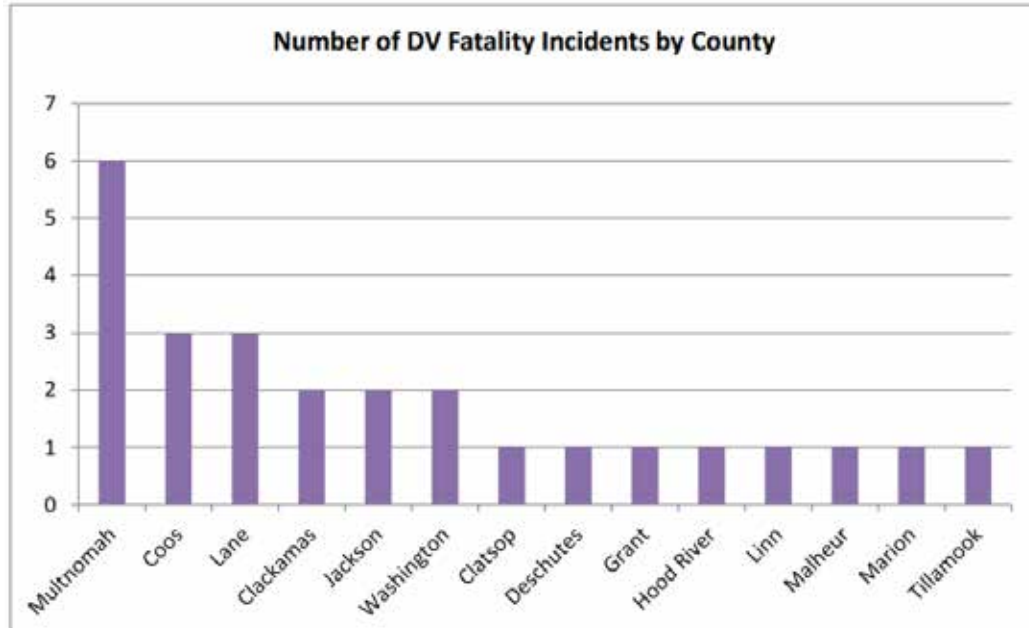


Figure 2: Number of DV Fatality Incidents by County in 2013

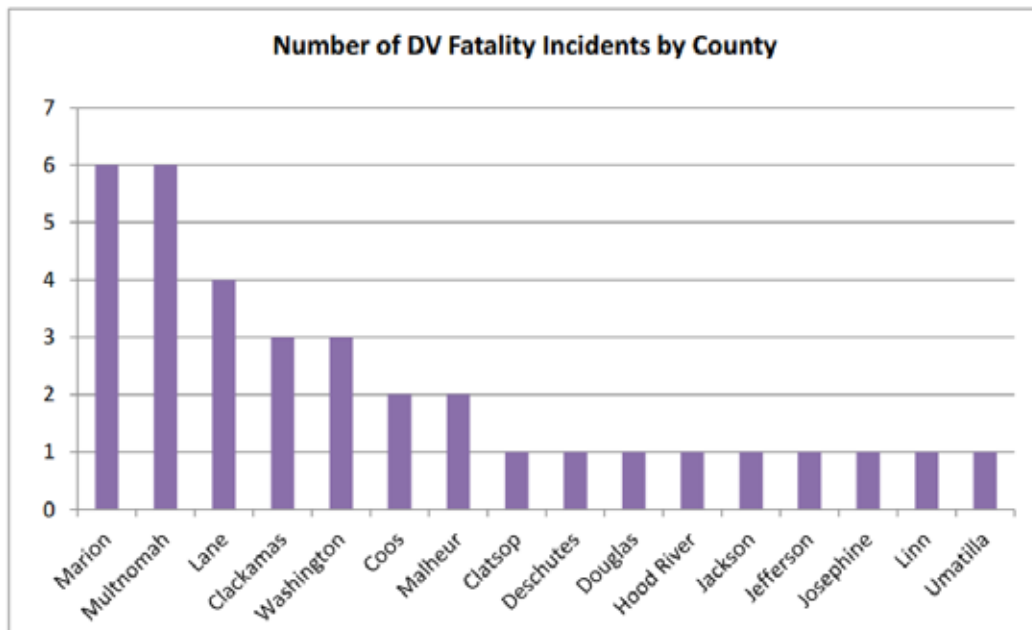


Figure 3: Number of DV Fatality Incidents by County in 2014

Alternatives to Establishing a Family Justice Center

The students recommend a cautious approach that identifies the need more specifically, reaches out to the most appropriate stakeholders, and maps the political terrain. When convening collaborative meetings with the stakeholders, students recommend focusing on the process by personally inviting stakeholders to the table, developing rules and methods of collaboration, and spending significant time discussing the problem before determining solutions.

Addressing the Challenges

When coming to an agreement on the path forward, students recommend being open to alternative collaborative models and creating a Memorandum of Understanding to solidify the agreement. These steps are separated into three phases below and seek to address the challenges discovered in the feasibility study.

Step one: Prepare for a collaborative process

Develop a deep understanding of the need: Create a plan for determining community needs. Consider conducting surveys with clients, stakeholders, and community members that focus on barriers to accessing services and comprehensive mapping of existing services. Also consider developing standardized data tracking for local organizations and agencies.

Identify the appropriate participants: Reach out to stakeholder organizations that would benefit from collaboration, share common goals, and offer complementary strengths. Meet with them individually to discuss the need and the goal.³¹ Consider first inviting influential community leaders that may help bring others to the table (see appendices for recommended organizations).

Map the political landscape: Identify and anticipate potential political barriers to the goal. Learn who the “veto holders” are, keep key people informed of efforts, connect the goals of the collective to the agendas of key senior leaders, keep timing in mind, and share credit.³²

Step two: Facilitate collaborative meetings

Engage stakeholders: Contact representatives of participating organizations personally, and send out the agenda in advance (see appendices for sample first meeting agenda). Stakeholders should be developing this process collaboratively, not following a pre-determined path.

Develop collaborative processes: Focus on the process. Create “ground rules” to facilitate open dialogue, and determine problem-solving and decision-making methods. Consider hiring a neutral professional facilitator to conduct initial collaborative meetings.

Ask the tough questions: Get all of the information and concerns out before making any plans. The emphasis during the first few meetings should be on determining the problem and sharing information, rather than coming up with solutions. Questions to be considered:

- i. If rural FJCs tend to serve large county/multi-county areas, does it make sense for the Deschutes county FJC to be located in Redmond rather than Bend?
- ii. Is the need great enough to warrant the costs of creating a collaborative project?
- iii. Is city/county funding realistic or sustainable? What other funding options are available? See Appendix G for a sample list of funding sources.
- iv. What are the potential unintended consequences of housing law enforcement in the same building as DV services?

Step three: Build consensus

Consider alternative models to the FJC: Before making a plan for an FJC, consider all the options and how each may meet the stakeholders' needs and goals (see Table 5, The FJC Model and Alternatives).

If an FJC seems to be the best model for the City of Redmond, secure commitment from city government for significant and long-term funding before committing to the model.

Record the agreement in a Memorandum of Understanding (MOU): Create an MOU that specifies in detail the roles and responsibilities of every participating organization, the goals of the collaborative, and the plan for implementation (see Appendix H for sample MOU's).

Alternative Collaborative Models

The following chart summarizes some of the key similarities and differences between three collaborative models: The Family Justice Center model, the Collective Impact model, and the Co-Location model. Each model offers benefits and challenges, and the participants in the collaborative should determine what works best for their group and the community.

Table 5: The FJC Model and Alternatives

FJC Model	Family Justice	Center Collective	Impact Co-Location Model
Definition	"Specialized 'one-stop-shop,' co-located, multidisciplinary service centers for victims of family violence and their children" ³¹	"Collective Impact brings people together, in a structured way, to achieve social change" ³⁴	A broadly defined model of collaboration in which organizations are housed in the same building or office and collaborate at different levels ³⁵
Goal	"Reduce the number of places victims of domestic violence, sexual assault and elder abuse must go to receive needed services" ³⁶	"Changes in individual or organizational behavior that create an ongoing progression of alignment, discovery, learning, and emergence" which often "accelerates social change without requiring breakthrough innovations or greatly increased funding" ³⁷	"To increase information sharing and trust, to generate creative ideas, and to improve service to customers and clients" ³⁸
Size/Geographic Area Served	80,000+ clients or in a multiple county area (although there is no minimum size requirement)	Usually serves a school district or neighborhood area, but has also been applied to cities and regions	Varies
Budget Considerations	Essential: Building and maintenance, as well as shared executive leadership Optional: information and data sharing, hiring a grant-writer	Essential: Backbone organization and management Optional: Building and maintenance, Information/data sharing, hiring a grant-writer	Essential: Building and maintenance Optional: Shared reception, shared grant-writer, paid time for regular meetings between participating organizations
Funding Sources	Local government Federal Grants State Grants Foundation Grants Donors	Foundation Grants Backbone Org.	Foundation Grants Donors
Governance Model	Typically led by city, county, and/or District Attorney	Backbone agency with its own Board of Directors (usually a nonprofit organization such as United Way)	Can create an independent 501(c)3 and Board of Directors, or keep separate governance structures with representatives from each meeting regularly or creating an advisory board
Daily Operations and Administration	Information sharing amongst providers Communication between law enforcement and social service providers	Common agenda Shared measurement Mutually reinforcing activities Continuous communication Backbone support	Degree of collaboration varies (can work as entirely separate organizations that just share a building or create a new 'joint venture' ³⁹) No "lead" organization Integrate redundant roles and processes
Benefits	Potential for wrap-around services City or county funded FJCs can have financial sustainability	Sustainability with backbone administrative support and funding Does not necessarily require a co-location of services Better address complex social problems in a multi-faceted way Popular among grant makers and donors Designed for smaller regions like Redmond	Least expensive Requires the least management Collaborate only as much as stakeholders desire Save money by sharing costs for certain staff, rent, database systems, training programs, etc. Possible funding for joint projects that would otherwise be out of reach Each organization retains the level of independence they desire (arranged in MOU)
Challenges	Funding Politics Confidentiality of service users Autonomy of individual providers/members Some clients may be wary of accessing services that are closely affiliated with law enforcement Requires specific stakeholder participants that may not be available	Requires an organization to offer funding and management to the effort May not meet the goal of providing wrap-around services in one location Requires organizations to coordinate activities at a higher level	Requires consistent time/commitment to relationship between co-directors Must determine which information can be shared (donor lists, clients) Requires compatible organizational cultures and leaders

Recommendations

Based on the findings of this initial feasibility study, the potential need in Redmond for an FJC was inconclusive and possibly low. It also showed that funding may be difficult to acquire and sustain without a financial commitment from the city and/or county, and that stakeholders showed mixed interest in contributing to a collaborative effort. Based on these initial results, students created recommendations with the goals of developing a comprehensive understanding of the community and stakeholder needs, and creating a sustainable collaborative solution that best fits the need and the participants.

Perhaps the largest current issue for the creation of an FJC in Redmond is the potential lack of a demonstrable community need. As highlighted in the stakeholder interviews, many organizations currently providing services to the people of Redmond and the surrounding areas are not convinced that such a model is needed in the community. Furthermore, given the lack of comprehensive data on domestic violence rates in Redmond, it remains difficult to objectively demonstrate that the community need is present.

Funding also remains a potential obstacle for the City of Redmond in the establishment of an FJC. Sustainability tends to be an issue for FJCs in general, especially those that rely on grant funding and partner organization contributions. Experts informed the project team that most sustainable FJCs receive substantial support from local government agencies, especially law enforcement agencies and district attorney offices. While several FJCs across the country are turning to the establishment of their own foundations to support their operations, the funds raised typically represent only a small portion of the overall funds needed to support operations. Compounding these issues is the potential hesitancy of local stakeholders to provide funding to an FJC model. While many organizations reported a willingness to send staff in the event of an FJC start-up, they reported so with the contingency that the effort was fully funded.

While commitment from the city to the FJC model is strong, community organizations working with those experiencing domestic violence, sexual assault, and child abuse have shown some potential hesitancy. Although accessibility to services should still be examined, the City of Redmond should be cautious about establishing an FJC in their community at this time and closely assess the need and stakeholder priorities. Due to the necessity of strong stakeholder buy-in and participation for the successful implementation of the FJC model, the students recommend that Redmond consider taking steps to prepare for a collaborative process that engages the community.

In conclusion, the buy-in to establish an FJC in Redmond is not potentially strong among potential partner organizations due to the lack of both perceived and demonstrable community need. Regardless of the city's decision regarding implementation of the FJC model, collaborating with area nonprofits and agencies serving people experiencing family violence to gain a better picture of the community's needs is recommended.

Cultural Arts Center

Cultural arts organizations can benefit communities by encouraging community engagement and economic development through arts education and participation. There are currently 23,792 nonprofit organizations, museums, and related institutions in Oregon, 453 of which are related to the arts.⁴⁰ According to the Oregon Cultural Trust, there is only one art organization located in Redmond: The Redmond Community Concert Association. This association has been around since 1983, and has a mission to present quality live entertainment to Central Oregon audiences.⁴¹

The City of Redmond is currently working with the community to create a cultural arts center that addresses the need for a local gathering place committed to the arts. The aim of this report is to understand what the community seeks in a cultural center, to conduct an initial feasibility analysis, and to provide recommendations on how to start a nonprofit committed to the arts.

Background

The City of Redmond proposed the idea of using the Evergreen Gymnasium to serve as the home for a local community and cultural arts center. Built in 1944, the building is currently unoccupied and in need of substantial renovations.⁴² The gymnasium is a single story, 14,200 square foot brick building with two classrooms, locker rooms, and a performance stage (added in 1952) that overlooks the basketball court.⁴³ The main building of the former Evergreen School—which shares a plaza space with the gymnasium—is currently in the process of being remodeled into Redmond’s new City Hall (Figure 4). The rehabilitation of the main building has encouraged discussion around reusing the gymnasium, with the priority being repurposing it into a cultural arts center.



Figure 4: Evergreen School Gym, Potential Future Cultural Arts Center Site

The Evergreen Cultural Arts Center has a mission to redevelop the Evergreen Gymnasium into a cultural arts center featuring a performing arts space, theater, gallery, classrooms, studios and a nonprofit arts incubator. A committee looking as a cultural arts center formed through a project for the Chamber of Commerce's "Leadership Redmond" training class. There are four members of this committee: Jo Caisse of the Deschutes Public Library System; Jerry Keller of Shining Enterprises; Jim Cook of studioJMC; and Zachary Bass, Redmond Airport Director. The committee recognizes the need for a large amount of community support and a sufficient fundraising strategy to back their five- to ten-year plan of rehabilitating the building and creating a successful nonprofit.

With unanimous support from the city's Historic Landmarks Committee, the Evergreen Cultural Arts Center hopes to broaden their community outreach through word-of-mouth and social media. The Evergreen Cultural Arts Center has a Facebook page and an online mailing list that can be found on their website (<http://evergreenculturalarts.com>). Through these media outlets, the committee invites the community to share any suggestions and feedback, as they are currently gathering input from the community to help develop the vision for the organization. The initial response has been positive, with many people in the community supporting the idea of rehabilitating the Evergreen Gymnasium into a cultural arts center and establishing a nonprofit organization to run the space.

The 2011 Preliminary Adaptive Reuse Investigation for the Evergreen Gymnasium suggests rehabilitation strategies that would improve the deteriorating condition of the building to make it usable again.⁴⁴ Some of these tactics include retaining historic features and ornamentations, reducing the embodied energy of the building by reusing materials, eliminating asbestos and abating lead paint, repairing failing character-defining features such as windows, doors, flooring, and masonry, and replacing non-historic interior elements and mechanical systems.⁴⁵ Owned by the city, the gymnasium would be leased to the cultural arts center nonprofit once the funds are in place to complete the rehabilitation project. According to Heather Richards, the Community Development Director in Redmond, it is the responsibility of the cultural arts center nonprofit organization to secure the funds, develop plans, and execute the adaptive reuse scheme.

Research Questions

Students worked with the project leads to develop the following questions, which guided this report:

1. What would the City of Redmond need to do in order to establish an arts organization?
2. What fundraising, timeline considerations, and nonprofit organizational structure would be best for this project?

3. How have comparable projects developed their organizations and buildings?
4. Where in the Redmond community are there resources or support for this project?
5. What is the theory of change for this organization?

Methodology

In order to evaluate the research questions, students conducted stakeholder interviews, conducted a literature review, and developed several case studies. Each focused on context important to the establishment of the nonprofit and redevelopment of the building. Throughout this entire process, students checked in with the project leadership. These check-ins helped to articulate how the proposed organization sees its role in the community, and what sorts of outcomes they want to achieve in the short- and long-term.

The interviews targeted local perspectives in order to keep the findings relevant to Redmond's local community. Local support will be essential in developing the Evergreen Gymnasium into a cultural arts center. Students interviewed members of the local community to provide relevant suggestions while learning about the local arts culture in Redmond.

The case studies looked at similar organizations in the region to provide insight into the specifics of creating a cultural arts nonprofit organization. These case studies seek to find common obstacles and some successful paths to follow.

The literature review sought to situate all parts of the report in the best practices and mandatory requirements for management of arts nonprofits. Together, these findings inform the recommendations in a way that will hopefully be as relevant as possible to the group developing the Evergreen Cultural Arts Center.

Case Studies

The group developed a set of case studies highlighting information on history, fundraising, and current challenges. Several of the case studies were developed after the group visited the locations and spoke with the staff of the nonprofits in question. Ideally, these case studies will help the Evergreen Cultural Arts Center project develop by providing a basis for comparison to relevant groups. The Evergreen Cultural Arts Center can be updated as the leadership team further integrates into the arts community of Oregon and the Pacific Northwest.

The team conducted case studies on three cultural arts nonprofits located within Oregon: The Oregon Contemporary Theater, the Shedd Institute, and the Oregon Bach Festival. The group selected these organizations due to similar circumstances that aligned them closely with Evergreen Cultural Arts Center. However, early in the data collection process, it became apparent that none of the organizations has followed the exact path that the Evergreen Cultural Arts Center intends to follow. There are similarities in each example and many of the

challenges they have faced are likely to arise for this project as well. Primarily, these organizations started with volunteers and did not have a physical space of their own.

These case studies are referenced throughout the recommendations and there is a more detailed background of each organization in the Appendices. These case studies were valuable in demonstrating to the Evergreen Cultural Arts Center group that having a strong donor and volunteer base along with cultivating community engagement and support were a necessary first step in becoming a strong cultural arts organization within the local community. Though each organization has their own facility (or is in the process of acquiring their own), the group learned that a physical location, while helpful, does not dictate the success of a nonprofit.

Oregon Contemporary Theater

Location: Eugene, Oregon

Founded: 1992

Mission: Oregon Contemporary Theatre creates bold entertainment, challenges expectation, inspires curiosity, encourages dialogue and supports positive change. We believe theatre can transform audiences, students, artists, our community and the world around us.

About: Oregon Contemporary Theater offers a variety of theatrical productions, classes, workshops and training for different levels, as well as summer camps.

The John G. Shedd Institute (The Shedd)

Location: Eugene, Oregon

Founded: 1991

Mission: To promote a deeper understanding of and appreciation for America's many rich and vital musical traditions and to engender in the members of our community a desire to participate actively in the preservation and cultivation of those traditions.

About: The Shedd offers music classes, concerts, and theatrical productions.

Oregon Bach Festival

Location: Eugene, Oregon

Founded: 1970

Mission: To inspire the human spirit through the art of music.

About: One of the premiere Bach music festivals in the world, featuring orchestra concerts, chamber ensemble performances, and educational opportunities for youth and the community.

Stakeholder Data

The students interviewed six Redmond and Central Oregon stakeholders and attended a community intake meeting, in order to collect suggestions and perspectives from people who have an understanding of local needs and conditions. Once the interviews were completed, a cost and content analysis was conducted to draw out major themes across the stakeholder group sampled. These themes are reported in the findings section.

This section summarizes interviews with six stakeholders in Redmond about the adaptive reuse of the Evergreen Gymnasium into a cultural arts center nonprofit. Students asked specific questions to help understand how the stakeholders envision the community using the cultural arts center, what community support could be attained, and the benefits and challenges to starting the nonprofit. The responses have been merged into anonymous narrative format in order to protect the confidentiality of the interviewees.

Interview Responses

How do you see the community using the Evergreen Cultural Arts Center?

Through interviews with various stakeholders, the students found that the Evergreen Cultural Arts Center is a beloved idea by many in the Redmond community. When asked how they felt about the cultural arts center reusing the Evergreen Gymnasium, many stakeholders said that the determination to preserve the building was what initiated the idea of creating an arts nonprofit. One stakeholder specifically stated that the building should be a dynamic space, a place where people in the community can gather and have enriching experiences that help broaden the sense of community in Redmond.

For the cultural arts center to become a successful nonprofit in Redmond, many of the stakeholders suggested that the nonprofit needs to host a large range of activities and the space needs to be able to hold a wide variety of uses. A few stakeholders suggested that the basketball court in the Evergreen Gymnasium should not be removed. Instead, they hope the basketball court could be a feature of the gym that helps promote community connectivity. Several stakeholders mentioned that the city does not have a venue for fun, safe after-school youth activities. One stakeholder suggested the basketball court be used as an entertainment venue for young teens and adults, hosting chaperoned middle and high school dances.

When asked about specific programs they thought the cultural arts center should have, one stakeholder believed that programs could not be determined until a feasibility study assessing the Redmond community's cultural arts needs was completed. Other stakeholders felt that Redmond could use a community space that held over 120 people and had classrooms for teaching. One stakeholder recommended a traveling art museum and art galleries be incorporated into the building's reuse. A few stakeholders felt the nonprofit could maintain a small theater for live performances by local actors, while another

felt the opposite saying, “We don’t want duplicate facilities, Ridgeview High School already has a performing arts space.” Once these points were made, it became clear that the stakeholders viewed the future Evergreen Cultural Arts Center building, or the Evergreen Gymnasium, as a multipurpose facility; one that would host the cultural arts center nonprofit and encourage other community organizations to share the building. However, the same stakeholder felt it was important to not lock down ideas of how to use the building just yet.

What benefits do you see to having a cultural arts center in Redmond?

Many stakeholders agreed that the Evergreen Cultural Arts Center would add economic value, improve resident quality of life, and make Redmond more attractive. They also said that local high school auditoriums often have scheduling conflicts, which could be alleviated by the cultural arts center nonprofit. Moreover, developing the cultural arts center to appeal to Redmond’s youth was a feeling many stakeholders shared. A few stakeholders felt that programs should focus on benefitting the Redmond Commission for Art in Public Places. Other stakeholders suggested that programs should strive to inspire the Redmond community to gather and partake in enriching experiences and broaden their sense of community.

What kind of community support do you think could be attained? And how?

Because it is unlikely that any nonprofit would be successful without community support, it became important to obtain feedback from the stakeholders on the type of community support they thought could be achieved. Some stakeholders indicated that a donation of time and labor would be easier to find than seeking out monetary funding. Many community stakeholders shared this sentiment on pursuing government backing, suggesting that a clear business and implantation plan is necessary for the nonprofit to attain funds from Redmond’s Urban Renewal Program. They also recognized the importance of the cultural arts center nonprofit as an “economic development multiplier,” that has the potential to foster business opportunities around the Evergreen Gymnasium site.

Additionally, stakeholders believe that local businesses could provide invaluable community support. For example, art teachers from public schools and the community college could provide educational support, while service clubs and organizations might be able to assist with starting the cultural arts center nonprofit. A few stakeholders thought local musicians would be willing to get involved because they would be thrilled to perform at a community-oriented venue. Some stakeholders brought up the fact that Phil and Penny Knight gave major gifts of two art pieces to the city, which led to the establishment of the Redmond Committee for Art in Public Places. These stakeholders thought the Knight family might donate to the cultural arts center nonprofit, if they understood the impact it would have in Central Oregon.

What types of groups in Redmond would you see using the space and how?

Several stakeholders believed community investment was crucial to the success of the Evergreen Cultural Arts Center and that the board should decide if they want to open up the space for public and/or private events. That said, many stakeholders thought that the nonprofit should not be the only group to utilize the Evergreen Gymnasium, as it is a perfect place for large gatherings. Some stakeholders recommended that different rooms and spaces throughout the building be rented out to help meet financial expenses and to invite community engagement. One stakeholder proposed the idea of charging small monthly, or membership, fee for a local group or team to use the basketball facilities at a certain day and time each week. Some stakeholders envisioned the space as a place where local business and nonprofit organizations could host their formal annual dining and fundraising events, while others suggested the space be used by the city for town hall meetings, private receptions, and ceremonies.

Do you foresee any groups resisting the cultural arts center?

In general, stakeholders do not foresee any specific groups opposing the formation of the cultural arts center nonprofit in Redmond. There were, however, concerns that the community may oppose tax-based city funding, particularly if funds from the Urban Renewal Agency were sought out for the rehabilitation of the Evergreen Gymnasium. It was suggested that gathering input from current art committees and organizations about how to use the space could help avoid potential financial disputes. One stakeholder commented on the fact that there are some grassroots advocacy groups that promote the arts in Redmond and that it would be best to include them in the formation of the nonprofit, as to not have them go against it in the future.

What challenges do you see in creating the cultural arts center?

When asked about foreseeable challenges of creating a cultural arts center nonprofit, several stakeholders brought up the high costs of fixing up the Evergreen Gymnasium and the sustainability of such an endeavor. They shared their concerns about not knowing the exact cost or length of time it would take to renovate the gym. One stakeholder, who was worried about the community's financial capacity, foresaw local businesses and schools participating in fundraising activities. For example, if these local entities decided to allow a percentage of sales to go towards raising money for the cultural arts center, this would help create the enthusiasm necessary for attaining capital funds. Most stakeholders, however, felt that community driven fundraising will be more difficult to accomplish than receiving sponsorships from local businesses. There were also concerns about who will serve on the board of directors. A few stakeholders expressed the need for a diverse board, stating that a mix of artists and other professionals with varied skill sets is important to have.

These stakeholder interviews helped assess the potential benefits and

challenges of establishing the Evergreen Cultural Arts Center nonprofit. The Redmond community seems to be driven by the desire to restore the Evergreen Gymnasium, however given the fact that the group spoke with a small selection of the Redmond community, it is important to continue to engage with community members as the plan develops. Additional methods of stakeholder data collection, such as market analyses or feasibility studies, will add more depth and breadth to the input reported here and to ongoing engagement efforts.

Community Intake Meeting

Aside from stakeholder interviews, a member of the team attended a community intake meeting in Redmond on May 18th, hosted by the Leadership Redmond group. The intake meeting included 20+ participants who took part in two 10 minute break-out sessions, in which the participants were divided into five groups. During the first break-out session, each group was given a map of the Evergreen Gymnasium and asked how they would like to see the space used. During the second break-out session, groups were asked to create a list of ideas for a specific topic associated with a cultural arts center: Fundraising, governance, community awareness, facilities/programming, and working with the city. After each break-out session, one member of each group read their group's ideas to all the participants while the facilitators documented all the ideas.

Literature Review

The team conducted a literature review to determine the best approaches to establishing the Evergreen Cultural Arts Center nonprofit organization. The appendices include a wide range of resources that draw from the best practices and mandatory procedures found in nonprofit literature. The team has also created personalized resources that can help launch and sustain the Evergreen Cultural Arts Center, as a nonprofit, going forward.

Recommendations

The following recommendations aim to build an Evergreen Cultural Arts Center that will be able to both preserve the historic building and further develop Redmond's arts community. These aims are seen by the project leadership and by stakeholders as being deeply entwined; without a building, it will be difficult to catalyze an arts community—yet without an arts community, it will be difficult to support the building. Thus, both objectives must be worked on simultaneously in order for this project to be successful over the long-term.

The first step students propose is to put significant effort into community engagement and building a group of arts stakeholders. At the same time, there should be development of identity and purpose while starting up operations. The current mission, name, and core team all need attention in order for this project

to start off on the right foot. The group highlights important considerations around finances—budgeting, sources of revenue, and development of a strong fundraising operation. The amount of money to be raised is quite significant, and merits substantial early attention.

The group then explored the needs of the building itself and how to set up decisions about its adaptive reuse. The building is a core part of the organization’s mission, and it will be more cost-effective and sustainable over the long-term to have thought things out in detail before beginning a reuse project. Finally, students explored the need of the organization to go through a process of strategic planning. The group recommends doing so holistically, at an early stage (and with ongoing monitoring and evaluation) because of the complexity and scale of the work to be done.

Community Engagement

One of the most important actions of any nonprofit is how they engage with the community. This is especially true for the Evergreen Cultural Arts Center, in order to support the goal of promoting the arts community in Redmond. Community engagement comes in a number of steps, some of which are intertwined.

The first step in engaging the community is to have a recognizable name and mission. When community members recognize the nonprofit and associate specific values to the organization, they are more likely to lend support. This support could come through donations, volunteer work, or even just participation in programs and events. The more community members engage, the more likely committed volunteers and major donors can be found—valuable assets to the organization. Further, staying in touch with community needs will help the organization carry out its mission.

Communication

Getting the message out can happen in a variety of ways, including modern methods such as social media and the tried-and-true method of word-of-mouth. Involving the community through social media is an excellent way of reach a wide audience. Resources such as Facebook, Twitter, Tumblr, an email listserv, or a local newspaper can spread news to an audience quickly and direct people to the nonprofit’s homepage. The nonprofit’s homepage and social media pages should have continual updates of activities. Many nonprofits have tabs on their homepage making it easier for visitors to donate or sign-up as volunteers for upcoming activities. While using social media is a way to reach a broad audience, its weakness is that the message can be difficult to cater to specific groups, who might be missed or uninterested in the broad media message. The best way for a nonprofit to create messages catered to specific groups and individuals is spread their message through word-of-mouth.

To spread themselves through word-of-mouth, a nonprofit should be present at as many events throughout the community as possible. Wherever members of

the nonprofit go, they should advertise what the nonprofit is doing. This could mean chatting with people sitting next to organization members at baseball games, striking up a conversation at the Clock Tower Pub, or leaving fliers at the Redmond Barber Shop. Try to get the whole community to be able to connect a specific face and name to the organization. One reason to choose a strong executive director and board members is that their personal relationships with community members can have a profound effect on the organization's visibility and engagement effectiveness.

Commitment

As the Evergreen Cultural Arts Center gains a positive reputation in Redmond, board members can begin asking the community for support. Building the nonprofit's network of stakeholders should happen early in the process, even before obtaining 501(c)(3) status. These people can support the nonprofit through donations, volunteer activities, or by simply attending events sponsored by the nonprofit and sharing their experiences within their social network. Ideally, the organization will find ways to enlist the stakeholder network in further community engagement efforts, such that those efforts build upon themselves.

As the organization's network grows, they will attract more stakeholders, including high-level stakeholders. These high-level stakeholders might be major donors from the start or might grow from an increasingly devoted set of volunteers and minor donors. This pool of committed volunteers and donors can be turned to for support when the organization needs a new board member, funds for a new program, etc. Because of their dedication to the mission and programs of the organization, these people will like to be asked for their help, and the organization should not be afraid of asking them for support. Cultivating these stakeholders over the long-term will be key to the success of the nonprofit, and should be an early and continual part of the role of the board of directors and staff.

Furthermore, it is important to keep the organization in line with the needs of the Redmond community. When determining how to use the building to catalyze and develop the local arts community, it is important to understand what that community actually needs. When determining how to tap into the community to support the building, it is vital to understand how the building can most effectively be utilized. The interplay between these goals means that there must be continual engagement with community members on the part of the staff and board of directors.

Keeping a finger on the pulse of the local community will allow the organization and the building to develop in a way that is sustainable, and of maximum benefit to Redmond and Central Oregon.

Starting a Nonprofit

Mission, Vision, and Values

From interviews with the leadership team and stakeholders, it is clear that the vision, mission, and values that drive this project are still in development. While it may be tempting to launch into more operational considerations in order to start seeing progress, this is an important stage in the process that needs attention. The students advise taking time to hone in on early and fundamental factors, including a mission, name, and the type of organization that will be established.

This process of growth begins with a clear mission statement, vision, and values. The organization can then form goals that suit that mission and vision. Once the goals are set, a strategic plan can be created to guide the organization's growth, with metrics to allow monitoring and progress updates. Further information about strategic planning is provided in later recommendations.

Name Recognition

Organizational branding or reputation is important for any entity, especially nonprofits, since they all aim to help the community in one way or another. Evergreen Cultural Arts Center is an existing name for a nonprofit located in British Columbia. When entering this name into a search engine, it will easily cause confusion between the two organizations. An alternative name of Redmond Cultural Arts Center could be in conflict with the Redmond Performing Arts Center located in Redmond, Washington. These two examples describe the importance of having a unique name that will easily distinguish a Redmond area organization from other nonprofits in the cultural arts field.

A unique marketable name describes the organization's mission, and embodies the goodwill and reputation of it. For example, the Oregon Bach Festival's name clearly identifies where the organization is located (Oregon), what the organization focuses on (Bach music), and the way in which it executes its mission (music festival). Students recommend considering these factors when selecting a name.

A good reputation and name recognition will help the organization grow by attracting more donors and stakeholders. More details about creating a marketable name for the cultural arts center can be found in Appendix I.

Starting Small

One of the initial questions when starting this project has been whether a nonprofit is the best vehicle by which to achieve the twin goals of reusing the building and further developing an arts community. The student group does not intend to offer a final answer to this question, because there are many factors to consider, such as the degree of involvement the city would like going forward,

and the extent to which stakeholders want public oversight of the organization. However, based on the results of interviews and the student team's nonprofit experience, it seems that a nonprofit is a viable option. This impression was largely supported by the leadership and participants at the community intake meeting on May 18th. If after discussions with the city and other key stakeholders it continues to look like the best option, the group recommends establishing a 501(c)(3) as planned.

The task of starting a nonprofit can be daunting—even after choosing a name and deciding on a mission, vision, and values—but is definitely achievable for this organization. To declare 501(c)(3) status, a group must choose its board of directors, create bylaws, policies, and a budget, and begin considering staffing needs and program scheduling. There are steps to consider both prior to obtaining status and afterward. Appendix I offers additional resources for starting a nonprofit, including information about the nonprofit's statement of purpose, board of directors, creating a name, the organization type, bylaws, state and federal tax exemption, tests the organization must complete, and maintaining a tax-exempt status.

As with many business ventures, the best general advice for any beginning nonprofit is to start small and grow in a constant and structured way. For example, the Shedd Institute started as a summer music festival. After they were able to create name recognition and a donors base, they started planning for expansion and finding a permanent building for their activities. The Oregon Bach Festival began as a small series of informal classes and concerts. It has since grown to become one of the premiere Bach music festivals in the world, which includes a two-week schedule of full orchestra performances and master classes featuring world-renowned artists.

Developing a Board of Directors

Early on, it is important to cultivate relationships with key stakeholders in Redmond and Central Oregon to build relationships that can lead to volunteers, donors, and members of the board of directors. The board of directors are volunteers who handle the governance of the nonprofit. The Evergreen Cultural Arts Center should have an initial board of directors set prior to applying for 501(c)(3) status. In many cases those who are involved in starting an organization become the first members of the board. Boards are often between eight and 14 members, managed by a board president (or board chair) as well as a vice president, secretary, and treasurer. The initial chair/president of a board is often the founder of the organization. More information on developing a competent board can be found in the appendices of this report, including details on ten general board duties and descriptions of board position responsibilities.

In the case of the Shedd Institute, they began with a board of less than ten and have since grown to 30 directors. The structure of the board includes an executive committee and service committee, which guide the organization's decisions and governance. A board structure for the Shedd Institute can be found in Appendix J.

One of the primary responsibilities of the board of directors is to ensure that the nonprofit acts within its legal, ethical, and financial boundaries. Bylaws are the rules by which the nonprofit defines its legal boundaries. Along with legal boundaries, a nonprofit should also define its ethical code of conduct – the guidelines and norms by which the nonprofit will govern its actions that don't quite fall within a legal jurisdiction but that the organization still highly values. More specifics on writing nonprofit bylaws and ethical codes of conduct can be found in Appendix I of this report.

Financial Planning

Creating an Annual Budget

Accurate budget keeping and planning will allow for Evergreen Cultural Arts Center to properly manage the organization's limited assets. Given the scale of the project (both creating an arts community and rehabilitating the building), good budgeting will be especially important to this organization. Budgets help identify the fiscal health of an organization and are crucial to the fiscal responsibility of preventing fraud and misappropriation. Additionally, it will enable historical referencing of the organization's revenue and expenses through various channels, which will aid in better decision-making. Not only will a formal budget assist Evergreen Cultural Arts Center in identifying revenue and expenses, it is required for submission to the IRS for tax-exemption status.

The organization's budget is a major factor in capacity building and depends on multiple factors. The budget is always being adapted from one calendar year to another to fit developing circumstances, such as new or lost assets or expenses. Many nonprofit organizations budget for the entire following fiscal year because their influx of donations might not be constant throughout the year. One major event or surprise event might bring in the majority of the organization's assets for a fiscal year. Keeping a rainy day fund is important for years when assets are lean. More information in planning major gift donations can be found in Appendix L of this report.

Strategic Development

The Evergreen Cultural Art Center must build a donor base if it is to enter into a capital campaign within the next several years. While a capital campaign is utilized to raise money for a specific program or project (the building, in this case), an annual fundraising campaign aims to bring in revenue each year from as many supporters as possible. Establishing a donor base will expand the organization's ability to identify and solicit major gifts for the capital campaign. It will also provide a source of income that can be utilized for organizational expenses. Additionally, grant-makers often require information regarding an organization's fundraising efforts to determine if an organization has strong community support and steady revenue streams. Finally, an annual campaign can help to develop a community of support around the organization.

All three of the case study organizations have a robust base of annual donors. Each year, the Oregon Contemporary Theater conducts a private auction which raises money for organizational programming. The Oregon Bach Festival raises money through a direct mail and email campaign twice per year. This funding helps to cover expenses related to the festival, such as venue fees, scholarships, artist wages, and advertising. The Shedd Institute solicited donors to make a five-year pledge commitment that secures a high-level of support while also ensuring the donors would continue to give to the organization.

While development programs would be best organized and executed by a development professional, Evergreen Cultural Arts Center should not put off fundraising efforts until a staff member is hired to work on these solicitations. A framework for a fundraising program is provided in the Appendices and can be executed by the executive director or board. The earlier development efforts begin, the quicker Evergreen Cultural Arts Center will build a loyal donor base. Once annual solicitation efforts have been put in place and Evergreen Cultural Arts Center begins to develop a pool of donors, strategic planning can begin for a capital campaign.

Grant funding can also be a viable way to generate additional income. Grants can be awarded to fund expenses including (but not limited to) educational programming, events, facilities, equipment, technology, or operational expenses. Though sometimes difficult to acquire, grant funds can be transformative to a nonprofit.

Finding Funding

Although development of fundraising efforts should be Evergreen Cultural Arts Center's main priority regarding revenue generation, there are additional sources of income that could be implemented by the organization as supplemental revenue. An example of such an idea is to build a coffee shop or café in part of the building that would serve city hall and the surrounding community. This is one potential creative way to bring in additional funding while also cultivating new patrons to the organization. Another potential revenue stream once the building is completed could be to rent studio space to artists. This incubator-style model would generate steady rent income for the organization that could be used to cover staff salaries and operational expenses. Additional revenue sources could include admission to performances and art shows, ticket sales to a yearly art festival, or art camps for children. Due to the broad spectrum of potential art and performing art activities, Evergreen Cultural Arts Center should consider a range of opportunities for revenue generation during the strategic planning process.

Facility Planning

Community support for adaptively reusing the Evergreen Gymnasium has encouraged the project leadership to find unique ways to raise funds to rehabilitate the building, as it will be the home-base for the nonprofit. Although

the board of directors (and the group that will eventually develop into it) will have the final say in what programs the nonprofit will offer, interviews with stakeholders have provided insight on what these programs might be. Because these programs are directly related to the facilities that the cultural arts center will have, it is important to understand the building, spatially, before deciding what type of programming is needed. Additionally, incorporating stakeholder suggestions early on will help better define how the building's spaces can best be used in the long-term.

Preservation and Rehabilitation

Students highly recommend that the project leaders have a conversation with city staff about the terms around leasing the building from the city. The group believes that lease could be low, possibly \$1 per year for a certain number of years. If this is the case, then funds secured through a capital campaign would likely finance the rehabilitation cost. Before the rehabilitation of the Evergreen School Gymnasium can occur, however, the students recommend that an assessment of the building's current condition be done by a historic preservation and engineering consultant. This will ensure that the historic character of the building is evaluated, as well as the building's current structural condition. After these assessments are done, a serious discussion should happen on whether or not to nominate the building to the National Register of Historic Places.

If the building is nominated to the National Register of Historic Places, or designated as a national or local landmark, it will likely be designated under 'Criterion A' for the building's "association with events that have made a significant contribution to the broad patterns of our history" or 'Criterion C,' which states that the building should "embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction."⁴⁶

If the historic property is nominated under 'Criterion A,' it would likely be for its association to the mid-20th-century adoption of sports education into the public school system. Under this criterion, the nomination of this building would comprise the interior, as well as the exterior, because, historically, sports education relied on the gym floor. This would be an important feature to retain when making a case for the building's historical significance under 'Criterion A'. That said, it is important to recognize that any alterations to the gym floor, basketball hoops, and bleachers would strip away the significance of the building under this criterion. If the building is nominated under 'Criterion C' for its architectural design, as the project leaders have discussed, then the gym floor would not be necessary to preserve.

Sustainability

The Evergreen Cultural Arts Center committee will need to determine whether to nominate the building to the National Register and if so, which criterion

to nominate the building under. That said, there are two obvious paths for the rehabilitation of the property. If preserved under 'Criterion A', the group suggests that the gym floor serve as a large open space that could be rented out to businesses, nonprofits, or anyone else who would like to use the cultural arts center building for a large gathering. If deemed historically significant, the rehabilitation project may be eligible for historic preservation grants. If the committee decides to nominate the property under 'Criterion C' or chooses not to nominate the building at all, there is no need to preserve the gym floor. In this case, the large room could be refurbished into a small-scale performance space, a reception area, or other purposes that could also be rented out to help provide income to the organization. Any of the aforementioned options are possible, and the group encourages further discussion with stakeholders to discern the best path forward.

Ensuring sustainability of the organization was a major theme that emerged from conversations with stakeholders. Regardless of how the building is used, those purposes need to support the financial and cultural sustainability of the organization. The organization, in turn, will need to support the needs of the building and the community.

When renovated, the individual classrooms in the building have the potential to become art galleries, teaching rooms, and/or studio spaces for local artists. Inviting these spaces to serve a broad range of activities will help instill a strong sense of community in respect to arts and culture. There is also potential to introduce an arts incubator into the building, which would generate funds, counteracting construction costs. The students highly recommend these individual uses not be set in stone too soon, because a feasibility study assessing the community's cultural arts needs should be done prior to deciding on programming and utilization of the spaces in the building.

Strategic Planning

Creating and following a strategic plan will become essential for every organization at some point. Many organizations wait to develop a strategic plan until they have become more established. The Evergreen Cultural Arts Center would benefit from investing in a strategic planning process at an early stage because of the scale, complexity, long-term nature of the project, and the need for a major capital campaign. Developing clear goals and objectives, and a means for carrying those out, will be essential if the project is to succeed. Investing in an outside consultant who is skilled in nonprofit strategic planning may be a good consideration given the complexity of strategic planning, the unique considerations of the nonprofit sector, and the newness of the organization.

The strategic planning process will rely on having already developed a clearly defined purpose as outlined in previous recommendations. Strategic planning is itself the foundation that will help to ensure the success of the financial and facility planning recommendations. Staying in touch with the needs and desires of the community will be important throughout the process of strategic

planning because the plans may otherwise face unexpected obstacles or lack of support. Overall, strategic planning will largely consist of establishing a clear understanding of the environment in which the organization will be operating, and then developing a plan by which it will achieve major objectives.

Regular Evaluations

A critical part of the strategic planning process will be finding information about the context in which the organization is being developed. This includes reaching out to stakeholders as part of an overall community engagement process (outlined in a previous recommendation), as well as formal analyses of the organization and the Redmond/Central Oregon market. Developing market analysis is an important first step. Keeping an eye on market trends and comparing the Evergreen Cultural Arts Center against similar organizations in the region will be beneficial in the future.

The organization should also look inward to understand its own needs on an ongoing basis. The group advises developing a business plan early on in the process of creating this nonprofit, to demonstrate the viability of the idea in practice. Over the longer term, it is important to develop ongoing evaluations of the programs on offer. Financial and social impact outcomes should be considered in these evaluations. The logic model presented in Appendix N may be a helpful tool in self-evaluation early on, and similar tools can be used later in the development of the organization. Overall, the organization needs to stay aware of trends in itself, the community, and the wider industry to take advantage of new opportunities and mitigate potential threats.

Marketing and Capital Campaign Plans

If the Evergreen Cultural Arts Center is to succeed over the long-term, it needs to develop name recognition and gain enough support to maintain the building and any necessary staff. A marketing plan is an important tool that can provide a means by which to amplify other efforts such as programs, fundraising, or a capital campaign. Marketing will not begin right away, but will wait until the organization has developed a clear purpose, outlined a basic strategic plan, and started developing programs and/or fundraising vehicles. A marketing plan provides a roadmap for how to put a message out into the community over time. Sufficient community awareness will also be absolutely vital to have before the public launch of the Evergreen Gymnasium remodel capital campaign—a marketing plan can help in reaching this point. The marketing plan and capital campaign are important considerations that can contribute to a wider strategic planning process.

Housing Shelter

Methodology

The team underwent a series of steps to evaluate the feasibility and practicality of starting a housing shelter nonprofit in Redmond. These included meeting with members of the community and city leaderships, interviewing individuals and organizations with insights related to homelessness, and doing background research.

Meetings

The group had two meetings with city officials. The group's initial meeting was held in Redmond on April 1, 2016, and was facilitated by Professor Dyana Mason, Nonprofit Management Class faculty member. The second meeting, April 28, 2016, was in Eugene at Opportunity Village Eugene (OVE). During the second meeting, the group toured OVE with Executive Director Dan Bryant. Bryant was an important resource for the project and the group believes he could be an important future resource for Redmond's solution to homelessness.

Case Studies

The group looked into three different models: Tiny house villages, interfaith hospitality networks, and rest stop programs. This section explores each model, including the benefits and challenges, the proposed costs, and the management needed to coordinate it. Students picked two of these shelter options to present as recommendations.

Tiny House Village

Tiny house communities are a highly attractive, trending solution to homelessness. A tiny house community is a center that hosts numerous miniature houses, often around 150 sq. ft. Each unit offers enough space for bed, shelter, and basic living needs, while other facilities, including toilets, laundry, and cooking areas, are communal.

During the team's joint visit to OVE with City of Redmond officials, it became clear that setting up a similar venue in Redmond could generate enthusiasm from a number of stakeholders. Dan Bryant, OVE Executive Director, noted various indicators of success from OVE, including favorable remarks from city managers and planners.

Bryant also noted several obstacles he had to face in order to establish OVE, many of which are related to zoning ordinances. Because of the positive outcomes OVE has had, he was able to give advice on how to frame the housing site in a way that gains the city's approval. OVE has gotten recognition for its success not only locally but also nationally, and it is increasingly

becoming a model looked to by other cities. OOVE is zoned as a campground and therefore is not held to the same zoning regulations for private dwellings.

Tiny houses are currently at a peak in popularity, and the question remains on whether or not their allure will continue to rise. During this wave of popularity, many external stakeholders (like local political climate and public support) are likely to view such initiatives as innovative and attractive solutions to homelessness. Furthermore, their current popularity means that this is an opportune moment to generate public support and implement this solution. Unlike many of the homeless solutions, they are politically feasible and do not generate overwhelming public dismay or “not in my backyard” sentiments.

Benefits

The self-governing structure of a village allows the community to set their own rules and provides an opportunity to take ownership of the need for safety and livability. The separate housing units provide residents with a degree of autonomy and responsibility for caretaking that many other housing solutions do not. Bryant has noted that the success of his program has led to a favorable and cooperative response by the police and other local authorities. The costs of a tiny house village are overall quite low, especially if communal facilities are used. Tiny houses are well-cited in planning and public policy research as a solution to homeless that not only provides a roof, but also a stable source of safety, dignity, and self-sufficiency (Brown, Overcoming, 2016).

Difficulties

Tiny house villages boast many benefits but are more costly than other solutions because they provide amenities such as plumbing for each unit. An additional difficulty is that this model has been successful in housing individuals and couples but there is less information on the success of housing families.

Associated Costs

The associated costs are based directly on the cost of creating OVE and, due to the location and proximity, construction costs would likely be comparable. Please see Appendix O for a breakdown of OVE construction and operating costs. Costs for the tiny house community fall into two categories: Village upkeep and staff salary.

- Operating costs for Opportunity Village = \$1,800 per month
- Each tenant pays \$1 per day to offset the utility costs
- Start-up costs were funded with around \$98,000 in private cash donations, plus an estimated \$114,000 of in-kind materials and labor

Village Upkeep

Basic village upkeep includes: Lawn mowing, landscaping, winter shoveling,

kitchen and shared facility cleaning, trash pick-up, portable restroom emptying, and house maintenance. The majority of these tasks can be done for free by the village members through mandatory volunteer hours. For example, OVE operates as a self-governed body and in order to maintain the day-to-day upkeep of the village, residents sign up to volunteer cleaning hours. Each resident is provided with a Community Agreement at the time of application that outlines their behavioral and participation expectations. In an interview with Bryant, OVE's experience with upkeep and community safety has been smooth. Bryant said that negative incidents are very uncommon and that the community remains well-maintained.

Beyond these policies, there are other expectations that outline how the village will be kept. These are included in the community agreement. The community agreement is included in Appendix O and is signed by each villager prior to move-in.

Operating a tiny house community also includes upkeep outside the ability of village members to complete. For example, services required for the community that incur external, additional costs are: Garbage pick-up and portables/toilet tank emptying. If Redmond chooses to have plumbing in all of the houses, there will be the initial cost of installing the plumbing. The tiny houses in OVE are not plumbed. However, their upcoming project, Emerald Village, will include plumbing inside the units. Another option for plumbing is to use portable toilets or a bathhouse with a septic tank like OVE.

At OVE, the group learned that residents cohesively use these communal areas without conflict. They sign in on a wall as to when they will use the showers and follow this order. Furthermore, to reduce garbage costs, the village could have their own compost bin, which would also assist the residents if there were garden spaces.

Portable toilets range between \$60-100 a month for maintenance. Garbage pick-up can be coordinated with the city, costing \$46.50/month for a 96 gallon dumpster or \$30.06 for a 64 gallon dumpster (<http://wmnorthwest.com/redmond/service.html>). OVE's bathhouse cost \$5,000 and contains a washer/dryer.

Management and Staff

For two years, OVE has been managed by a board of directors and volunteers. As of 2016, they hired a 0.25 FTE staff member as Village Manager; that position was created through active fundraising. Since the village is self-governed, it is not necessary to always have a staff member present. Redmond could save money on staffing by having volunteers work supervising shifts at the village. Redmond could also have local social service groups visit the village throughout the day to offer their services to the families; these groups can then report to the board if there are any issues they witness. Cost of one part-time staff member is 15 hours per week at \$12.00 an hour, which equates to \$180 a week or \$9,360 annually.

Affiliation

SquareOne Villages, the body that manages OVE, offers an affiliate model. This affiliate model has many advantages, some of which are:

- Redmond can use SquareOne's 501(c)3 status for tax deduction letters.
- SquareOne helps with accounting.
- The affiliate provides two hours per week of consultation and occasional on-site visits.
- SquareOne can assist with procuring liability insurance (not including costs).
- Redmond could use the SquareOne tax ID number for grant applications, and any awarded money is jointly managed by SquareOne and the Redmond affiliate.

Financing

To spread tiny villages across and beyond Oregon, SquareOne Villages applied and received a grant of \$148,200 from the Meyer Memorial Trust's Affordable Housing Initiative (SquareOne Villages). This grant financed the development of a Toolbox that will contain a training program. This program will include a practical plan to help find supportive political backing for tiny house villages. Furthermore, through this grant, SquareOne was able to start the predevelopment part of a new village. They also collect donations through their website and have a specific list of materials needed in case people want to support a village through in-kind donations. Appendix Q has an example of a worksheet on developing a capital campaign, an annual giving gift/pledge form, and the fundraising processes used by a Family Promise affiliate.

Interfaith Hospitality Network

Redmond has a strong religious community, with 31 churches in the city limits. The second option students propose creates low-cost housing through church collaboration. This option consists of becoming an affiliate of the national organization Family Promise. Since Redmond is rural, becoming a local affiliate would be beneficial in providing a strong support system.

To support this option, students looked at a nearby affiliate: Family Promise of Lewis Clark Valley, Inc. in Lewiston, ID (<http://www.familypromiselc.org/shelter.html>). Lewiston, ID is similar to Redmond with a population of 41,000 people. Lewiston is rural, with the nearest large city (with a population of 100k) being Kennewick or Spokane, WA, two hours away.

Family Promise's shelter program utilizes the faith community to create overnight family safe spaces and provides the resources needed to get out of homelessness. Family Promise Lewis Clark Valley, Inc. has 24 partner congregations that participate in their shelter program, 11 of which offer their church as shelter. The 11 churches host families who sleep in their church for

one week at a time. Members at those churches volunteer to serve the family meals and provide bedding. The families only stay in the churches overnight and during the day Family Promise operates a Day Center. The Day Center gives families a place to go for showers, laundry, resume help, child care, case management, internet, and a homework space. The Day Center is operated in a house and lends the basic support to help get families back on their feet as well as a place for their children to safely stay while their parent works. Family Promise also provides transportation for families during the day, ensuring they get safely to and from the Day Center. The success of the model relies on the full-time director who provides one-on-one case management for all families in the program.

According to the Family Promise of Lewis Clark Valley Executive Director Steve (Personal Communication, 5/7/2016) the program has been extremely successful. All of the families served in 2015 through Family Promise of Lewis Clark Valley, Inc. transitioned into permanent housing within 60 days. Family Promise of Lewis Clark Valley has been using this model for eight years and has had a positive experience. Steve Thomas of Family Promise of Lewis Clark Valley, Inc. is available to answer any questions (phone number (208) 798-3349; email steve@familypromiselc.org).

Affiliation

Family Promise currently has 199 affiliates in 49 states, including local programs in Salem and Lincoln City, OR. Family Promise has worked with many cities similar in size and location to Redmond. For an extensive map of their affiliate locations and statistics of comparable cities, see Appendix P.

Family Promise will assist Redmond in the creation of the overnight shelter program and Day Center. The process is typically 12-18 months to start an affiliate. Family Promise will work with the community of Redmond to engage the community and form the support needed for this program to thrive. Once the program is in place, it boasts high success rates with 76% of their participating families finding permanent housing in less than nine weeks. Their website is <http://familypromise.org/our-impact-2/> for more information.

For a Family Promise program to be successful, it relies on five main components (coordinated by the chapter's director):

1. Host congregations (for organizing host congregations see Appendix P)
2. Volunteers
3. Collaboration with the City of Redmond for social services
4. Day center (for creating a day center, see Appendix P)
5. Guest transportation

Financing

A homeless shelter not only needs start-up funds, but also needs to continuously engage in fundraising activities to sustain their operations. It is important to note that fundraising is an extremely challenging task, both in terms of being time-consuming and having to invest money to raise money. To ensure successful fundraising and grant-writing activities, the group recommends that the Redmond nonprofit responsible for leading the homeless solution employ at least one part-time staff member to take on the responsibility of fundraising. Writing grants and conducting fundraising activities involves consistent follow-up and networking as well as maintaining good relationships with the community and donors. This paid staff member is important for ensuring long-term funding to assist homeless families.

Family Promise

Family Promise receives their funding from foundations such as the Rockefeller Foundation and Citigroup. They also focus on securing funding from corporations through corporate philanthropy and marketing; sponsorships provide Family Promise with money and businesses with advertising. Both small and large corporations engage through encouraging employee donations and matching those employee gifts, a program in which the business owners match the charity donations of their employees. They are also able to apply for public grants such as federal Housing and Urban Development grants. Each affiliate engages in their own individual, family, and community fundraising activities. Finally, chapters are able to become involved in fundraising activities through civic and community organizations such as the United Way and Rotary Clubs.

The Family Promise center in Lincoln County, OR (Help Homeless Families, 2012) is one of the local chapter affiliates providing homeless families comprehensive assistance including meals, shelter, and case management. The organization receives their funding from various different foundations such as the GAP Foundation, Meyer Memorial Trust, Oregon Community Foundation, and United Way. Their church partners include a wide array of denominations, including: First Baptist Church, Korean Presbyterian Church, Jesus Christ of Latter Day Saints, and others. The partnering church organizations build community relationships and ask for donations through their website as well as partner with restaurants in town and to get donations. In a program called Restaurants for Hope, the churches partner with a new restaurant each month and when people eat at those restaurants a percentage of the restaurant's profit goes to homeless families. Family Promise Lincoln County also has a gift shop to generate revenue, which collects donations from different art centers and merchants.

Rest Stop Program

The third suggestion considers the option of creating “rest stops.” A rest stop is an open camping facility, sometimes accompanied with plumbed facilities and a

small cooking area. The rest stop operates as a shelter for people experiencing both an emergency housing crisis as well as those who are chronically homeless. For people experiencing a housing crisis, rest stops help to provide a safe, temporary space for a person with no other options. For those who are chronically homeless, the rest stops provide an opportunity to get connected to social services and a sense of dignity.

Rest stops employ a “housing first” philosophy—that the most important need for vulnerable people is to get them housed before dealing with the tertiary needs like living sober and getting help for mental illness. Some people who benefit from rest stops suffer from illnesses like addiction and mental illness.

Students interviewed a homeless gentleman in Eugene, OR. In his age 30’s, and mentally incapacitated, he was unable to answer any questions logically. This individual, for example, would not be a good fit for a tiny house community because of his inability to add to the communal management. In addition, he would not be a good candidate for the interfaith hospitality network as a single man.

Communities similar to Redmond have found success in employing housing first strategy. Kelso, Washington, population 12,000, has been successfully using housing first through church rest stops that are managed by the nonprofit, Love Overwhelming. “The approach is part of a new strategy for Cowlitz County to draw in the chronically homeless, regardless of their addictions and so-called character flaws, and eventually get them off the streets” (Lystra, 2013). Additionally, rest stops are safe, despite misconceptions about the people who need them. While it can be disconcerting to witness occurrences like meth-induced psychosis, almost invariably, these people are not violent or destructive to their surroundings. Police data surrounding rest stops in Eugene, OR, found no increase in police activity as a result of its rest stop pilot program (Community Planning Workshop, 2015).

Lastly, evidence points to rest stops being sound public economics. The City of Seattle, WA, uses rest stops and found that by allowing individuals with alcohol dependency to stay, rather than turning them away in shelters, they can save \$2,249 per month per individual.

In summary, one of the benefits of starting a housing shelter nonprofit is that it is an inexpensive, “right-now” solution. The housing first model is supported by the National Alliance to End Homelessness. The difficulties of starting the nonprofit include: Gaining political latitude, difficulty of operating in the winter because of the low temperatures, the inability for children to use the shelter, and the overhead limitations because the staff is limited by number of people per rest stop.

The upkeep and associated costs for the shelter is \$2,000 for bathroom facilities, plus \$60 to \$100 for monthly maintenance, \$5,000 for outdoor cooking facilities plus \$100-\$200 for monthly maintenance, and \$46.50 per month for trash facilities. Management and staff would cost \$15.00 per hour for 40 hours

per week, which equates to \$600 per week or \$2,400 per month for one full-time staff person.

Affiliation

Currently there are no options available for affiliations of a rest stop in Redmond. Eugene, OR, through their city office, coordinates a system of rest stops in the city. In terms of rest stop location, a publication by the City of Eugene states, “So far we have been looking at City-owned property, with the Council direction that the sites not be located in City parks, residential areas or close to schools” (Mayor and City Council Homelessness Discussion, n.d.). They operate these rest stops in conjunction with local nonprofit Community Supported Shelters (<http://communitysupportedshelters.org/> for more information).

Stakeholder Data

In total, the students interviewed eight experts and five homeless individuals. Experts included management at various homeless shelter options (to inform each option choice) and topical experts. Students also consulted with other students who have studied homelessness, affordable housing, and zoning regulations, as well as recent Redmond Sustainable Cities Initiative reports.

Additionally, the students were committed to including a homeless “voice” in the team’s work. Research shows that high performance outcomes are made through decisions that “systematically identify, explore, and integrate the views of stakeholders on the “fringe”—the poor, weak, isolated [...]—for the express purpose of managing disruptive change and building imagination about future competitive business models.” (Sharma, Hart, 2004)

This and similar studies motivated the group to include homeless stakeholders as part of the team’s data sources. Also, as the group sees progress through user-centered innovation in the private sector, the students recommend that Redmond continue to engage the voices of those who would potentially use homeless services as an information source. User-centered innovation gained popularity in the technology movement when users began to create their own solutions to problems they faced, instead of waiting for others to fix them (Hippel, 2005). This user-centered design approach is being applied to various levels of the public sector (Blakeney, 2009), and could be useful for this project.

Recommendations

The group recommends that the City of Redmond adopt an affiliate program. An affiliate program offers ongoing support and guidance that will benefit Redmond. The recommended affiliate programs offer consulting and resources for program creation and provide ongoing support throughout the program’s life. While there are many benefits to becoming an affiliate, downsides include giving up some autonomy and decision-making to conform to the models and restrictions

of the parent organization. Despite these drawbacks, the group believes that the benefits of working with an established organization that has a history of success are well worth giving up a small amount of autonomy.

Two affiliate options are recommended: (1) forming a Redmond affiliate of Family Promise, or (2) forming a Redmond affiliate of SquareOne Villages. The two recommendations are mutually exclusive and Redmond should choose one or the other as both affiliation program offers its own advantages and challenges.

Affiliate Option #1: Creating an Interfaith Hospitality Network

Affiliating with the Family Promise Interfaith Hospitality Network is an extremely practical option for Redmond. Family Promise has been operating since 1986 years and has around 200 network affiliates. The organization is nationally recognized for its successful model. They have a strong history of successfully managing projects, in cities comparable to Redmond, and therefore have the expertise needed to assist Redmond's homeless. Family Promise provides is a hands-on affiliate relationship where the regional directors remain actively engaged with their affiliate chapters.

Redmond's large faith community and the faith communities' history of serving the local homeless population make this a viable option. Furthermore, active participation of faith leaders and congregational members expands upon a community willing to take on this mission. Involving the faith community as part of the solution is beneficial to the homeless and strengthens connections in the larger community. Moreover, because many faith leaders and volunteers have philanthropic connections that span beyond homelessness, this recommendation will weave a network of social services into the fabric of the homelessness response.

Affiliation benefits include: Use of Family Promise name and logo, development assistance, volunteer and staff training (including written manuals), ongoing technical assistance, newsletters, media kits, best practice support and connection to other affiliates, insurance, invitation to National Family Promise conference, freedom to develop Redmond-specific programming, related legislative updates, and Family Promise promotional materials. Additionally, all affiliates have their own 501(c)3 status, which is part of the initial affiliation process. For more information on the benefits, please refer to Appendix P.

The Cost of Affiliation

The cost of affiliation for the housing shelter nonprofit includes 1.5% of operating budget paid annually to the national network (See Appendix P for a First Year Sample Budget).

Getting Started

If Redmond is interested in becoming an affiliate, they should contact: NW Regional Director Stacy Pollard spollard@familypromise.org or 971-506-3724.

Once that contact is made, the following process will begin to move forward:

1. Family Promise will help perform a needs assessment for the City of Redmond. This assessment will identify resource gaps in the community, for family and children services.
2. Host community engagement meetings to gather support.
3. Build a local leadership team, called a “Core Group” of support.

The Core Group will recruit churches, create the day center, fundraise, plan the first year budget, arrange family transportation, create the governing board of trustees, establish 501(c) 3 status, and hire the director.

Miscellaneous

Part of the affiliation process is obtaining nonprofit status. The national network provides assistance in this process, including sample bylaws and articles of incorporation.

For Family Promise FAQs, See Appendix P.

For a step-by-step process of setting up an Affiliate with Family Promise, please see the supplemental Development Manual.

Affiliate Option #2: Creating a Tiny House Community

During the visit to Opportunity Village Eugene, the group learned that SquareOne Villages offers an affiliate program for other cities hoping to start a similar tiny home project. The team recommends affiliation with SquareOne Villages as a starting point for a homeless tiny house project in Redmond. The tiny home movement is increasing in popularity as an inventive solution for housing in numerous cities across the United States. For the past few years, SquareOne Villages has emerged as a leader in tiny house villages and is able to offer practical support and guidance to other cities.

Tiny houses are a potential solution for Redmond because they offer the highest amount of political and community buy-in. Citizens may struggle with affordable housing because housing prices have outpaced economic growth and salaries. By managing this project in partnership with SquareOne, the process for political and community buy-in would be well supported. Furthermore, as a

growing city, working with an affiliate would decrease some of the workload for city officials and therefore offers a higher probability of sustainability.

Redmond could choose between the two SquareOne models to build a tiny home community that best fits their needs. The Opportunity Village model is zoned as a campground and works specifically with the homeless population, housing singles and couples. Opportunity Village has existed since 2014 and has been a successful model in Eugene, OR.

In comparison, the upcoming tiny house community village of Emerald Village, “would be a hybrid of a co-housing project, low income housing and tiny house” (Eastman, 2014). Emerald Village will provide affordable housing for families and singles, with residents paying about \$200 a month for utilities, maintenance, and a share in the equity. A model like Emerald Village helps homelessness, while also helping alleviate the need for affordable housing, a common cause of homelessness.

SquareOne Village is beginning to formalize its affiliate program, which means some of the technicalities are still under development. However, Dan Bryant has confirmed that the organization is accepting interested affiliates. Affiliation with SquareOne Village would use the network’s 501(c)(3) status for tax deduction purposes, so the establishment of a new 501(c)(3) is not required. This may be of interest to Redmond in the future, however, so information regarding 501(c)(3) formation is included in Appendix Q.

The Cost of Affiliation

Affiliation with SquareOne Villages costs 10% of an organization’s income.

Getting Started

The following list consists of the immediate recommendations for initiating a housing shelter nonprofit.

1. Arrange for a short phone conversation with SquareOne to discuss the needs of your group and your community.
2. A 90-minute consultation with key leaders regarding:
 - a. Building political support
 - b. Physical and governing design concepts
 - c. Code and zoning issues
 - d. Dealing with “not in my backyard” attitudes
 - e. Fundraising
 - f. The affiliation situation
3. An on-site public relations meeting, usually consisting of an extended version of Dan Bryant’s TEDx Talk; sometimes done over video call.

Zoning

The following recommendations offer zoning and land use idea for the City of Redmond:

- Decrease minimum dwelling sizes
- Allow rules for children to vary according to zoning and local laws
- Access to and from the site is an important facet
- Consider zoning as “campground”
- Address winter weatherization—tiny house communities have worked in places with cold weather (ie: Occupy Madison in Madison, WI)

Access to Social Services

Tiny house communities, because of zoning and concerns by neighbors, often end up far from the center of town. In interviews with homeless women, including a physically disabled homeless woman, transportation to and from shelters was a big concern. In order to fulfill the goal of getting residents permanently off the streets, it is crucial to integrate access to relevant social services (i.e., mental health counseling, drug/alcohol rehabilitation, job skills training) into any community.

The nonprofit Food for Lane County helps Opportunity Village with food. Forming partnerships with other service providers can take some of the burden off the shelter. Proximity to transportation services can be a way to integrate the tiny house community into the larger social fabric of Redmond.

Other Resources

- Tent City Urbanism, by Andrew Heben – A book that serves as a starting point for building a tiny home village.
- American Tiny House Association – An association of groups or individuals that promote the use of tiny homes as a living situation for a variety of needs.
- To see Dan Bryant’s Ted Talk, please go to <https://www.youtube.com/watch?v=HNNkHjMUCmw>.

CONCLUSION

Measuring the impact of a nonprofit relies on more than the need; it also requires an understanding of the community it seeks to serve. The City of Redmond partnered with the University of Oregon's Nonprofit Consultancy class to evaluate the need for a community foundation, family justice center, cultural arts center, and housing shelter nonprofit in their community. The City of Redmond's partnership with this nonprofit consultancy class seeks to expand the reach of the third-sector in Redmond. Each student group formed a set of methodologies, conducted research, evaluated case studies, performed stakeholder interviews, and provided their prospective nonprofits with in-depth recommendations towards establishing each nonprofit.

Community Foundation

It is recommended that, if the City of Redmond chooses to establish a community foundation, it does so with significant initial funding, in consideration of its long-term goals, and by carefully crafting its articles of incorporation, bylaws, and board policies to support its mission and function within the community.

Family Justice Center

The Family Justice Center nonprofit needs assessment was inconclusive and showed that the need could potentially be low. It is important to conduct a large-scale feasibility study to reach a broader range of Redmond residents. More input from both the community and stakeholders is advised.

Cultural Arts Center

The formation of a cultural arts center nonprofit is feasible but building a stronger arts community is advised. Efforts could go into community engagement in order to build or further build a group of arts stakeholders. It is also recommended that a strategic plan be developed that includes a strong fundraising campaign. While rehabilitating the building is important, it is important to achieve fiscal sustainability for the future of the organization.

Housing Shelter

Students recommend adopting an affiliate program such as an Interfaith Hospitality Network or a Tiny Home Village. It is believed that Redmond could benefit with a partnership with the Family Promise Program or SquareOne Villages.

Notes

1. A community foundation is a tax exempt, non-profit, publicly supported philanthropic organization with the long term goal of building permanent, named funds, for the broad-based public benefit of the residents in a given area.
2. <https://www.irs.gov/Charities-&-Non-Profits/Charitable-Organizations/Donor-Advised-Funds>
3. http://www.schwabcharitable.org/public/charitable/donor_advised_funds/fees_and_account_minimums
4. Renz, David O. (2007). Nonprofit governance and the work of the board. Accessed at <http://bloch.umkc.edu/mwcnl/resources/documents/overview-nonprofit-governance.pdf> May 9, 2016.
5. Howard Berman, Making a Difference: The Management and Governance of Nonprofit Enterprises (Rochester: CCE Publications, 2010) 409.
6. <http://www.idealists.org/info/Nonprofits/Gov1#One>
7. <https://www.longbeachcf.org/>
8. Howard Berman, Making a Difference: The Management and Governance of Nonprofit Enterprises (Rochester: CCE Publications, 2010) 126.
9. John M. Bryson, Strategic Planning for Public and Nonprofit Organizations (San Francisco: John Wiley & Sons, Inc., 2011) 46.
10. Cullinane, Mollie. (2012) Nonprofit Law Basics: What Is The Difference Between Nonprofit Articles of Incorporation and Bylaws? Cullinane Law Group, accessed at <http://cullinanelaw.com/nonprofit-law-basics-what-is-the-difference-between-nonprofit-articles-of-incorporation-and-nonprofit-bylaws/>
11. U.S. Department of the Treasury, Internal Revenue Service. (Feb. 2016). Tax-Exempt Status for Your Organization, Publication 557. Accessed at <https://www.irs.gov/pub/irs-pdf/p557.pdf>
12. S. Department of Treasury, Internal Revenue Service. Form SS-4. Accessed at <https://www.irs.gov/pub/irs-pdf/fss4.pdf>
13. The term family justice often covers domestic violence, sexual assault, and child and elder abuse. The stakeholders interviewed in this report cover mainly domestic violence and child abuse.
14. Glen Price Group, "County of Sonoma Family Justice Center Feasibility Study," Family Justice Center Alliance, 2010. <http://www.familyjusticecenter.org/file-library/business-plans-feasibility-studies-sonoma-county-fjc-feasibility-study-glen-price-group-03-10-pdf/>
15. Office on Violence Against Women, "The President's Family Justice Center Initiative Best Practices," United States Department of Justice, February 2007, https://www.justice.gov/archive/ovw/docs/family_justice_center_overview_12_07.pdf.
16. Ibid.

17. Casey Gwinn, Gael Strack, Susan Adams, Rebecca Lovelace, and Deborah Norman, "Family Justice Center Collaborative Model," *Saint Louis University Public Law Review* 27 (2007).
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APPENDICES

Community Foundation

Appendix A. Case Studies

Appendix B. Articles of Incorporation

Appendix C. Sample Board Bylaws

Appendix D. Sample Board Policies

Appendix E. Job Descriptions

Appendix F. Resource List

Family Justice Center

Appendix G. Sample Budgets

Appendix H. Co-Location

Cultural Arts Center

Appendix I. Forming a Nonprofit, a Toolkit

Appendix J. Establishing a Board of Directors

Appendix K. Organizational Structure

Appendix L. Fundraising Plan and Recommendations

Appendix M. Case Studies

Appendix N. Logic Model

Housing Shelter

Appendix O. Tiny House Details

Appendix P. Family Promise Details

Appendix Q: Forming a Nonprofit Organization

Appendix R: Financial Details

Appendix A: Case Studies

La Mirada Community Foundation

<http://www.cityoflamirada.org/departments/community-services/community-foundation>

Steve Jones

City Councilor, City of La Mirada, 1999-2015

smjljones@ca.rr.com

Mission and Activities

La Mirada Community Foundation's (LMCF) mission is “to Improve the quality of life in La Mirada by supporting services and programs meeting the social, physical, developmental and recreational needs of local residents.” Their activities include supporting scholarships, historical preservation, an aquatics center, senior programs, and programs that support the overall community. The foundation raises much of its funds through a community carnival and golf tournament.

About the Area

La Mirada, CA is located in southeast Los Angeles County, and is known as a “gateway city” because of its proximity to Los Angeles. The population in 2013 was recorded as about 49,000 people, and the median income was nearly \$80,000 that same year.⁵ The city councilor interviewed said La Mirada is “about as middle-class as you can get.” The politics tend to be conservative, and the city is mostly residential with small shopping areas. Biola University, an evangelical Christian college, is the largest employer with almost 1,400 employees.⁶

Financial Information

LMCF’s total assets were about \$184,000, and the foundation received about \$76,000 in contributions and grants in 2015.⁷ The Foundation holds annual events that raise funds for area groups and programs. The city manages the foundation's holdings, mostly through low-yield, safe investments. Operating expenses are quite minimal, because most of the administrative work is done by officers who are city staff. The city’s budget allocates a small portion of each officer’s work week towards the community foundation, so management of the foundation is part of their workload as city employees.

Structure

Because of built-in administrative support from the city and an active board, LMCF has no need for a paid executive director or staff.

The board of directors oversees the community foundation, with city representation on key positions. The board consists of 12 directors (called “directors” instead of “members” as explicitly stated in the bylaws), appointed by city council. Three of those 12 must be city staff: The city manager acts as board president, the city manager’s secretary acts as the board secretary, and the city financial manager acts as the treasurer. Of these three, the only voting director is the city

⁵ <http://www.city-data.com>

⁶ https://en.wikipedia.org/wiki/La_Mirada,_California

⁷ As disclosed on Form 990, available at <http://www.guidestar.org>

manager/board president, most likely to avoid awkward situations given the employer-employee relationship and conflicting votes. These three city staff directors must serve on the board for four years, and the other nine directors serve for two years.

Benefits and Challenges of This Structure

The city councilor interviewed sees this structure as very beneficial. While city representation on the board is 25% of key directorship, there is only one voting member. The fact that this 25% serves for four years instead of two ensures continuity in decision-making, while balancing the voting power towards mostly non-city staff (the other nine directors). He noted that the only challenge is getting good volunteers.

Founding

LMCF was formed in 1999 to serve as a tool to fund city-based projects, while providing tax deduction for their support of the projects. The amount of seed funding is unknown.

Advice and Best Practices

The city councilor interviewed stated that creating buy-in is a crucial ingredient to creating a community foundation. Ways of doing this include getting someone involved with the city that is passionate about the idea of a community foundation, as well as communicating clearly why it's beneficial to community. Having the right person with good communication and marketing skills as an advocate will go a long way in creating a strong community foundation.

Long Beach Community Foundation

www.longbeachcf.org

Marcelle Epley, President and CEO

(562) 435-9033

Marcelle@longbeachcf.org

Mission and Activities

The mission of Long Beach Community Foundation (LBCF) is to “initiate positive change for Long Beach through charitable giving, stewardship and strategic grant-making.” Their vision is as follows: “We strive to be the preeminent steward of endowments serving the needs of Long Beach in perpetuity.”³ They work to serve just the greater Long Beach area through funding the works of various philanthropy and nonprofits.

About the Area

The city of Long Beach, California has a population of about 470,000, as recorded in 2014⁴, which has increased 2.6% since 2000. It is the most southern city in Los Angeles County and had a diverse population in terms of ethnicities, incomes and professions. Their median household income is approximately \$52,000 in 2013, which is up from \$37,000 in 2000. This increase of income along with the increase of population may reflect growth that Redmond, OR could expect over the coming years.

Financial Information

LBCF’s net assets are currently about \$27 million and looking to grow to \$35 million in the next 2-3 years, which will allow them to be fully self-sustaining. They work mainly through a large endowment, Knight Foundation Endowment. Operating costs are about \$300,000 a year. They have contracted out their finances to a group called Horizons, which is based in Kansas. By allowing another entity manage their money, LBCF feels they have saved money to invest in local nonprofits.

Structure

LBCF has a 13-member board of directors and 3 staff members, including their CEO, Vice President and Office Coordinator. The CEO is responsible for growing the organization, working on marketing and keeping the finances and strategies on the right path. The Vice President works on the administrative duties and the day-to-day tasks in order. The Office Coordinator works on the paperwork and filing, along with their presence on social media.

Founding

LBCF was founded in 1996. A meeting was called by the California Community Foundation (CCF) which included a group of high-profile businessmen and women in the Long Beach area to discuss the creation of a community foundation in the city of Long Beach. The first \$35,000 was pledged during this meeting and it was put into motion to begin LBCF. LBCF was an affiliate of CCF at first

³ <https://www.longbeachcf.org/>

⁴ <http://www.city-data.com/city/Long-Beach-California.html>

to help themselves define their structure and board. Over the next 10 years they grew to \$6 million, which is when they were able to spin off to their own community foundation and 501(c) (3) status.

Advice and Best Practices

LBCF found that a common problem for them is that many different nonprofits and community foundations are looking to request the same money. This can be difficult particularly when looking for funds to assist in operation costs and programmatic costs. This is common throughout the nonprofit sector.

As far as LBCF's granting, they like to invest in many different groups to spread their support. Currently they are interested in collaboration grants, which promote partnerships throughout the city. After twenty years, LBCF's advice for new community foundations is to be sincere and connected to the community that they serve. Being genuine and patient will make you more reputable with the nonprofits you are trying to serve. Also, ensure you have a diverse flow of income when you start. This will ensure you're stability if one income falls out or a grant does not go through. Likewise, give out smaller grants to more organizations. This will allow you to reach more community members and build relationships. They also recommend starting slow and incrementally, keep the public's trust and ensure your board is engagement and ready to give both time and money.

Crook County Foundation

<http://crookcountyfoundation.org>

Kara Snider

Executive Director

kara@crookcountyfoundation.org

541-280-4097

Mission and Activities

Crook County Foundation's (CCF) mission is "to support the attainment and improvement of education, to initiate and support charitable activity and to promote the development of leadership, primarily within Prineville and Crook County." CCF provides college scholarships and supports educational improvement, community leadership development, and arts and cultural opportunities.

About the Area

With a population of about 27,000, Crook County is a rural county with small towns but big ideas. The City of Prineville has developed a plan for structural growth, representing some forward-thinking to benefit the community. Crook County has passionate people who work to make things happen. It's a gorgeous place to live with ample recreational opportunities all around, and the county attracts construction jobs to the area. However, as with all small communities, it's a few people who do the most work, and Crook County is at a place where they need to bring the younger generation up to be a productive part of the community. When asked about the biggest challenge in her area, the Executive Director points to the lack of jobs for young, motivated professionals. CCF works hard to provide scholarships for students so they can make the most of themselves, but they don't have a large return of those individuals returning to their community. Poverty is everywhere, including in Crook County, and that stereotype easily infiltrates the fabric of their community, making it seem like a less-than-desirable place to be.

Financial Information

According to the 2014 Form 990, Crook County Foundation carries assets of about \$1,000,000. The Executive Director manages investments with the help of the treasurer. CCF invests endowment funds with the Oregon Community Foundation to ensure philanthropic contributions will serve Crook County and its residents into perpetuity.

Revenue in that same year was \$255,000, most of which was from contributions and grants, and operating expenses were about \$117,000. The proportion of grants versus donations varies from year to year, but overall, it's about 50/50. In some years, the foundation applies for local grants to cover expenses of events they hold (What's Brewing and Picnic in the Park). The foundation does not seek many grants to run itself.

CCF does not do much fundraising; it has been a topic for years, but the foundation currently doesn't have the staff or the skillset on the board to do it well. The annual giving program is minimal, consisting only of a reply envelope in the annual report for personal donations. When

CCF holds special events, they seek donations from local businesses and local grants (which include the Crook County Cultural Coalition which gets its funds from the Oregon Cultural Trust).

Much of CCF's funding comes from many partnerships. The Oregon Cultural Trust funnels funds through the County to CCF annually to support local arts and cultural activities. A Secret Santa program has been supported by Facebook. Another program called the Generocity Project started with church groups holding bake sales and yard sales to pool money, then donated it to CCF to help local people in need; now those funds are available in all four elementary schools in Crook County to give needed supplies such as coats, shoes, toothbrushes, and eyeglasses to kids who need them. Prineville Economic Promotions is a group of Prineville business owners who pooled funds and donated them to CCF to improve the quality of life for the community, funding improvements to public assets like the fairgrounds, a museum, and a 4-H club. The Ford Institute Leadership Program (backed by the Ford Family Foundation) funds trainings for individuals which culminate in a class project that benefits the community.

Structure

CCF's board consists fourteen members: five appointees representing CCF's five founding partners, and nine other members from the community. The County provides some support for the Foundation, in the form of board representation by a county commissioner, a yearly contribution of \$1,000 (used for operating costs), and presentations by county employees at a weekly event called "What's Brewing" that serves as a way for citizens to keep up on County projects and plans.

CCF is currently discussing their ideal mix of skillsets for the board, and will be holding a board retreat soon to address this very issue. They have discussed the need for people with interest in donor development and retention, fundraising, special events planning, finances, scholarship cultivation and administration, and people with musical connections.

CCF is staffed by one part-time employee, the Executive Director (.5 FTE), who administers day-to-day operations and manages investments, along with the help of the treasurer.

Benefits and Challenges of This Structure

CCF enjoys the balance of appointed board reps with community board members. The five appointed board reps provide stability and keep the foundation informed about what's happening in the community, while the nine community members gives the foundation the freedom to cultivate directors as necessary, based on the changing needs of the foundation.

However, the need for more staff support has become obvious, given the size of the organization and variety of duties that the must ED manage, and the board and ED are currently determining solutions. They are looking into transferring bookkeeping duties from the ED to foundation's accounting firm, as well as dividing the duties such as administrative versus donor development. CCF is also in conversations about whether the board should be advisory versus active.

Founding

CCF was founded in 1998 by five public organizations: City of Prineville, Crook County, Prineville-Crook County Chamber, Crook County School District, and Crook County Parks & Recreation. This partnership was born out of two needs: (1) to develop community leaders to fill vacancies in elected office, and (2) to encourage more young people to go to college. Within a few years, a leadership program was developed, and individuals and their employers paid tuition to attend, which covered program expenses. Additionally, a local business owner contributed the first scholarship endowment, which was then invested with the Oregon Community Foundation.

The board was a working one, which developed programs and organized committees to oversee them. The local Chamber of Commerce contributed administrative support. No seed money was necessary. After about five years, the Chamber could no longer provide management, and board members contributed funds to pay for a part-time staff.

Advice and Best Practices

As the Executive Director interviewed is relatively new in her position, she says she lacks the perspective for giving advice. However, she knows CCF has morphed over time to grow with the needs of the community and sees this as a good thing. She views CCF as an organization that does not create new things on its own, but facilitates projects and acts as the fiscal agent to others can make their visions a reality without getting mired down in the paperwork and tracking that comes with running a nonprofit.

Pleasant Hill Community Foundation

<http://phcommunityfoundation.org>

Giles Miller, Board President

925-878-9511

phcommunityfoundation.org@gmail.com

Mission and Activities

The mission of Pleasant Hill Community Foundation (PHCF) is “to strengthen community organizations, build endowment funds to meet ongoing and future needs and offer flexible tax-deductible options for giving at all levels.” Through its annual granting program, PHCF has provided past funding of Sprayground at Pleasant Hill Aquatic Park, lights at a community tennis court, renovation of a community pool, a playground at the city park, and tiles at City Hall. The foundation also supports social services, senior care, and people with disabilities. Historically, the foundation also raised funds for education and the local library, but now there are separate community foundations for those causes. Consequently, PHCF has had to compete more for gifts, given the additional foundations that vie for local support.

About the Area

The city of Pleasant Hill has a population of about 34,000, as recorded in 2013. It is considered a bedroom community to San Francisco, but it’s becoming increasingly hard to commute between the areas, given increased traffic. Pleasant Hill lies at a crossroads of San Francisco’s public transit system (BART) and interstates. The schools and parks are considered of quality, and the income level is middle- to just above middle-class. There are no millionaires, but people are comfortable.

The biggest challenge for PHCF is competition for donations and differentiating their foundation from all the other nonprofits in a small location. The board president is a development director by trade and, as such, he is currently focusing on planned giving and marketing as his biggest priorities. One of his marketing strategies is upholding PHCF as the center giving point - “give us \$10 instead of giving 10 groups \$1,” an approach which amplifies giving.

Financial Information (figures per 2013 Form 990)

PHCF’s net assets in 2013 were about \$409,000. Assets are held and managed in a sub-fund at East Bay CF - a bigger organization than PHCF with capacity to manage other foundations’ funds. In the same year, grants & donations totaled about \$151,000, and investment income was about \$36,000. Operational expenses are very minimal, since it’s an all-volunteer organization. They pay about \$2,000 per year for mailing supplies, a post office box, and small retainer for an independent association to run things like the website and donor contacts.

Structure

The community foundation is governed by a working board of about 12 people: 10 active and 2-3 emeritus who are able to contribute a lot as they’re retired. The board has consisted of the same 12 people for past five-six years. The president started two years ago, and is working on bringing some

new people on. Board members rely on personal networks to attract volunteers when the workload is higher.

There is no paid staff on the board, as the organization is all volunteer-run. The bylaws are general in nature, consisting basically a restatement of the mission and vision. PHCF's relationship with the City of Pleasant Hill is through the Parks and Rec Department, since many of the foundation's projects are related to that area. PHCF is a separate 501(c)3, and has no formal oversight by the city, however, they have two city staff serve as board members.

Founding

PHCF was founded in 1987 with about \$2,000. In early 2000 or 2001, they realized the assets had grown to the point of needing professional management, so they put them into a sub-fund at East Bay CF.

The growth of the initial funding from \$2,000 to a current asset balance of \$409,000 is not due to a big campaign or major gifts. Rather, it reflects a combination of assets from other agencies that have partnered with PHCF and housed their endowments with them. PHCF's own funds are modest, in the \$100,000 range.

Advice and Best Practices

When asked for advice, the board president recommends the following:

Unless you're in the half-million dollar range of seed money, don't start your own 501(c)3. There are growing pains, it's costly (unless you have professionals do the work pro-bono), and it takes nine months or longer to get approval back from IRS. If small, start out by partnering with another foundation - community or private, such as Bank of America or Charles Schwab - through a donor-advised fund or a different organization such as Rotary as a fiscal sponsor for specific projects. The benefit of this is that your money is safe, invested well, and reported on timely and accurately through quarterly reports. Once you've grown to where you want to be, grant your funds to yourself once you've formed your own 501(c)3.

If you go ahead with creating a separate 501(c)3, create a vehicle for planned giving and market yourself well to seniors, because a legacy gift can be transformative. Couch the planned giving as a legacy - "Redmond Today, Redmond Tomorrow."

When putting your board together, consider the following composition as an ideal skillset:

- 3 business people
- 2-3 financial professionals
- City employees such as park director
- 1 parent
- Mix of engaged citizens with the following traits:
 - Experience in for-profit and nonprofit organizations
 - Mid-career and retirement age

- 0 Young adults who are a son/daughter of past board members
- 0 Members from the faith community for their perspectives and good connections

In addition, meet once per month so it's not too cumbersome.

Richmond Community Foundation

<http://www.richmondcf.org/>

Jim Becker, Executive Director

510-234-1200

jbecker@richmondcf.org

Mission and Activities

The mission of Richmond Community Foundation (RCF) is to “harnesses the power of philanthropy to build healthy, sustainable communities throughout Richmond and Contra Costa County. [They] provide the leadership to effectively engage those who wish to create positive change, and leverage the assets necessary to make this change possible.” RCF focusing on five main areas when granting to nonprofits in Contra Costa County: quality education, economic development, the physical environment, health, and public safety. Other than granting money to a variety of nonprofits, RCF focuses on three goals as an organization: donor investment, nonprofit building capacity, and constantly testing new ideas and strategies. They continue to work through a variety of programs to fulfill their mission and increase their success in their goals for the organization. One way is through their Social Impact Bond program⁸. It is programs like these that set Richmond apart from its surrounding, more affluent areas . Through its annual granting program, PHCF has provided past funding of Sprayground at Pleasant Hill Aquatic Park, lights at a community tennis court, renovation of a community pool, a playground at the city park, and tiles at City Hall. The foundation also supports social services, senior care, and people with disabilities. Historically, the foundation also raised funds for education and the local library, but now there are separate community foundations for those causes. Consequently, PHCF has had to compete more for gifts, given the additional foundations that vie for local support.

About the Area

The city of Richmond California has a population of about 107,000, as recorded in 2013.⁹ It is set Silicon Valley, surrounded by larger cities with higher median incomes. One of the challenges for RCF, as they grew, was setting themselves apart from the larger counties, such as Silicon. However, over time, they have made partnerships and alliances with these areas and now are respected for being the “boots on the ground” and often receive grants from the larger community foundations in the area. The median income of households from 2010-2014 was approximately \$54,000.¹⁰

Financial Information

RCF’s net assets are currently about \$14 million. However, two years ago they were at \$1.5 million. This increase of assets was initiated by the new Executive Director, Jim Becker, and his ability to set up strategic partnerships with surrounding community foundations and engagement with money-making projects in the area. Operating costs are about \$900,000 a year, and they have invested in

⁸ <http://www.richmondcf.org/news/item/129-december-2015>

⁹ United States Census Bureau, UN data

¹⁰ www.census.gov/quickfacts/table/PST045215/0660620

some property assets as a buffer. Through money generating programs, such as the Social Impact Bond, they are able to keep a consistent income flow to the community foundation.

Structure

The community foundation is governed by a working board of about 15 people. These board members are both members of the community and those outside of the community. This is seen as important because they want to continue to have support of surrounding areas. They also have 12 total staff members.

Founding

RCF was founded in 2000 as the Richmond Children's foundation, which was started to support a charter school in Richmond, California. Its inception was initiated by an environmental disaster that required legal action by the city. After all settlement dollars were allocated, there was nearly \$12 million left, which were used to start a community foundation.

Advice and Best Practices

Like Redmond, Richmond is a smaller community surrounded by larger, more affluent populations. They were very aware of this when beginning the community foundations and therefore used it to their advantage. By making partnerships with the adjacent communities, RCF is seen as a way to reach the community "on the ground". They can work with smaller nonprofits and see what is happening at the community-level which is not always the case for larger community foundations. Also, through a variety of programming, Richmond has created nonprofit building classes and seminars to ensure their clients are able to manage the money that is being allocated to them through the foundation.

In addition, Richmond felt that they grew too fast in the beginning days. They "put the horse before the cart," and had infrastructure far before they were ready to manage it. They felt that by taking it slower, they would have been able to better assess the community and its needs to better address them. This would have also saved them a lot of money.

Orcas Island Community Foundation

<http://oicf.us/>

Hilary Canty, Executive Director

360-376-6423

hilary@oicf.us

Mission and Activities

The mission of Orcas Island Community Foundation is to “foster philanthropy to enhance and preserve the quality of life on Orcas Island.”¹ As Hilary Canty (Executive Director) details, the foundation works to support the island community through issuing grants to community organizations and projects, and through nonprofit advising services. The foundation supports local nonprofits and encourages their growth and sustainability through board advising, investment, management, assessment, and capacity building. OICF, along with community nonprofits, triage community needs and focus resources to address those needs.

About the Area²

Orcas Island is a small community of just under 5,000 people across 58 square miles in Washington State. A small group of donors pooled together their resources to create a community foundation. In 1995 with \$100,000 Orcas Island Community Foundation (OICF) was formed.

Presently the community triage has drawn attention to affordable housing concerns within the community. Particularly for rentals, OICF and others are working to build rentals and advocate for zoning changes specific for low-income housing. Additionally, OICF is committed to community social services; access to dental, physical, and mental health which are not equitably distributed. OICF has invested \$25,000 the past two years for a dental van partnership and will expand to a community resources center this year. Hilary states “we are very responsive to community needs.”

Financial Information

The community foundation has \$12M in assets under management with both long-term and short-term fund investment management for 27 donor advised funds. Last year OICF doubled in size with a large contribution from the passing of one of their original founders. Additionally, the day of this interview Hilary was informed of yet another founder’s passing and subsequent donation to the foundation. In short OICF has \$1.2M as unrestricted gift, \$78,000 in endowment, \$200,000 in board discretionary funds, and another \$1.2M of other nonprofit funds under management.

OICF has \$200,000 in operational expenses which has been growing, yet Hilary indicates this is because they are doing more work with increasing fund size. The foundation earns approximately \$26,000 in administration fee from fund management which directly supports one FTE. They offer competitive wages, no insurance, but a simple IRA for staff with a three percent match.

In order to keep the growth for the foundation and support staff, OICF created a program called Cornerstones. This is an annual contribution of \$1,000 or more to the foundation from community

¹ Orcas Island Community Foundation website: <https://oicf.us/about-2/>. Retrieved on April 29, 2016

² All details regarding OICF were collected during Kea Cannon’s telephone interview with Hilary Canty on April 14, 2016.

members. In addition to this program, OICF still sends out appeal letters to any individual or family that has made a contribution within the last five years. While appeal letters only generate \$10,000 a year, these letters also function as marketing for the foundation.

Structure

OICF still operates with a volunteer board of directors, but they now have an Executive Director (1 FTE), Financial Administrator (.5 FTE), and an Assistant Director of Communications and Program Services (.5 FTE) to help manage the foundation (*see attached job descriptions*). Additionally, OICF contracts ten hours a week for IT work in support of the foundation. The board of directors presently consists of 15 members (up to 20 possible members) from the community. Additionally, OICF has 40 people who serve on other committees including: grants, governance, development, capacity building, needs assessment, investment, and a finance committee. All are volunteer members with no term limits.

Founding

The original endowment was invested through the Seattle Foundation as the OICF fund for 17 years – finally moving their funds under their own management in 2012. As Hilary explained, it was helpful to not incur administrative costs early on. The first ten years OICF had an all-volunteer board of directors with the goal of growing the endowment to a size where the foundation could begin issuing grants. Ten years in, OICF decided it either needed to grow the fund or close it. The board issued calls for donations where seven families committed to donating \$5,000 a year for three years in order to support hiring an Executive Director. Now, OICF has \$12M, operates on their own with 2.0 FTEs supporting their community.

Advice and Best Practices

Hilary's one piece of advice for creating a community foundation is to have patience. It takes time; do not give up as this is a very slow process. Allow ten years to fully grow a foundation. Hilary states "Our investing with a larger organization allowed us to focus on how we want to grow the foundation – this was brilliant." Networking is another piece of advice Hilary presented, stressing that as a community of foundations each can learn from the different goals, approaches, histories, and results. If the City of Redmond is unsure if a community foundation is the right move, Hilary explains test it out. Pool \$5,000 and run a mini grants process, evaluate how this went. This will allow the city to practice the complexity of the situation. If it goes well with great community response, then you have your jump-start. If not, then no harm no foul and the city can return to other areas of focus.

Community Foundation for Crawford County

<http://www.cfcrawford.org>

Lisa Workman

President

lisa@cfcrawford.org

419-562-3958

Mission and Activities

The Community Foundation for Crawford County's (CF4CC) mission is to act as a catalyst, working to enhance the quality of life for all residents of Crawford County by:

- Offering a flexible vehicle that assures donors' charitable interests and goals are realized.
- Offering support (financial, expert/technical assistance) in response to emerging community needs.
- Standing ready to partner with community organizations and collaboratives in support of promising innovations.

About the Area

Crawford County is a rural farming community of 40,000 residents in North Central Ohio. According to the US Census, the median household income in Crawford County in 2015 was \$41,377, substantially lower than the nation's median of \$53,482. The population in Crawford County is in decline, and while the percentage of people with a high school diploma is slightly higher than the national average, those with a bachelor's degree are substantially lower, 12.6% in Crawford County vs. the US average of 29.3%.

Financial Information

According to their 2014 annual report, CF4CC manages \$14 million in assets. Revenue in that same year was \$1.24 million, mostly from contributions and investment income. Considering the assets under management, operating expenses were very low at \$157,954 - half of which were salary and benefits, and the other half a range of regular expenses, including fundraising.

CF4CC's endowment has grown steadily from \$250,000 at its start in 1984, but after their previous Executive Director retired in 2013, the board decided to focus more aggressively on development and hired a seasoned manager and fundraising professional in Lisa Workman, who previously served in executive roles with the American Heart Association and American Cancer Society. In one year, she tripled CF4CC's fundraising totals from \$241,842 to \$709,443.

Structure

The Board of Trustees operated the CF4CC for many years before hiring a part-time executive director. The foundation now has a one full-time Executive Director, and three part-time administrative employees who collectively work approximately 40 hours a week, or 1 FTE.

CF4CC's board currently consists of 12 members: four officers, and eight at-large members. All but four Trustees have a specific designation and function, like a lawyer and accountant, who and provide advice to services for the organization which have a dramatic effect on keeping expenses very low. Also, in order make sure they are good community partners, CF4CC always has at least one member on the board who is affiliated with the United Way.

Currently, there is no giving requirement for the Board of Trustees, but Workman has been working toward making a giving requirement part of the job description. Workman has also been working to get the board more actively involved in fundraising and donor stewardship.

Benefits and Challenges of This Structure

CF4CC board structure seems to be working well for the organization. Adding a professional fundraiser who has extensive board management experience has seemingly revitalized the trustees, and the community alike.

The trustees clearly did a very good job running the foundation as volunteers for many years after its launch. As the foundation grew, the Board of Trustees recognized additional resources were needed, and hired a part time Executive Director. While the trustees have recently elevated the ED position to a full-time employee, the need for more staff support has become obvious considering the recent growth of the foundation.

Founding

The CF4CC was created in 1984 after the Timken Foundation, the Timken Company's corporate foundation, offered a \$100,000 challenge gift to the community if they could raise \$100,000. The community responded by raising \$150,000, for a total of \$250,000 in initial funding.

Advice and Best Practices

The Executive Director has worked for some very prestigious and large organizations, and she said that the ED role at CF4CC is the very best job she has ever had. She is clearly loved by her board members, and has had tremendous success in raising money for and the profile of her organization. Given the above and based on our training and experience in the field, CF4CC is likely very much at risk of losing their ED because the role pays very little considering the scope of responsibility.

Compounding that fact, other than vacation and sick leave, CF4CC provides no other benefits.

It is clear the Board of Trustees is functioning very well, and the ED is developing the group for further success. Given that in the past, the board has been responsive to the needs of the organization; our hope is that the board will address the salary situation for the ED, and help set their organization up for success for many years to come.

Appendix B: Articles of Incorporation

ARTICLES OF INCORPORATION
OF
(name of organization)

I

The name of this corporation is _____.

II

- A. This organization is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for charitable purposes.
- B. The Specific purposes for which this corporation is organized include, but are not limited to: [the preservation and management of parkland and delivery of programs for scientific, historic, educational, ecological, recreational, agricultural, scenic or open space opportunities.]

III

The name and address in the State of [eg. California] of this Corporation's initial agent for service of process is:

Name _____

Address _____

COMMENT: Section III indicates to the Secretary of State and other interested parties the name of the person to whom legal documents must be sent. The initial agent is usually one of the initial directors of the corporation. If the corporation has established a principal office, this address should be listed as the agent's address. Otherwise, the agent's home address is acceptable.

IV

- A. The corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.
- B. Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on (1) by a corporation exempt from federal income tax under Section 501 (c)(3) of the Internal Revenue Code or (2) by a corporation contributions to which are deductible under Section 170(c)(2) of said Code, or the corresponding provisions of any future statute of the United States.
- C. No substantial part of the activities of this corporation shall consist of carrying on propaganda or otherwise attempting to influence legislation; nor shall the corporation participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

V

The names and addresses and office held of the persons designated to act as the initial Board of Directors of this corporation are: [List their names and addresses. Most states require a minimum of three Board Members/ Officers for incorporation purposes.]

VI

- A. The property of this Corporation is irrevocably dedicated to charitable purposes and no part of the net income or assets of the corporation shall ever inure to the benefit of any director, trustee, member or officer of this corporation, or to any private person.

of, or provision for payment of, all debts and liabilities shall be distributed to a governmental

entity described in Section 170(b)(1) (A)(v) of the Internal Revenue Code, or to a nonprofit fund, foundation, or corporation which is organized and operated exclusively for charitable purposes, which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code, and which is qualified to receive "qualified conservation contributions" within the meaning of Section 170(h) of said Code, or the corresponding provisions of any future statute of the United States.

- C. In the event of a liquidation of this corporation, all corporate assets shall be disposed of in such a manner as may be directed by decree of the superior court for the county in which the corporation has its principal office, on petition therefore by the Attorney General or by any person concerned in the dissolution, in a proceeding to which the Attorney General is a party.

IN WITNESS WHEREOF, the undersigned, being the Incorporators of [name of nonprofit] and the initial directors named in these Articles of Incorporation on _____, 20__.

INCORPORATORS

[signature]

[typed name], Incorporator

[signature]

[typed name], Incorporator

DIRECTORS

[signature]

[typed name], Director

[signature]

[typed name], Director

[signature]

[typed name], Director

COMMENT: The minimum actual number of Incorporators and the number of Directors depends on your state's non profit incorporation requirements that can be obtained from the Secretary of State or known to law offices or published in non profit guidebooks.. It is advisable to have at least three directors.

Also note that if the initial directors are named in the Articles of Incorporation, it is not necessary to have incorporators. However, having both incorporators and initial directors may be advisable if the nonprofit wishes to demonstrate broad community support.

Remember that any incorporators and all named directors must sign the Articles of Incorporation,

as provided for above, and must also acknowledge having signed the Articles. This acknowledgement must be a separate form from the body of the instrument (see sample declaration below).

DECLARATION

We are the persons whose names are subscribed below. We collectively are all of the incorporators of _____ [name of nonprofit]_____ and all of the initial directors named in the Articles of Incorporation, and we have executed these Articles of Incorporation. The foregoing Articles of Incorporation are out act and deed, joint and severally.

Executed on _____, 20____,

at _____, [city and state]

We, and each of us, declare that the foregoing is true and correct.

[signature]

_____ [typed name],
Incorporator

[signature]

_____ [typed name],
Incorporator

[signature]

_____ [typed name], Director

[signature]

_____ [typed name], Director

Note: Information adapted from "The Non-Profit Primer: A Guide Book for Land Trusts", a publication of the State Coastal Conservancy. Second Edition, 1989

Appendix C: Sample Board Bylaws

Bylaws of Orcas Island Community Foundation

February 14, 2011

TABLE OF CONTENTS

ARTICLE I. PURPOSES..... 1

ARTICLE II. MEMBERSHIP 1

ARTICLE III. BOARD OF TRUSTEES 1

 Section 3.1 General Powers..... 1

 Section 3.2 Number, Election and Term..... 1

 Section 3.3 Committees 1

 Section 3.4 Resignation or Removal 2

 Section 3.5 Vacancies 2

 Section 3.6 Nepotism 2

 Section 3.7 Active Alumni Trustees..... 3

ARTICLE IV. MEETINGS OF BOARD OF TRUSTEES 3

 Section 4.1 Annual Meeting..... 3

 Section 4.2 Regular Meetings 3

 Section 4.3 Special Meetings..... 3

 Section 4.4 Notice of Meetings 3

 Section 4.5 Consent to Electronic Notice..... 4

 Section 4.6 Quorum..... 4

 Section 4.7 Meetings Held by Telephone or Similar Communications
 Equipment 4

ARTICLE V. ACTIONS BY WRITTEN CONSENT..... 4

ARTICLE VI. WAIVER OF NOTICE 5

ARTICLE VII. OFFICERS.....	5
Section 7.1 Officers Enumerated.....	5
Section 7.2 President.....	5
Section 7.3 Vice President(s).....	5
Section 7.4 Immediate Past President.....	5
Section 7.5 Treasurer.....	6
Section 7.6 Vacancies.....	6
Section 7.7 Salaries.....	6
Section 7.8 Removal.....	6
 ARTICLE VIII. ADMINISTRATIVE AND FINANCIAL PROVISIONS.....	 6
Section 8.1 Variance Power.....	6
Section 8.2 Fiscal Year.....	6
Section 8.3 Loans Prohibited.....	6
Section 8.4 Corporate Seal.....	6
Section 8.5 Books and Records.....	7
Section 8.6 Amendment of Articles of Incorporation and Bylaws.....	7
Section 8.7 Rules of Procedure.....	7

**BYLAWS
OF
ORCAS ISLAND COMMUNITY FOUNDATION**

**ARTICLE I.
PURPOSES**

The corporation is organized and at all times is operated exclusively for charitable, scientific, literary, or educational purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), or any successor provision.

**ARTICLE II.
MEMBERSHIP**

The corporation has no members.

**ARTICLE III.
BOARD OF TRUSTEES**

Section 3.1 General Powers The affairs of the corporation are managed by the board of trustees, which is a self-perpetuating body. Subject to the Articles of Incorporation and these Bylaws, the board exercises all corporate powers and rights permitted by law to the trustees of a nonprofit corporation.

Section 3.2 Number, Election and Term(a) Number The number of trustees of the corporation is not less than nine (9) or more than twenty (20). The trustees, by amendment of these Bylaws, may increase or decrease the number of trustees, provided that no decrease in number has the effect of shortening the term of any incumbent or reducing the number of trustees to fewer than three (3).

(b) Trustees Trustees are elected at the annual meeting, or at any other time the board meets with a quorum, from a slate presented by the Governance Committee.

(c) Terms The usual term of office for a trustee is three (3) years. All terms begin at the close of the annual meeting at which the trustee is elected. The terms of all trustees are staggered so that the terms of no more than one-third (1/3) of the trustees expire in the same year. When a trustee is elected to fill a partial term, s/he completes that before being eligible for reelection to a second term. A trustee serves his/her term until no longer able, until voluntary resignation, or until removal from office by the board.

Section 3.3 Committees

(a) Formation; Composition Requirements The board of trustees, by resolution adopted by a majority of the trustees in office, may designate and

appoint committees of the board of trustees. Any such committee shall consist of two (2) or more trustees.

(b) Executive Committee The board of trustees annually appoints an Executive Committee consisting of the current officers. Committee chairs are welcome to attend as non-voting advisors. Except as limited by law or in the corporation's Articles of Incorporation or these Bylaws, the Executive Committee has all of the powers of the board of trustees between the meetings thereof.

(c) Governance Committee The Governance Committee is a standing committee of the board which is responsible for: (i) nominations to the board of trustees, (ii) presentation of a slate of officers at the annual meeting of the OICF, and (iii) ensuring that the board's governance and oversight practices are consistent current best practices.

(d) Limitations on Powers Other than the Executive Committee, all committees of the board are advisory only and do not have the authority to act on behalf of the board of trustees in the management of the corporation. No committee of the board of trustees, including the Executive Committee, has the authority of the board of trustees to amend, alter or repeal the Bylaws; elect, appoint or remove any member of any such committee or any trustee or officer of the corporation; amend the Articles of Incorporation; adopt a plan of merger or adopt a plan of consolidation with another corporation; authorize the voluntary dissolution of the corporation or revoke proceedings therefore; adopt a plan for the distribution of the assets of the corporation not in the ordinary course of business; or amend, alter or repeal any resolution of the board of trustees which by its terms provides that it not be amended, altered or repealed by such committee. The designation and appointment of any such committee and the delegation of authority to it does not operate to relieve the board of trustees or any individual trustee of any responsibility imposed upon it, him or her by law.

Section 3.4 Resignation or Removal A trustee may resign at any time during his or her term of office, which resignation is effective when presented, in writing, to the president of the corporation. A trustee may be removed for cause or without cause by a two-thirds (2/3) affirmative vote of all members of the board of trustees at any properly called meeting. A trustee may be removed without cause only after the trustee has been given ten (10) days' written notice of the intent to remove him/her and the trustee is given a reasonable opportunity to address the board before a vote is taken.

Section 3.5 Vacancies Any vacancy on the board of trustees due to death, disability, resignation, or removal or by reason of an increase in the number of trustees is filled by the board of trustees from a slate presented by the Governance Committee as provided in Section 3.3(c) above.

Section 3.6 Nepotism

Two people from the same household or immediate family may not serve on the OICF board at the same time. In addition, it is generally inappropriate for OICF to employ a

person from the same household or immediate family as a current board member, or to elect a board member from the same household or immediate family as a current employee.

Section 3.7 Active Alumni Trustees The board of trustees has, by resolution, created a class of non-voting Active Alumni Trustees. The board determines the qualifications for serving as an Active Alumni Trustee, determines the rights of such Active Alumni Trustees, and may appoint as Active Alumni Trustees such persons as the board of trustees in its discretion deems appropriate.

ARTICLE IV. MEETINGS OF BOARD OF TRUSTEES

Section 4.1 Annual Meeting The annual meeting of the board of trustees for the election of officers and trustees to succeed those whose terms expire, and for the transaction of such other business as may properly come before the meeting is held each year at the principal offices of the corporation or at such other place within the State of Washington designated by the board of trustees at a date and time to be fixed by the board of trustees, but no later than the last day of the fiscal year of the corporation.

Section 4.2 Regular Meetings The board of trustees by resolution may specify the date, time and place of regular meetings of the board of trustees, without notice other than such resolution.

Section 4.3 Special Meetings Special meetings of the board of trustees may be held at any place and time, whenever called by the president or any two (2) trustees.

Section 4.4 Notice of Meetings Notice of the time and place of any meeting of the board of trustees (other than regular meetings) is given by the secretary, or by the person or persons calling the meeting, by mail, electronic transmission, facsimile, telegram, or by personal communication over the telephone or otherwise, at least ten (10) days prior to the date on which the meeting is to be held. If mailed, such notice is deemed to be delivered when deposited in the United States mail, addressed to the trustee at his or her address as it appears in the records of the corporation, with postage prepaid. Notice provided in an electronic transmission to a trustee who has consented to such transmission is effective when it: (a) is electronically transmitted to an email address designated by the recipient for that purpose; or (b) has been posted on an electronic network (such as a listserv) and a separate notice of the posting has been delivered by mail, facsimile, or electronic transmission (pursuant to the recipient's consent) to the recipient together with comprehensible instructions regarding how to obtain access to the posting on the electronic network. Other forms of notice described in this section are effective when received. Attendance of a trustee at any meeting constitutes a waiver of notice of such meeting, except where the trustee attends a meeting for the purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted nor the

purpose of any meeting of the board of trustees need be specified in the notice or any waiver of notice of such meeting.

Section 4.5 Consent to Electronic Notice

Notice to trustees in an electronic transmission is effective only if such individual has: (a) consented in writing to receive electronically transmitted notices under the Washington Nonprofit Corporation Act; and (b) designated in the consent the message format accessible to the recipient, and the address, location, or system to which these notices may be electronically transmitted. A trustee who has consented to receipt of electronically transmitted notices may revoke the consent by delivering (by mail, facsimile, or electronic transmission) a revocation to the corporation. The consent of any trustee is revoked if the corporation is unable to electronically transmit two (2) consecutive notices given by the corporation in accordance with the consent, and this inability becomes known to the secretary of the corporation or other person responsible for giving the notice. The inadvertent failure by the corporation to treat this inability as a revocation does not invalidate any meeting or other action.

Section 4.6 Quorum

A majority of the trustees serving on the board at the time of the meeting constitutes a quorum for the transaction of business. The act of the majority of trustees present at a meeting at which a quorum is present is the act of the board of trustees. No business may be transacted without a quorum; provided however, that a lesser number in attendance at such a meeting may adjourn any meeting from time to time without further notice. At any meeting of the board of trustees at which a quorum is present, any business may be transacted, and the board may exercise all of its powers. A trustee who is present at such a meeting is presumed to have assented to the action taken at that meeting unless the trustee's dissent or abstention is entered in the minutes of the meeting or the trustee delivers (personally, or by mail, facsimile, or electronic transmission) his or her written dissent or abstention to such action to (a) the person acting as secretary of the meeting before the adjournment of the meeting or (b) the secretary of the corporation immediately after the adjournment of the meeting.

Section 4.7 Meetings Held by Telephone or Similar Communications Equipment

Members of the board of trustees or its committees may participate in a meeting of the board or such committees by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time and participation by such means shall constitute presence in person at a meeting.

ARTICLE V. ACTIONS BY WRITTEN CONSENT

Any corporate action required or permitted by the Articles of Incorporation or these Bylaws, or by the laws of the State of Washington, to be taken at a meeting of the

members or the board of trustees (or its committees) of the corporation, may be taken without a meeting if a consent in writing or in an electronic transmission, setting forth the action so taken, is executed by all of the trustees, or committee members entitled to vote with respect to the subject matter thereof. Such consent has the same force and effect as a unanimous vote and may be described as such. For purposes of these Bylaws, “executed” means (a) a writing that is signed; or (b) an electronic transmission that is sent with sufficient information to determine the sender’s identity.

ARTICLE VI. WAIVER OF NOTICE

Whenever any notice is required to be given to any trustee of the corporation by the Articles of Incorporation or these Bylaws, or by the laws of the State of Washington, a waiver thereof in writing or by electronic transmission executed by the person or persons entitled to such notice, whether before or after the time stated therein, is equivalent to the giving of such notice.

ARTICLE VII. OFFICERS

Section 7.1 Officers Enumerated

The officers of the corporation are the president, one or more vice presidents, one or more secretaries, a treasurer, and such other officers and assistant officers as may be deemed necessary by the board of trustees, each of whom is annually elected by the board of trustees, and serves until their successors are duly elected. Any two (2) or more offices may be held by the same person, except the offices of president and secretary. In addition to the powers and duties specified below, the officers have such powers and perform such duties as the board of trustees may prescribe. All officers must be trustees of the corporation.

Section 7.2 President

He or she exercises the usual executive powers pertaining to the office of president. He or she presides at meetings of the board of trustees and committees exercising any authority of the board.

Section 7.3 Vice President(s)

In the absence or disability of the president, the vice president acts as president. In the absence or disability of both the president and vice president, the immediate past president acts as president if the immediate past president’s term is still active.

Section 7.4 Immediate Past President

In the absence or disability of the president and vice president the immediate past president acts as president. The immediate past president serves on the Governance Committee.

Section 7.5 Secretary

It is the duty of the secretary to keep records of the proceedings of the board of trustees, to sign and execute with the president all deeds, bonds, contracts, and other obligations or instruments, in the name of the corporation, to keep the corporate seal, and to affix the same to proper documents.

Section 7.6 Treasurer

The treasurer has the care and custody of, and is responsible for, all funds and investments of the corporation and keeps or supervises regular books of account. The treasurer supervises deposit of all funds and other valuable effects in the name of the corporation in such depositories as may be designated by the board of trustees, and, in general, performs all of the duties pertaining the office of treasurer.

Section 7.7 Vacancies

Vacancies in any office arising from any cause may be filled by the board of trustees at any regular or special meeting.

Section 7.8 Salaries

The salaries of all officers and agents of the corporation, if any, are fixed by the board of trustees.

Section 7.9 Removal

Any officer elected or appointed may be removed by the board of trustees whenever in its judgment the best interests of the corporation will be served thereby.

ARTICLE VIII. ADMINISTRATIVE AND FINANCIAL PROVISIONS

Section 8.1 Variance Power

The Orcas Island Community Foundation Board of Trustees retains variance power by which it may modify any restriction or condition on the distribution of assets, if circumstances warrant.

Section 8.2 Fiscal Year The last day of the corporation's fiscal year is December 31.

Section 8.3 Loans Prohibited

The corporation makes no loans to any officer or to any trustee.

Section 8.4 Corporate Seal

The board of trustees may provide for a corporate seal which is inscribed with the name of the corporation, the year and state of incorporation and the words “corporate seal.”

Section 8.5 Books and Records

The corporation keeps at its registered office, its principal office in this state, or at its secretary’s office if in this state, the following: current Articles of Incorporation and Bylaws; correct and adequate records of accounts and finances; a record of officers’ and trustees’ names and addresses; minutes of the proceedings of the board, and any minutes which may be maintained by committees of the board. Records may be written or electronic if capable of being converted to writing. The records are open at any reasonable time to inspection by any trustee, or his or her agent or attorney, for any proper purpose at any reasonable time.

Section 8.6 Amendment of Articles of Incorporation and Bylaws

The corporation’s Articles of Incorporation and these Bylaws may be altered, amended or repealed by the affirmative vote of a majority of the trustees of the corporation. The trustees may take such action at any regular or special meeting.

Section 8.7 Rules of Procedure

The rules of procedure at meetings of the board of trustees of the corporation are the rules contained in Roberts’ Rules of Order on Parliamentary Procedure, newly revised, so far as applicable and when not inconsistent with these Bylaws, the Articles of Incorporation or with any resolution of the board of trustees.

CERTIFICATION

I, _____, being the Secretary of Orcas Island Community Foundation, hereby certify that the foregoing Bylaws were duly adopted on _____, 2010.

_____, Secretary

BYLAWS OF

LA MIRADA COMMUNITY FOUNDATION

(A California Nonprofit Public Benefit Corporation)

ARTICLE I

NAME

The name of this corporation is LA MIRADA COMMUNITY FOUNDATION.

ARTICLE II

OFFICES

SECTION 2.01. PRINCIPAL OFFICE

The principal office for the transaction of the activities and affairs of the corporation ("principal office") is located at 13700 La Mirada Boulevard, La Mirada, California 90638. The Board of Directors ("the Board") may change the principal office from one location to another. Any change of location of the principal office shall be noted by the Secretary on these Bylaws opposite this Section, or this Section may be amended to state the new location.

SECTION 2.02. OTHER OFFICES

The Board may at any time establish branch or subordinate offices at any place or places where the corporation is qualified to conduct its activities.

ARTICLE 111

PURPOSES AND LIMITATIONS

SECTION 3.01. PURPOSES

This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the California Nonprofit Public Benefit Corporation Law for charitable and public purposes. This corporation is organized exclusively for charitable purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law). Notwithstanding any other provision of these Bylaws, this corporation shall not, except to an insubstantial degree, carry on or engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation, and the corporation shall not carry on any other

activities not permitted to be carried on (i) by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law); (ii) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).

SECTION 3.02. LIMITATIONS

(a) Political activity. No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and this corporation shall not participate in or intervene in (including the publishing or distributing of statements in connection with) any political campaign on behalf of any candidate for public office.

(b) Property. The property, assets, profits and net income are dedicated irrevocably to the purposes set forth in Section 3.01 above. No part of the profits or net earnings of this corporation shall ever inure to the benefit of any of its Directors, trustees, officers, members (if any), employees, or to the benefit of any private individual.

(c) Dissolution. Upon the winding up and dissolution of this corporation, after paying or adequately providing for the payment of the debts, obligations and liability of the corporation, the remaining assets of this corporation shall be distributed to a nonprofit fund, foundation or corporation which is organized and operated exclusively for charitable purposes and which has established its tax-exempt status under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) or to the City of La Mirada.

ARTICLE IV

MEMBERSHIP

SECTION 4.01. NO MEMBERS

This corporation shall have no members.

SECTION 4.02. ASSOCIATES

The Corporation may refer to persons associated with it as "members" even though such persons are not members within the meaning of that term under Section 5056 of the California Nonprofit Corporation Law or any corresponding Section of any future California nonprofit corporation law. The corporation may confer by amendment of its Articles of Incorporation, some or all of the rights of a member, as set forth in the

California Nonprofit Public Benefit Corporation Law, upon any person or persons who do not have the right to vote for the selection of directors, on disposition of substantially all of the assets of the corporation, on a merger or on a dissolution, or on changes of the corporation's Articles of Incorporation or these Bylaws, but no such person shall be a member within the meaning of that term under Section 5056 of the California Nonprofit Corporation Law or any corresponding Section of any future California Nonprofit Corporation law.

ARTICLE V

DIRECTORS

SECTION 5.01. POWERS

(a) General corporate powers. Subject to the provisions and limitations of the California Nonprofit Corporation Law and any other applicable laws, and any limitations of the Articles of Incorporation and of these Bylaws, the activities and affairs of the corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board.

(b) Specific Powers. Without prejudice to these general powers, but subject to the same limitations, the Directors shall have the power to:

(i) Appoint and remove at the pleasure of the Board, all officers, agents and employees of the corporation; prescribe powers and duties for them that are consistent with law, with the Articles of Incorporation and with these Bylaws; and fix their compensation and require from the security for faithful performance of their duties.

(ii) Change the principal office or the principal business office in the State of California from one location to another; cause the corporation to be qualified to conduct its activities in any other state, territory, dependency or country and conduct its activities within or outside the State of California; and designate any place within or outside the State of California for the holding of any meeting, including annual meetings.

(iii) Adopt and use a corporate seal and alter the form thereof.

(iv) Borrow money and incur indebtedness on behalf of the corporation and cause to be executed and delivered for the purposes of the corporation, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations and other evidences of debt and securities.

SECTION 5.02. NUMBER AND ELECTION OF DIRECTORS AND RESTRICTIONS ON DIRECTORS

(a) Authorized number.²The authorized number of Directors shall be twelve (12), until changed by amendment of the Bylaws.

(b) Election of Directors. The original Directors shall be designated by the Incorporator(s). Thereafter, pursuant to Corporation Code Section 5220 the Board of Directors as a whole shall be designated by the City Council of the City of La Mirada. Each Director, including a Director elected to fill a vacancy or elected at a special member's meeting, shall hold office until expiration of the term for which elected and until a successor has been appointed and qualified.

(c) Restrictions on Directors. Not more than forty-nine percent (49%) of the persons serving on the Board may be interested persons. An interested person is (1) any person being compensated by the corporation for services rendered to it within the previous twelve (12) months, whether as a full-time or part-time employee, independent contractor, or otherwise; and (2) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such a person. However, any violation of the provisions of this paragraph shall not affect the validity or enforceability of any transaction entered into by the corporation. A Director may not participate in any vote on any proposed transaction with another organization or entity of which such Director is also an employee, principal, or director. However, any violation of the provisions of this paragraph shall not affect the validity or enforceability of any transaction entered into by the corporation.

SECTION 5.03. TERM OF OFFICE OF DIRECTORS

The Directors newly appointed or designated in accordance with Section 5.2 (b) shall hold office for the term(s) set forth in this Section 5.03. The term of office for the President and for the two non-voting appointees from the City shall be four (4) years. ²The term of office for each of the nine (9) remaining Directors shall be two (2) years. The terms of office for the 1999 appointees shall expire on the date of the annual meeting in the years 2001 and 2003, respectively, notwithstanding the fact that such terms are less than four (4) or two (2) years.

SECTION 5.04. VACANCIES

(a) Events causing vacancy. A vacancy or vacancies on the Board shall exist on the occurrence of the following:

(i) the death, removal, suspension or resignation of any Director;

\ii) If a member shall be absent from more than twenty-five (25%) percent of the prior eight meetings removal shall be automatic and no action by the City Council shall be necessary. Two late arrivals shall constitute an absence.

(ii) the declaration by resolution of the Board of a vacancy in the office of a Director who has been declared of unsound mind by an order of court or convicted of a felony or has been found by final order or judgment of any court to have breached a duty under California Nonprofit Corporation Law.

(b) Resignations. Except as provided in this sub-Section, any Director may resign effective upon giving written notice to the chairman of the Board, if any, or the President or the Secretary of the Board, unless such notice specifies a later time for the resignation to become effective. Except upon notice to the Attorney General of the State of California, no Director may resign when the corporation would then be left without a duly elected Director or Directors in charge of its affairs.

(c) Filling vacancies. Any vacancy on the Board shall be filled by designation by the City Council of the City of La Mirada.

(d) No vacancy on reduction of number of Directors. No reduction of the authorized number of Directors shall have the effect of removing any Director before the Director's term of office expires.

SECTION 5.05. PLACE OF MEETINGS; MEETINGS BY TELEPHONE

Meetings of the Board shall be held at the principal office of the corporation or at such other place as has been designated by the Board. In the absence of any such designation, meetings shall be held at the principal office of the corporation. Any meeting may be held by conference telephone or similar communication equipment, so long as all Directors participating in the meeting can hear one another, and all such Directors shall be deemed to be present in person at such meeting. Meetings shall be conducted in compliance with the Ralph M. Brown Act, California Government Code Section 54950 et seq.

SECTION 5.06. ANNUAL, REGULAR AND SPECIAL MEETINGS

(a) Annual Meeting. The Board shall hold an annual meeting in conjunction with its regularly scheduled meeting for the month of May of each year for the purpose of organization, election of officers and the transaction of other business; provided, however, that the Board may fix another time for the holding of its annual meeting. Notice of this meeting shall not be required.

(b) Other Regular Meetings. The regular annual scheduled meeting shall be held on the ³fourth Wednesday of May each year at 6:30 p.m.^{1,3}The day and time for regular meetings of the Foundation shall be set for the fourth Wednesday of

each month at 6:30 p.m. at La Mirada City Hall, 13700 La Mirada Boulevard, La Mirada, California. Said meetings shall be held without notice; provided, however, any given regular meeting may be dispensed with by majority vote of the Board.

(c) Special Meetings.

(i) Authority to Call. Special meetings of the Board for any purpose may be called at any time by the Chairman of the Board, if any, the President or any Vice President, or the Secretary or any four Directors.

(ii) Notice.

a. Manner of Giving Notice. Notice of the time and place of special meetings shall be given to each Director in the manner required by the Ralph M. Brown Act, Government Code Section 54950 et seq. In addition, "Notice" of the time and place of special meetings shall be given to each Director by one of the following method:

1. by personal delivery of written notice;
2. by first-class mail, postage prepaid;
3. by telephone, either directly to the Director or to a person at the Director's office who would reasonably be expected to communicate that notice promptly to the Director; or
4. By telegram, charges prepaid. All such notices shall be given or sent to the Director's address or telephone number as shown on the records of the corporation.

b. Time Requirements. Notices sent by first-class mail shall be deposited in the United States mails at least four (4) days before the time set for the meeting. Notices given by personal delivery, telephone including FAX transmission, or telegraph shall be delivered, telephoned, or given to the telegraph company at least forty-eight (48) hours before the time set for the meeting.

c. Notice Contents. The notice shall state the time of the meeting, and the place if the place is other than the principal office of the corporation. It need not specify the purpose of the meeting.

SECTION 5.07. QUORUM

A majority of the authorized number of Directors shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 5.09. Subject to the more stringent provisions of the California Nonprofit Public Benefit Corporation Law, including, without limitation, those provisions relating to (i) approval of contracts or transactions in which a Director has a direct or indirect material financial interest, (ii) approval of certain transactions between corporations having common directorship, (iii) creation of an appointment of committees of the board and (iv) indemnification of Directors, every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the board. A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of Directors, if any action taken is approved by at least a majority of the required quorum for that meeting.

SECTION 5.08. WAIVER OF NOTICE

Notice of a meeting need not be given any Director who signs a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting. The waiver of notice or consent need not specify the purpose of the meeting. All such waivers, consents and approvals shall be filed with the corporate records or made a part of the minutes of the meetings. Notice of a meeting need not be given by any Director who attends the meeting without protesting before or at its commencement the lack of notice to such Director.

SECTION 5.09. ADJOURNMENT

A majority of the Directors present, whether or not a quorum is present, may adjourn any meeting to another time and place.

SECTION 5.10. NOTICE OF ADJOURNED MEETING

Notice of the time and place of holding an adjourned meeting need not be given, unless the original meeting is adjourned for more than twenty-four (24) hours, in which case notice of any adjournment to another time and place shall be given before the time of the adjourned meeting to the Directors who were not present at the time of the adjournment.

SECTION 5.11. ACTION WITHOUT MEETING

Any action required or permitted to be taken by the Board may be taken without a meeting, if all members of the Board consent in writing to that action. Such action by written consent shall have the same force and effect as any other validly approved action of the Board. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. For the purpose of this Section 5.11 only, "all

members of the Board" shall not include Directors who have a material financial interest in a transaction to which the corporation is a party.

SECTION 5.12. FEES AND COMPENSATION

This corporation shall not compensate directors, members of committees, officers or employees for their services, but may reimburse directors, members of committees, officers or employees for their reasonable and necessary expenses incurred on behalf of the corporation, in accordance with such rules and procedures as may be established by the Board of Directors.

ARTICE VI

COMMITIEES

SECTION 6.01. COMMITTEES OF THE BOARD

The Board, by resolution adopted by a majority of the Directors then in office, may create one or more committees, such consisting of two or more Directors, to serve at the pleasure of the Board. Appointments to committees of the Board shall be by a majority vote of the Directors then in office. The Board may appoint one or more Directors as alternate members of any such committee, who may replace an absent member at any meeting. Any such committee, to the extent provided in the resolution of the Board, shall have all of the authority of the Board, except that no committee, regardless of Board resolution, may:

- (a) fill vacancies on the Board or in any committee which has the authority of the Board;
- (b) establish or fix compensation of the Directors for serving on the Board or on any committee;
- (c) amend or repeal Bylaws or adopt new Bylaws;
- (d) amend or repeal any resolution of the Board which by its express terms is not so amendable or repealable;
- (e) appoint any other committees of the Board or the members of these committees;
- (f) approve any contract or transaction to which the corporation is a party and in which one or more of its Directors has a material financial interest, except as such approval is provided for in Section 5233 (d) (3) of the California Corporations Code.

SECTION 6.02. MEETINGS AND ACTIONS OF THE COMMITTEES

Meetings and action of committees of the Board shall be governed by, held and taken in accordance with the provisions of Article V of these Bylaws, concerning meetings and other action of the Board, except that the time for regular meetings of such committees and the calling of special meetings thereof may be determined either by resolution of the Board or, if there is no Board resolution, by resolution of the committee of the Board. Minutes shall be kept of each meeting of any committee of the Board and shall be filed with the corporate records. The Board may adopt rules for the government of any committee not inconsistent with the provisions of these Bylaws or in the absence of rules adopted by the Board, the committee may adopt such rules.

ARTICLE VII**OFFICERS****SECTION 7.01. OFFICERS**

The officers of the corporation shall include a President, a Secretary, and a Chief Financial Officer. The corporation may also have, at the Board's discretion, a Chairman of the Board, one or more Vice Presidents, one or more assistant Secretaries, one or more assistant Treasurers, and such other officers as may be appointed in accordance with Section 7.03 of these Bylaws. Any number of offices may be held by the same person, except that neither the Secretary nor the Chief Financial Officer may serve concurrently as either the President or the Chairman of the Board.

SECTION 7.02. ELECTION OF OFFICERS

The officers of the corporation, except those appointed in accordance with the provisions of Section 7.03 of this Article VII, shall be chosen by the Board of Directors, with the consent of the La Mirada City Council, and each shall serve at the pleasure of the Board, subject to the rights, if any, of an officer under any contract of employment.

SECTION 7.03. OTHER OFFICERS

The Board may appoint and may authorize the Chairman of the Board or the President or another officer to appoint other officers that the corporation may require, each of whom shall have the title, hold office for the period, have the authority to perform the duties specified in the Bylaws determined from time to time by the Board.

SECTION 7.04. REMOVAL OF OFFICERS

Subject to the rights, if any, of an officer under contract of employment, any officer may be removed, with or without cause, by the Board of Directors, or, except in the case of an officer chosen by the Board of Directors, by an officer on whom such power of removal may be conferred by the Board of Directors.

SECTION 7.05. RESIGNATION OF OFFICERS

Any officer may resign upon written notice to the corporation without prejudice to the rights, if any, of the corporation under any contract to which the officer is a party.

SECTION 7.06. VACANCIES IN OFFICE

A vacancy occurring in any office because of death, resignation, removal or other cause, shall be filled in the manner prescribed in these Bylaws for regular appointments to that office.

SECTION 7.07. RESPONSIBILITIES OF OFFICERS

(a) Chairman of the Board. If a Chairman of the Board is elected, he or she shall preside at meetings of the Board and shall exercise and perform such other powers and duties as the Board may assign from time to time. If there is no President, the Chairman of the Board shall also be the Chief Executive Officer and shall have the powers and duties of the President of the corporation prescribed by these Bylaws.

(b) President/Chief Executive Officer. Subject to the control and supervision of the Board, the President shall be the Chief Executive Officer and general manager of the corporation and shall generally supervise, direct and control the activities and affairs and the officers of the corporation. The President, in the absence of the Chairman of the Board, or if there be none, shall preside at all meetings of the Board. The President shall have such other powers and duties as may be prescribed by the Board or these Bylaws.

(c) Vice Presidents. In the absence or disability of the President, the Vice Presidents, if any, in order of their rank, shall perform all of the duties of the President, and, when so acting, shall have all the powers of and be subject to all of the restrictions upon the President. The Vice Presidents shall have such other powers and perform such other duties as from time to time may be prescribed for them by the Board or the Bylaws.

(d) Secretary.

(i) Book of minutes. The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board may direct, a book of minutes of all meetings and actions of the Board and of committees of the Board. The Secretary shall also keep, or cause to be kept, at the principal office in the State of California, a copy of the Articles of Incorporation and Bylaws, as amended to date.

(ii) Notices, seal and other duties. The Secretary shall give, or cause to be given, notice of all meetings of the Board and of committees of the Board required by these Bylaws to be given. The Secretary shall keep the seal of the corporation in safe custody and shall have such other powers and perform such other duties as may be prescribed by the Board or the Bylaws.

(e) Chief Financial Officer.

(i) Books of account. The Chief Financial Officer of the corporation shall keep or maintain, or cause to be kept or maintained, adequate and correct books and accounts of the properties and transactions of the corporation, and shall send or cause to be sent to the Directors such financial statements and reports as are required by law or these Bylaws to be given. The books of account shall be open to inspection by any Director at all reasonable times.

(ii) Deposit and disbursement of money and valuables. The Chief Financial Officer shall deposit all money and other valuables in the name and to the credit of the corporation with such depositories as may be designated by the Board, shall disburse the funds of the corporation as may be ordered by the Board, shall render to the President or Chairman of the Board, if any, when requested, an account of all transactions as Chief Financial Officer and of the financial condition of the corporation and shall have other powers and perform such other duties as may be prescribed by the Board or the Bylaws.

(iii) Bond. If required by the Board, the Chief Financial Officer shall give the corporation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of the duties of the office and for restoration to the corporation of all its books, papers, vouchers, money and other property of every kind in the possession or under the control of the Chief Financial Officer upon death, resignation, retirement or removal from office.

ARTICLE VIII**INDEMNIFICATION OF DIRECTORS, OFFICERS,
EMPLOYEES, AND OTHER AGENTS****SECTION 8.01. DEFINITIONS**

For the purposes of this Article VIII, "agent" means any person who is or was a director, officer, employee, or other agent of the corporation, or is or was serving at the request of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise; "proceeding" means any threatened, ending or completed action or proceeding, whether civil, criminal, administrative, or investigative; and "expenses" includes without limitation attorneys' fees and any expenses of establishing a right to indemnification under Section 8.02 or 8.03 of this Article VIII.

SECTION 8.02. INDEMNIFICATION IN ACTIONS BY THIRD PARTIES

The corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the corporation to procure a judgment in its favor, an action brought under Section 5233 of the California Nonprofit Public Benefit Corporation Law, or an action brought by the Attorney General or a person granted relator status by the Attorney General for any breach of duty relating to assets held in charitable trust), by reason of the fact that such person is or was an agent of the corporation, against expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred in connection with such proceeding if such person acted in good faith and in a manner such person reasonably believed to be in the best interests of the corporation and, in the case of criminal proceeding, had no reasonable cause to believe the conduct of such person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in the best interests of the corporation or that the person had reasonable cause to believe that the person's conduct was unlawful.

**SECTION 8.03.. INDEMNIFICATION IN ACTIONS BY OR
IN THE RIGHT OF THE CORPORATION**

The corporation shall have the power to indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action by or in the right of the corporation, or brought under Section 5233 of the California Nonprofit Public Benefit Corporation Law, or brought by the Attorney General or a person granted relater status by the Attorney General for breach of duty relating to assets held in charitable trust, to procure a judgment in its favor by reason of the fact that such person is or was an agent of the corporation, against expenses actually and

reasonably incurred by such person in connection with the defense or settlement of such action if such person acted in good faith, in a manner such person believed to be in the best interests of the corporation, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. No indemnification shall be made under this Section 8.03.

(a) In respect of any claim, issue, or matter as to which such person shall *have* been adjudged to be liable to the corporation in the performance of such person's duty to the corporation, unless and only to the extent that the court in which such proceeding is or was pending shall determine upon application that, in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for the expenses which such court shall determine;

(b) Of amounts paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or

(c) Of expenses incurred in defending a threatened or pending action which is settled or otherwise disposed of without court approval, unless it is settled with the approval of the Attorney General.

SECTION 8.04. INDEMNIFICATION AGAINST EXPENSES

To the extent that an agent of the corporation has been successful on the merits in defense of any proceeding referred to in Section 8.03 or 8.04 of this Article VIII or in defense of any claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith.

SECTION 8.05. REQUIRED DETERMINATIONS

Except as provided in Section 8.04 of this Article VIII any indemnification under this Article VIII shall be made by the corporation only if authorized in the specific case, upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Section 8.02 or 8.03 of this Article VIII, by:

(a) A majority vote of a quorum consisting of directors who are not parties to such proceeding; or

(b) The court in which such proceeding is or was pending upon application made by the corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not such application by the agent, attorney, or other person rendering services in connection with the defense, is opposed by the corporation. If the Board cannot authorize indemnification because the number of Directors who are parties to the proceeding with respect to which

indemnification is sought is such as to prevent the formation of a quorum of Directors who are not parties to such proceeding, the Board or the attorney or other person rendering services in connection with the defense shall apply to the court in which such proceeding is or was pending to determine whether the applicable standard of conduct set forth in Section 5238 (b) or Section 5238 (c) has been met.

SECTION 8.06. ADVANCE OF EXPENSES

Expenses incurred in defending any proceeding may be advanced by the corporation prior to the final disposition of such proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in this Article VIII.

SECTION 8.07. OTHER INDEMNIFICATION

No provision made by the corporation to indemnify its or its subsidiary's directors or officers for the defense of any proceeding, whether contained in these Bylaws, a resolution of directors, an agreement, or otherwise, shall be valid unless consistent with this Article VIII. Nothing contained in this Article VIII shall affect any right to indemnification to which persons other than such directors and officers may be entitled by contract or otherwise.

SECTION 8.08. FORMS OF INDEMNIFICATION NOT PERMITTED

No indemnification or advance shall be made under this Article VIII, except as provided in Section 8.04 or 8.05(b), in any circumstances where it appears:

(a) That it would be inconsistent with a provision of the Articles of Incorporation, these Bylaws, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or otherwise amounts were paid, which prohibits or otherwise limits indemnification; or

(b) That it would be inconsistent with any condition expressly imposed by a court in approving a settlement.

SECTION 8.09. INSURANCE

The corporation shall have power to purchase and maintain insurance on behalf of any agent of the corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such whether or not the corporation would have the power to indemnify the agent against such liability under the provisions of this Article VIII, provided, however, that a corporation shall have no power to purchase and maintain such insurance to indemnify any agent of the

corporation for a violation of Section 5233 of the California Nonprofit Public Benefit Corporation Law.

**SECTION 8.10. NONAPPLICABILITY TO FIDUCIARIES
OF EMPLOYEE BENEFIT PLANS**

This Article VIII does not apply to any proceeding against any trustee, investment manager, or other fiduciary of an employee benefit plan in such person's capacity as such, even though such person may also be an agent of the corporation as defined in Section 8.01 of this Article VIII. The corporation shall have power to indemnify such trustee, investment manager or other fiduciary to the extent permitted by subdivision (f) of Section 207 of the California General Corporation Law.

ARTICLE IX

RECORDS AND REPORTS

SECTION 9.01. MAINTENANCE OF CORPORATE RECORDS

The Corporation shall keep:

- (a) Adequate and correct books and records of account; and,
- (b) Minutes in written form of the proceedings of the Board and committees of the Board.

SECTION 9.02. INSPECTION BY DIRECTORS

Every Director shall have the absolute right at any reasonable time to inspect all books, records and documents of every kind and the physical properties of the corporation and the records of each of its subsidiary corporations. This inspection by a Director may be made in person or by an agent or attorney, and the right of inspection includes the right to copy and make extracts of documents.

SECTION 9.03. ANNUAL REPORT

Except as provided under Section 6321 (c) (d) or (f) of the California Corporations Code, not later than one hundred twenty (120) days after the close of the fiscal year of the corporation, the board shall cause an annual report to be sent to all members of the Board. Such report shall contain the following information in reasonable detail:

- (i) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year.

(ii) The principal changes in assets and liabilities, including trust funds, during the fiscal year.

(iii) The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes, for the fiscal year.

(iv) The expenses or disbursements of the corporation, for both general and restricted purposes, during the fiscal year.

(v) Any information required by Section 9.04.

SECTION 9.04. ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS

The corporation shall prepare annually and furnish to each director a statement of any transaction or indemnification of the following kind within one hundred twenty (120) days after the close of the fiscal year of the corporation:

§ Any transaction to which the corporation, its parent or its subsidiary was a party, and in which any Director or officer of the corporation, its parent or subsidiary (but mere common director-ship shall not be considered such an interest) had a direct or indirect material financial interest, if such transaction *involved* over fifty thousand dollars (\$50,000.00), or was one of a number of transactions with the same person *involving*, in the aggregate, over fifty thousand dollars (\$50,000.00).

§ Any indemnifications or advances aggregating more than ten thousand dollars (\$10,000.00) paid during the fiscal year to any officer or Director of the corporation pursuant to Article VIII hereof.

The statement shall include a brief description of the transaction, the names of the Director(s) or officer(s) involved, their relationship to the corporation, the nature of such person's interest in the transaction and, where practicable, the amount of such interest; provided, that in the case of a partnership in which such person is a partner, only the interest of the partnership need be stated.

ARTICLE X

CONSTRUCTION AND DEFINITIONS

Unless the context otherwise requires, the general provisions, rules of construction and definitions in the California Nonprofit Public Benefit Corporation Law shall govern the construction of these Bylaws. Without limiting the generality of the above, the masculine gender includes the feminine and neuter, the singular includes the

plural and the plural includes the singular and the term "person" includes both a legal entity and a natural person.

ARTICLE XI

AMENDMENTS

SECTION 11.01. AMENDMENT OF BYLAWS

With consent of the City Council of the City of La Mirada, the Board may adopt, amend, or repeal Bylaws, except that (1) if any provision of these Bylaws requires the vote of a larger proportion of the Board than is otherwise required by law, that provision may not be altered, amended, or repealed except by that greater vote; and (2) Section 5.02 (b) of Article V, and any provision of these Bylaws which confers rights upon the Board, may only be amended or repealed by approval of the Board.

The term "majority," as used in this Section, is as defined in the California Nonprofit Corporation Law.

SECTION 11.02. MAINTENANCE OF RECORDS

The Secretary of the corporation shall see that a true and correct copy of all amendments of the Bylaws, duly certified by the Secretary is attached to the official Bylaws of the corporation and is maintained with the official records of the corporation at the principal office of the corporation.

ARTICLE XII

MISCELLANEOUS

SECTION 12.01. EXECUTION OF CHECKS AND DRAFTS

With the consent of the City Council of the City of La Mirada, all checks, drafts or other orders for payment of money, notes or other evidences of indebtedness, issued in the name of or payable by the corporation, shall be signed or endorsed by such person or persons and in such manner as, from time to time, shall be determined by resolution of the Board of Directors.

SECTION 12.02 EXECUTION OF CONTRACTS

The Board of Directors, except as otherwise provided in these Bylaws, may authorized any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances; and unless so authorized by the Board of Directors, no officer, agent or employee shall have any power or authority

to bind the corporation by any contract or engagement or to pledge its credit to render it liable for any purpose or to any amount.

SECTION 12.03. REPRESENTATION OF SHARES OF OTHER CORPORATIONS

The President or any Vice President or the Secretary or Assistant Secretary of the Corporation from time to time designated by general resolution of the Board of directors, and acting individually and without necessity for specific resolution, are authorized to vote, represent and exercise on behalf of the corporation all rights incident to any and all shares of any other corporation or corporations standing in the name of the corporation. The authority herein granted to such officers to vote or represent on behalf of the corporation any and all shares held by the corporation in any other corporation or corporations may be exercised either by such officers in person or by any person authorized so to do by proxy or power of attorney duly executed by such officers.

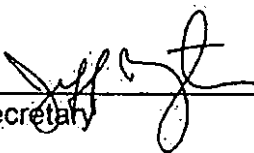
SECTION 12.04. CERTIFICATE OF SECRETARY

A Certificate of the Secretary of this Corporation shall be affixed to the original, or most recent amended version of the Bylaws, such Certificate to be in the following form:

CERTIFICATE OF SECRETARY

I certify that I am the duly elected and acting Secretary of the Community Foundation, a California nonprofit public benefit corporation, that the above bylaws, consisting of eighteen (18) pages, are the bylaws of this corporation as amended by the City Council of the City of La Mirada on September 13, 2011.

Executed on September 14, 2011, at La Mirada, California..


Secretary

¹Amended by City Council Resolution 02-14 – adopted March 12, 2002

²Amended by City Council Resolution 03-19 – adopted March 25, 2003

³Amended by City Council Resolution No. 11-32 - adopted September 13, 2011

BYLAWS OF THE EUGENE PARKS FOUNDATION

**NAME OF CORPORATION: Eugene Parks Foundation
Adopted on the 13th Day of May, 2004
Last Amended October 18th, 2007**

ARTICLE I: PURPOSE

Section 1. Nonprofit Status. This corporation is organized exclusively for charitable, scientific, literary, religious and educational purposes. Subject to the limitations stated in the Articles of Incorporation, the purposes of this corporation shall be to engage in any lawful activities, none of which are for profit, for which corporations may be organized under Chapter 65 of the Oregon Revised Statutes (or its corresponding future provisions) and Section 501 (c) (3) of the Internal Revenue Code of 1954 (or its corresponding future provisions).

Section 2. Mission. The mission of the Eugene Parks Foundation is to earn, raise, accept, and distribute money and other items of value to improve and enhance public parks, open spaces, and recreational facilities and services for the benefit of Eugene area residents.

ARTICLE II - NONMEMBERSHIP

This corporation shall have no members as that term is defined by Oregon Revised Statutes Chapter 65, but shall have members for other purposes. These members shall have none of the rights or duties described in ORS Chapter 65 (or any corresponding future statute).

ARTICLE III - BOARD OF DIRECTORS

Section 1. Duties. The affairs of the corporation shall be managed by the Board of Directors.

Section 2. Number. The number of Directors may vary between a minimum of five and a maximum of fifteen.

Section 3. Term and Election. Except for the initial adjustments of shorter terms needed in order to create staggered terms, the term of office for Directors shall be four years. The Board shall make provisions to stagger the terms of Directors so that each year the terms of as close as possible to one-half of the Directors shall expire. A Director may be reelected without limitation on the number of terms she/he may serve. The board shall elect its own members, except that a Director shall not vote on

that members' own position.

Section 4. Removal. Any Director may be removed, with or without cause, by a vote of two-thirds of the Directors then in office.

Section 5. Resignation. Any Director may resign by delivering his/her resignation to the corporation at its principal office or to the President or Recording Secretary. Such resignation shall be effective on receipt unless it is specified to be effective at some other time or upon the happening of some other event.

Section 6. Inactive Status. A board member may request and may with good cause receive inactive status whenever circumstances make it unlikely the member will be unable to participate in regular Board activities. In addition, a Board member who misses three consecutive meetings and who appears likely to continue to miss meetings may be placed on inactive status by the Board. Inactive members will not be included in quorum requirements. An inactive member may return to active status during their term when circumstances allow them to resume regular attendance and participation in other Board activities. (Section added October 18th, 2007.)

Section 7. Vacancies. Vacancies on the Board of Directors and newly created Board positions will be filled by a majority vote of the Directors then on the Board of Directors.

Section 8. Quorum and Action. A quorum at a board meeting shall be a majority of the number of Directors prescribed by the Board, or if no number is prescribed, a majority of the number in office immediately before the meeting begins. If a quorum is present, action is taken by a majority vote of the directors present, except as provided otherwise by these bylaws. Where the law requires a majority vote of the directors in office to establish committees to exercise Board functions, to amend the Articles of Incorporation, to sell assets not in the regular course of business, to merge, or to dissolve, or for other matters, such action is taken by that majority as required by law.

Section 9. Regular Meetings. Regular meetings of the Board of Directors shall be held at the time and place to be determined by the Board of Directors. No other notice of the date, time, place, or purpose of these meetings is required.

Section 10. Special Meetings. Special meetings of the Board of Directors shall be held at the time and place to be determined by the Board of Directors. Notice of such meetings, describing the date, time, place, and purpose of the meeting, shall be delivered to each Director personally or by telephone or by mail not less than two days prior to the special meeting.

Section 11. Meeting by Telecommunication. Any regular or special meeting of the Board of Directors may be held by telephone or telecommunications in which all Directors participating may hear each other.

Section 12. No Salary. Directors shall not receive salaries for their Board service,

but may be reimbursed for expenses related to Board service.

Section 13. Emeritus Members. Upon resignation from the Board, a Director becomes an Emeritus Member and may serve on committees or conduct other foundation business subject to approval of a majority of the Board of Directors. (Added July 16, 2009)

Section 14. Action by Consent. Any action required by law to be taken at a meeting of the board, or any action which may be taken at a board meeting, may be taken without a meeting if a consent in writing, setting forth the action to be taken or so taken, shall be signed by all the Directors.

Section 15. Conflicts of Interest. Board members having a conflict of interest on a matter before the board shall disclose all facts relating thereto and shall abstain from voting on the matter.

ARTICLE IV - COMMITTEES

Section 1. Executive Committee. The Board of Directors may elect an Executive Committee. The Executive Committee shall have the power to make on-going decisions between Board meetings and shall have the power to make financial and budgetary decisions.

Section 2. Other Committees. The Board of Directors may establish such other committees as it deems necessary and desirable. Such committees may exercise functions of the Board of Directors or may be advisory committees.

Section 3. Composition of Committees Exercising Board Functions. Any committee that exercises any function of the Board of Directors shall be composed of two or more Directors, elected by the Board of Directors by a majority vote of the Directors prescribed by the Board, or if no number is prescribed, of all Directors in office at that time.

Section 4. Quorum and Action. A quorum at a Committee meeting exercising Board functions shall be a majority of all Committee members in office immediately before the meeting begins. If a quorum is present, action is taken by a majority vote of Directors present.

Section 5. Limitations on the Powers of Committees. No committee may authorize payment of a dividend or any part of the income of the corporation to its directors or officers; may approve dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the corporation's assets; may elect, appoint, or remove directors or fill vacancies on the board or on any of its committees; nor may adopt, amend, or repeal the Articles, Bylaws, or any resolution by the Board of Directors.

ARTICLE V - OFFICERS

Section 1. Titles. The officers of this corporation shall be the President, Vice

President, Recording Secretary, and Treasurer.

Section 2. Election. The Board of Directors shall elect the officers to serve one year terms. An officer may be reelected without limitation on the number of terms the officer may serve.

Section 3. Vacancy. A vacancy of the office of any officer shall be filled not later than the second regular meeting of the Board of Directors following the vacancy.

Section 4. Other Officers. The Board of Directors may elect or appoint other officers, agents and employees as it shall deem necessary and desirable. They shall hold their offices for such terms and have such authority and perform such duties as shall be determined by the Board of Directors.

Section 5. President. The President shall be the chief officer of the corporation and shall act as the Chair of the Board. The President shall have any other powers and duties as may be prescribed by the Board of Directors.

Section 6. Vice President. In the absence of the president, or in the event of his/her inability to act, the vice president shall perform the duties of the president, and when so acting shall have all the powers of, and be subject to all of the restrictions upon the president. The vice president shall perform such other duties as from time to time may be assigned to him/her by the president or by the board of directors.

Section 7. Recording Secretary. The Recording Secretary shall have overall responsibility for all record keeping. The Recording Secretary shall perform, or cause to be performed, the following duties: a) official recording of the minutes of all proceedings of the Board of Directors meetings and actions; b) provision for notice of all meetings of the Board of Directors; c) authentication of the records of the corporation; and d) any other duties as may be prescribed by the Board of Directors.

Section 8. Treasurer. The Treasurer shall have the overall responsibility for all corporate funds. The Treasurer shall perform, or cause to be performed, the following duties: a) keeping of full and accurate accounts of all financial records of the corporation; b) deposit of all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board of Directors; c) disbursement of all funds when proper to do so; d) making financial reports as to the financial condition of the corporation to the Board of Directors; and e) any other duties as may be prescribed by the Board of Directors.

ARTICLE VI - CORPORATE INDEMNITY

This corporation will indemnify its officers and directors to the fullest extent allowed by Oregon law.

ARTICLE VII - AMENDMENTS TO BYLAWS

These Bylaws may be amended or repealed, and new Bylaws adopted, by the Board of Directors by a majority vote of directors present, if a quorum is present. Prior to the adoption of the amendment, each Director shall be given at least two days notice of the date, time, and place of the meeting at which the proposed amendment is to be considered, and the notice shall state that one of the purposes of the meeting is to consider a proposed amendment to the Bylaws and shall contain a copy of the proposed amendment.

Signature by Corporate Officer: _____
Terry Smith, President



BYLAWS of NONPROFIT ASSOCIATION OF OREGON

Article I. Name

The name of this Corporation is Nonprofit Association of Oregon.

Article II. Principal Office

The registered office for the transaction of the business of this Corporation shall be located in the state of Oregon. The Board of Directors may, at any time, change the location of the registered office within Oregon. This Corporation may also have offices at more than one place in Oregon as the Board of Directors may determine and fix by resolution.

Article III. Purpose

This Corporation shall be organized and operated exclusively for charitable, scientific, literary, and educational purposes. Subject to the limitations stated in the Articles of Incorporation, the purposes of this Corporation shall be to engage in any lawful activities, none of which is for profit, for which corporations may be organized under Chapter 65 of the Oregon Revised Statutes (or its corresponding future provisions) and Section 501(c)(3) of the Internal Revenue Code of 1954 (or its corresponding future provisions).

This Corporation shall hold its primary purposes to be: increasing public awareness of Oregon's 501-c-3 charitable organizations and strengthening their leadership and organizational capacity.

Article IV. Members

Section 1. Classes of Membership. This Corporation shall have two classes of membership: Nonprofit Organization Members [Members] and Affiliate Members [Affiliates].

a. Members. Nonprofit organizations which are organized under the laws of, or otherwise qualified to do business or conduct operations in Oregon, and which are or would qualify as a tax-exempt organization described in Section 501(c)(3) of the Code or successor provisions of any future federal tax code shall be eligible for membership in this Corporation, subject to any additional standards which may be set from time to time by the Board of Directors. In order to be a member, nonprofit organizations shall pay annual dues in accordance with such policies and rates as the Board of Directors establishes from time to time. Each Member shall appoint a representative who will vote on behalf of the organization.

b. Affiliates. Any individual, business, or nonprofit organization other than Oregon 501(c)(3) corporations that is interested in the purpose and affairs of this Corporation shall be eligible for membership, subject to any additional standards that may be set from time to time by the Board of Directors. In order to be an Affiliate, individuals, businesses, and nonprofit organizations that are not charities shall pay annual dues in accordance with such policies and rates as the Board of Directors establishes from time to time.

Section 2. Voting Rights

a. Members. Members shall each be entitled to cast one (1) vote for or against the slate of Directors presented at this Corporation's Annual Meeting. Members shall have no other voting rights. There shall be no split voting or cumulative voting.

b. Affiliates. Affiliates shall have no voting rights.

Section 3. Termination of Membership

a. Nonpayment of Dues. The membership of any Member or Affiliate shall terminate in the event such member shall fail to pay its annual dues to this Corporation within ninety (90) days from the initial due date thereof.

b. Loss of Tax-Exempt Status. In the event that any Member ceases to qualify as a tax-exempt organization described in Section 501(c)(3) of the Code, such failure shall result in the automatic suspension of such organization's membership in this Corporation. Any such organization shall be eligible to have its membership status reinstated at such time as it again qualifies as a tax-exempt organization described in Section 501(c)(3) of the Code.

c. Termination by Board of Directors. The Board of Directors, upon the affirmative vote of two-thirds (2/3) of all directors in office at that time, may terminate the membership of a Member or an Affiliate with or without cause. The Board shall give the member at least fifteen (15) days written notice by first class or certified mail of the termination and the reasons for the termination. The Board shall give the member an opportunity to be heard, orally or in writing, not less than five (5) days before the effective date of the termination. The decision of the Board shall be final and shall not be reviewable by any court.

Except as otherwise required by law or these bylaws, any voting right of a Member and any other rights conferred upon a Member shall cease immediately upon termination of such Member's membership in this Corporation.

Section 4. Transfer of Membership. Membership in this Corporation is not transferable or assignable.

Section 5. Meetings of the Membership.

a. Annual Meeting. The Annual Meeting of this Corporation shall be held at a time and place to be determined by the Board of Directors.

b. Special Meetings. Special meetings shall be held at the call of the Board of Directors or by a call of at least ten (10) percent of the Members of this Corporation by a demand signed, dated, and delivered to this Corporation's Secretary. Such demand by the members shall describe the purpose of the meeting.

c. Notice of Meetings. Notice of all meetings of the Members shall be given to each member at the last address of record by first class mail at least seven (7) days before the meeting, or by means other than first class mail at least 30 but not more than 60 days before the meeting. The notice shall include the date, time, place, and purposes of the meeting.

d. Quorum and Voting. For the election of Directors, one-tenth (1/10th) of the number of Members then in good standing and present in person or by proxy at any annual meeting shall constitute a quorum for the election of Directors. A majority vote of the Members represented and voting is the act of the members, unless these Bylaws or the law provide differently. Alternatively, the election of Directors may be conducted by written ballot in such manner as the Board of Directors may by resolution determine.

e. Proxies. At the Annual Meeting or at a Special Meeting a Member entitled to vote may do so by proxy executed in writing and filed with the Secretary for that meeting. A proxy is valid for eleven (11) months and may be revoked.

f. Written Ballots. Any action that may be taken at an annual or special meeting of members may be taken without a meeting if this Corporation delivers a written ballot to every member entitled to vote on the matter. Approval by written ballot shall be valid only when the number of votes cast by ballot equals or exceeds any quorum required to be present at a meeting authorizing the action, and the number of approvals equals or exceeds the number of votes that would be required to approve the matter at a meeting at which the total number of votes cast was the same as the number of votes cast by ballot. All solicitations for votes by written ballot shall indicate the number of responses needed to meet the quorum requirements, state the percentage of approvals necessary to approve each matter other than the election of directors, and specify a reasonable time by which a ballot must be received by this Corporation in order to be counted. The number of responses needed to meet the quorum requirement shall be calculated forty-five (45) days prior to the annual meeting.

Article V. Board of Directors

Section 1. General Powers. The business and affairs of this Corporation shall be governed by its Board of Directors.

Section 2. Number and Classes. The number of directors of this Corporation shall consist of no less than nine (9) and no more than twenty (20) directors. The Board shall have two classes of directors: (1) directors that are representatives of Members and (2) at-large directors. A majority of directors shall be representatives of Members.

Section 3. Qualification. Membership on the Board of Directors shall be open to all persons with a demonstrated commitment to advancing the interests of Oregon's nonprofit sector and will not be restricted on the basis of race, color, religion, age, national origin, gender, or sexual orientation. The Governance Committee shall strive to select a slate of candidates that is broadly representative of the State of Oregon's nonprofit sector, its stakeholders, organizations or individuals providing services to or otherwise demonstrating a significant interest in or commitment to the nonprofit sector, as well as areas of the state and various non profit sectors including education, health, economic development,

social services, cultural entities, advocacy organizations and any other sector represented within this Corporation's membership.

Section 4. Nomination and Election. The Governance Committee shall be responsible for identifying prospective candidates for election to the Board of Directors and shall solicit nominations from Members. Each candidate that is representing a Member must be a designated representative of that Member. No later than forty-five (45) days before the Annual Meeting, the Governance Committee shall present to the Board of Directors for review a slate of candidates composed of representatives of Members and at-large candidates. A list of candidates on the slate, the term for which each is nominated, and relevant biographical information about each candidate shall be sent to the Members along with the notice of the Annual Meeting.

Section 5. Terms. The term of office of each director of the corporation elected at the Annual Meeting shall be one, two, or three years. Directors may be elected to successive terms of office. A director may serve on the Board six (6) consecutive years.

Section 6. Removal. Any director may be removed, with or without cause, by a vote of two-thirds of the directors then in office.

Section 7. Vacancies. Vacancies on the Board of Directors shall be filled by an affirmative vote of a majority of the directors then in office at a regular or special meeting called for that purpose. The Governance Committee shall nominate the candidate for a vacant position. A successor director shall serve for the unexpired term of the predecessor and, at the conclusion of the unexpired term, shall be eligible for a one, two, or three year term as recommended by the Governance Committee.

Section 8. Quorum and Action. At any meeting of the Board of Directors a majority of the directors then in office shall constitute a quorum. If a quorum is present, action is taken by a majority vote of the directors present, except as otherwise provided by these bylaws. Where the law or these bylaws requires a majority vote of the directors in office, such action is taken by that majority as required.

Section 9. Proxies. There shall be no voting by proxy.

Section 10. Regular Meetings. Regular meetings of the Board of Directors shall be held at a time and place as shall be determined by the Board of Directors. No other notice of the date, time, place, or purpose of these meetings is required.

Section 11. Special Meetings. Special meetings of the Board may be called by the President of the Board, by any two members of the Executive Committee, or by written notice filed with the Secretary of the Board by one-third (1/3) of the directors then in office. Notice of special meetings of the Board of Directors shall be delivered to each director personally by telephone or by mail or by electronic mail or by fax not less than two (2) business days prior to said special meeting.

Section 12. Alternative Meeting Venue. Any regular or special meeting of the Board of Directors may be held by telephone, telecommunications or electronic means, as long as all Board members can hear or read each other's communications during the meeting or all communications during the meeting are immediately transmitted to each participating director, and each participating director is able to immediately send messages to all other participating directors. All participating directors shall be informed that a meeting is taking place at which official business may be transacted.

Section 13. No Salary. Directors shall not receive salaries for their board services but may be reimbursed for authorized expenses related to Board service.

Section 14. Action by Consent. Any action required or permitted to be taken at a meeting of the Board may be taken without a meeting if consent in writing, setting forth the action to be taken, shall be signed by all the directors.

Article VI: Committees

Section 1. Standing Committees. There shall be five standing committees of the Board of Directors: Executive, Governance, Finance, Public Policy, and Audit. Standing committees shall be chaired by a director and shall have at least one additional director as a member.

a. **Executive Committee.** The members of the Executive Committee shall be the President, the Vice-President, the Secretary, the Treasurer, and the chairs of the standing committees. The Executive Committee shall have the power to exercise all of the powers of the Board between Board meetings, except those powers specified in Section 7 below; shall cause strategic, long-range planning to be done; shall act as a Personnel Committee and Executive Compensation Committee as needed; and shall

perform other duties as the Board of Directors may prescribe from time to time. Action may be taken by an affirmative vote of a majority of Committee members, provided a quorum is present. Executive Committee actions shall be reported in full to the Board of Directors at its next regular meeting.

b. Governance Committee. The Governance Committee shall nominate new directors to the Board, shall nominate existing directors for successive terms, shall nominate officers of the Board, shall annually assess Board performance and satisfaction, shall recommend action to address problems identified in the assessment, shall periodically review these bylaws and recommend amendments as needed, shall ensure that future leadership of the Board is identified and cultivated, and shall perform other duties as the Board of Directors may prescribe from time to time. The President shall not be a member of the Governance Committee.

c. Finance Committee. The Finance Committee shall recommend the annual budget to the Board of Directors for its approval, shall regularly review and assess this Corporation's financial status and shall report on this Corporation's finances at all regular meetings of the Board and at other times as requested, shall recommend financial policies to the Board of Directors, shall review annually this Corporation's IRS 990 Form and recommend its acceptance by the Board, and shall perform other duties as the Board of Directors may prescribe from time to time. The Treasurer shall chair the Finance Committee.

d. Public Policy Committee. The Public Policy Committee shall advise the Board of Directors in setting the public policy goals and objectives of this Corporation and recommending public policy positions. The Committee shall advise and assist staff in selecting appropriate policy issues, lobbying and advocating this Corporation's positions, and in planning and implementing other activities related to the public policy program and objectives of this Corporation. The Committee shall perform other duties as the Board of Directors may prescribe from time to time.

e. Audit Committee. The Audit Committee shall hire the auditor who performs the annual audit, shall receive copies of all correspondence related to the audit, shall advise the Board on the auditor's findings and recommendations, shall recommend acceptance of the audit by the Board, and shall perform other duties as the Board of Directors may prescribe from time to time. The Finance Committee Chair/Treasurer shall not be a member of the Audit Committee.

Section 2. Other Committees. The Board may designate additional standing, temporary, advisory, and support committees and may invest such committees with such powers and responsibilities as it sees fit. All committees shall report periodically to the Board of Directors.

Section 3. Committee Chairs. With the exception of the Finance Committee, the President, in consultation with the Executive Director, shall appoint the chair of each committee.

Section 4. Committee Members. In consultation with the committee chair and the Executive Director and except for the Executive Committee, the President shall appoint the Board members of each committee. With the exception of the Executive Committee, committee chairs may recruit non-Board members to their committees subject to the approval of the President.

Section 5. Terms. The term of a committee chair and committee members shall be one year. Chairs and members may be appointed to successive terms.

Section 6. Quorum and Action. A quorum at a meeting of a standing committee shall be a majority of all committee members in office immediately before the meeting begins. If a quorum is present, action is taken by a majority vote of directors present.

Section 7. Limitations on the Powers of Committees. No committee may authorize payment of a dividend or any part of the income or profit of this Corporation to its directors or officers; may approve dissolution, merger, or the sale, pledge or transfer of all or substantially all of the corporation's assets; may elect, appoint, or remove directors or fill vacancies on the board or on any of its committees; nor may adopt, amend, or repeal the Articles, Bylaws, or any resolution by the Board of Directors.

Article VII. Officers

Section 1. Titles. The officers of this Corporation shall consist of a President, Vice President, Treasurer, Secretary, and other such officers as the Board may appoint. All officers of the corporation shall be selected from the Board of Directors and must be members of the Board of Directors.

Section 2. Nomination and Election. Officers shall be nominated by the Governance Committee and shall be elected or re-elected at the first Board meeting following the Annual Meeting by a majority vote of a quorum of the Board.

Section 3. Terms. Officers shall serve for a term of one year or until their successors are duly elected except that no officer shall be elected to the same office for more than two consecutive terms. Terms of office begin immediately upon election.

Section 4. Vacancy. A vacancy in any office shall be filled by the Board of Directors not later than the first regular meeting of the Board of Directors following the meeting at which the vacancy was reported. The Governance Committee shall nominate the candidate for the vacancy.

Section 5. Other Officers. The Board of Directors may elect or appoint such other officers and agents as it shall deem necessary or desirable. They shall hold their offices for such terms and shall have such authority and perform such duties as shall be determined by the Board of Directors.

Section 6. Removal. Any person elected or appointed by the Board may be removed from office by a vote of a majority of the Board members then serving on the Board. Removal as an officer shall not necessarily mean removal as a Board member.

Section 7. President. The President of the Board of Directors shall oversee the governance of the corporation; shall preside at all meetings of the Board of Directors and Executive Committee; shall appoint the chair of each committee except the Finance Committee and shall appoint each Board member to a committee; shall approve the appointment of any non-Board member to a committee; shall coordinate the Board's employment, supervision, evaluation, and termination of the Executive Director; shall recommend to the full Board for final approval the annual compensation of the Executive Director; shall counsel and advise the Executive Director; and shall see that all orders and resolutions of the Board of Directors are carried into effect. The President shall have any other powers and duties as may be prescribed from time to time by the Board of Directors. The President is an ex-officio member of all committees except the Governance Committee.

Section 8. Vice-President. In the absence of the President or in the event of her/his inability or refusal to act, the Vice-President shall perform the duties of the President, and when so acting, shall have all the powers of the President. The Vice-President shall perform such other duties as from time to time may be assigned by the President or by the Board of Directors.

Section 9. Secretary. The Secretary of the Board of Directors shall have overall responsibility for all record keeping of the Board. Under the direction and supervision of the President

of the Board of Directors, the Secretary shall perform, or cause to be performed, the following duties: (a) official recording of the minutes of all proceedings of regular and special meetings of the Members of this Corporation; (b) official recording of the minutes of all proceedings of the Board of Directors meetings and actions; (c) official recording of the minutes of all proceedings of the Executive Committee meetings and actions; (d) provision for notice of all regular and special meetings of Members of this Corporation and of regular and special meetings of the Board of Directors; (e) review revisions to the Articles of Incorporation as needed; (f) record and vote proxies from Members filed in advance of the Annual Meeting; (g) preside at meetings of the Board of Directors in the absence of the President and Vice-President; (h) retain all records relating to the hiring and performance review and termination of the Executive Director; (i) retain the Board Policy Manual and ensure that it is up to date; and (j) any other duties as may be prescribed by the Board of Directors.

Section 10. Treasurer. The Treasurer of the Board of Directors shall have overall responsibility for all corporate funds. The Treasurer shall perform, or cause to be performed, the following duties: (a) keeping of full and accurate accounts of all the financial records of the corporation; (b) the deposit of all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board of Directors; (c) the disbursement of all funds when proper to do so; (d) making financial reports as to the financial condition of the corporation to the Board of Directors; and (e) any other duties as may be prescribed by the Board of Directors.

Article VIII. Executive Director

The Executive Director shall be the chief executive officer of the Corporation and, subject to the direction of the Board of Directors, shall be responsible for the general operation of the Corporation. The Executive Director shall not be a member of the Board of Directors and shall have no vote.

Article IX. Non-Discrimination Policy

It shall be the operational policy of this Corporation not to discriminate against any person on the basis of race, color, sex, sexual orientation, religion, creed, marital status, national origin, disability, or political belief. This policy includes, but is not exclusive of, hiring, firing, layoffs, promotions, wages, training, disciplinary action or any other terms, privileges, conditions, or benefits or employment, as well as non-discrimination in the providing of any services offered by this Corporation.

Article X. Corporate Indemnity

This Corporation will indemnify to the fullest extent not prohibited by law any person who is made or threatened to be made a party to an action, suit, or other proceeding, by reason of the fact that the person is or was a director or officer of this Corporation or a fiduciary within the meaning of the Employee Retirement Income Security Act (or its corresponding future provisions) with respect to any employee benefit plan of this Corporation. No amendment to this Article that limits this Corporation's obligations to indemnify any person shall have any effect on such obligation for any act or omission that occurs prior to the later of the effective date of the amendment or the date notice of the amendment is given to the person. This Corporation shall interpret this indemnification provision to extend to all persons covered by its provisions the most liberal possible indemnification – substantively, procedurally, and otherwise.

Article XI. Amendment of Bylaws

These Bylaws may be amended or repealed, and new Bylaws adopted, by the Board of Directors by an affirmative vote of two-thirds of directors present, if a quorum is present. Prior to the adoption of the amendment, each Director shall be given at least ten days notice of the date, time, and place of the meeting at which the proposed amendment is to be considered, and the notice shall state that one of the purposes of the meeting is to consider a proposed amendment to the Bylaws and shall contain a copy of the proposed amendment.

Original Bylaws adopted by the Board: April 1, 1977

Original Bylaws previously amended by the Board of Directors: May 13, 1977; August 12, 1999; June 10, 2003; February 17, 2009; June 21, 2010; September 20, 2010.

These Bylaws adopted as amended: March 24, 2011



THE OREGON
COMMUNITY
FOUNDATION

PORTLAND
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Suite 100
Portland, OR 97205
503.227.8846

BEND
15 SW Colorado Ave.
Suite 250
Bend, OR 97702
541.382.1170

COOS BAY
915 S First St.
Coos Bay, OR 97420
541.269.9650

EUGENE
440 E Broadway
Suite 160
Eugene, OR 97401
541.431.7099

MEDFORD
818 W Eighth St.
Medford, OR 97501
541.773.8987

SALEM
P.O. Box 2695
Salem, OR 97308
503.779.1927

Here for Oregon. Here for Good.

Appendix D: Sample Board Policies

Thank you for volunteering with The Oregon Community Foundation.

OCF has been certified through the Council on Foundations' National Standards program for operational excellence and as a leader in philanthropy. As part of this certification, OCF is required to adopt the following Conflict of Interest Policy and share it with all staff, board members and volunteers.

Please read the following pages and return one copy of the enclosed Conflict of Interest and Confidentiality Form at your earliest opportunity to: Carly Brown, Volunteer Programs Coordinator, The Oregon Community Foundation, 1221 SW Yamhill Street, Suite 100, Portland, OR 97205.

Conflict of Interest and Confidentiality Information Form

Please list below any relationships, positions, or circumstances in which you are involved that you believe could contribute to a Conflict of Interest as defined in The Oregon Community Foundation's Conflict of Interest Policy.

- I hereby certify that the information set forth above is true and complete to the best of my knowledge.
- I understand that OCF is a charitable organization and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.
- I understand that in my role as an OCF volunteer, I will be exposed to confidential information regarding OCF donors and grant applicants. I agree to maintain the confidentiality of such information.
- I have read and understand The Oregon Community Foundation's Conflict of Interest Policy and agree to abide by its terms.

Signature: _____ Date: _____

Please print your name: _____

Thank you!



THE OREGON COMMUNITY FOUNDATION

Conflict of Interest Policy

This Conflict of Interest Policy is designed to protect The Oregon Community Foundation's (OCF) interest when it is contemplating entering into a business transaction or arrangement or considering a grant application that might benefit the private interest of a director, officer, committee member, volunteer, or employee of OCF. This policy is intended to supplement but not replace any applicable federal and Oregon laws governing conflict of interest applicable to nonprofit organizations.

Article I Definitions

1. Interested Person

An Interested Person is any director, officer, committee member, volunteer, or employee who has a financial interest in an entity or an affiliation with a grant applicant.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which OCF has a transaction or arrangement,
- b. A compensation arrangement with any entity or individual with which OCF has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which OCF is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article II, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

3. Affiliation with Grant Applicant

A person has an affiliation with a grant applicant if the person serves as a board member or committee member of the applicant organization, has an immediate family member who serves as a board member of the applicant organization, or is employed by or does business with the applicant organization.



Article II Procedures

1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest or affiliation with a grant applicant and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or grant application.

2. Procedures for Addressing the Conflict of Interest for Business Transactions or Arrangements

- a. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, members of the board or committee who are not interested persons shall decide if a conflict of interest exists.
- a. An interested person may answer pertinent questions of other members regarding the transaction or arrangement at the governing board or committee meeting, but shall abstain from voting on the proposed transaction.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether OCF can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in OCF's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

3. Procedures for Addressing the Conflict of Interest for Grant Applications

An interested person who has an affiliation with a grant applicant may speak to the facts of the application and may answer pertinent questions of other board or committee members regarding the grant application, but shall abstain from voting on the proposed transaction. An interested person who is a volunteer or employee shall not participate in any evaluation of the applicant that would result in a presentation to the governing board or committee.

Without the advance approval of the president, no OCF employee whose duties include evaluating applications for grants may serve as director, trustee, or officer of, or in any other official capacity with any organization that has received a grant from OCF in the past or might reasonably be expected to apply for a grant in the future.



4. Violations of the Conflict of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article III Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the person(s) who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.
- c. The names of the person(s) who disclosed or otherwise were found to have an affiliation with a grant applicant(s) and a record that the person(s) abstained from voting on the application.

Article IV Statements

Each director, officer, member of committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflict of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands OCF is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Each OCF employee and OCF volunteer shall receive a copy of this policy and sign a statement acknowledging receipt of the policy and agreeing to comply with its terms.

ORGANIZATION RECORD RETENTION POLICY

The Organization (“Organization”) takes seriously its obligations to preserve information relating to litigation, audits, and investigations.

The information listed in the retention schedule below is intended as a guideline and may not contain all the records the Organization may be required to keep in the future. Questions regarding the retention of documents not listed in this chart should be directed to the President.

From time to time, the President may issue a notice, known as a “legal hold,” suspending the destruction of records due to pending, threatened, or otherwise reasonably foreseeable litigation, audits, government investigations, or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the legal hold is withdrawn in writing by the President.

File Category	Item	Retention Period
Corporate Records	Bylaws and Articles of Incorporation	Permanent
	Corporate resolutions	Permanent
	Board and committee meeting agendas and minutes	Permanent
	Conflict-of-interest disclosure forms	4 years
Finance and Administration	Financial statements (audited)	7 years
	Auditor management letters	7 years
	Payroll records	7 years
	Check register and checks	7 years
	Bank deposits and statements	7 years
	Chart of accounts	7 years
	General ledgers and journals (includes bank reconciliations)	7 years
	Investment performance reports	7 years
	Equipment files and maintenance records	7 years after disposition
	Contracts and agreements	7 years after all obligations end
	Correspondence — general	3 years

Insurance Records	Policies — occurrence type	Permanent
	Policies — claims-made type	Permanent
	Accident reports	7 years
	Safety (OSHA) reports	7 years
	Claims (after settlement)	7 years
	Group disability records	7 years after end of benefits
Real Estate	Deeds	Permanent
	Leases (expired)	7 years after all obligations end
	Mortgages, security agreements	7 years after all obligations end
Tax	IRS exemption determination and related correspondence	Permanent
	IRS Form 990s	7 years
	Charitable Organizations Registration Statements (filed with Minnesota Attorney General)	7 years
Human Resources	Employee personnel files	Permanent
	Retirement plan benefits (plan descriptions, plan documents)	Permanent
	Employee handbooks	Permanent
	Workers comp claims (after settlement)	7 years
	Employee orientation and training materials	7 years after use ends
	Employment applications	3 years
	IRS Form I-9 (store separate from personnel file)	Greater of 1 year after end of service, or three years
	Withholding tax statements	7 years
	Timecards	3 years
Technology	Software licenses and support agreements	7 years after all obligations end

1. Electronic Documents and Records.

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

2. Emergency Planning.

The Organization’s records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping the Organization operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

3. Document Destruction.

The President is responsible for the ongoing process of identifying its records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

4. Compliance.

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against the Organization and its employees and possible disciplinary action against responsible individuals. The President and Board Chair will periodically review these procedures with legal counsel or the organization’s certified public accountant to ensure that they are in compliance with new or revised regulations.

ORGANIZATION WHISTLEBLOWER POLICY

1. Purpose.

Organization requires board members, committee members and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities, and all directors, committee members and employees to comply with all applicable laws and regulatory requirements.

2. Reporting Responsibility.

Organization seeks to have an “Open Door Policy” and encourages board members and employees to share their questions, concerns, suggestions or complaints regarding the organization and its operations with someone who can address them properly. In most cases, a board member or committee member should present his or her concerns to the Chair of the Board. The Executive Director is generally in the best position to address an employee’s area of concern. However, if a board member is not comfortable speaking with the Board Chair or is not comfortable with the Board Chair’s response, or if an employee is not comfortable speaking with the Executive Director or if the employee is not satisfied with the Executive Director’s response, the board member, committee member or employee is encouraged to speak with anyone on the Board whom the employee is comfortable in approaching, or to directly contact the organization’s outside legal counsel, whose contact information can be obtained from the Executive Director.

3. No Retaliation.

No board member, committee member, or employee who in good faith reports a violation of a law or regulation requirement shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable persons to raise serious concerns within Organization prior to seeking resolution outside Organization.

4. Compliance Officer.

Organization’s Executive Director, working with the Chair of the Board, will act as Organization’s Compliance Officer. The Compliance Officer is responsible for investigating and resolving all employee complaints and allegations concerning violations of the Principles and/or Code. The Board Chair or his or her designee will take on the Compliance Officer role if the complaint involves the Executive Director. If the complaint involves both the Executive Director and Board Chair, outside legal counsel will carry out the functions of the Compliance Officer.

5. Accounting and Auditing Matters.

The Finance Committee of the Board of Directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer shall immediately notify the Finance Committee of any such complaint and work with the Committee until the matter is resolved.

6. Requirement of Good Faith.

Anyone filing a complaint concerning a violation or suspected violation of the law or regulation requirements must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

7. Confidentiality.

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

8. Handling of Reported Violations.

The Compliance Officer, or the person responsible for carrying out the Compliance Officer's role with respect to a reported or suspected violation, will acknowledge receipt of the reported violation or suspected violation by writing a letter (or e-mail) to the complainant within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

SAMPLE

EXPENSE REIMBURSEMENT POLICY

1. *Purpose*

The Board of Directors of the [ENTER ORG NAME] recognizes that board members, officers, and employees (“Personnel”) of [ENTER ORG NAME] may be required to travel or incur other expenses from time to time to conduct organizational business and to further the mission of this non-profit organization. The purpose of this Policy is to ensure that (a) adequate cost controls are in place, (b) travel and other expenditures are appropriate, and (c) to provide a uniform and consistent approach for the timely reimbursement of authorized expenses incurred by Personnel. It is the policy of [ENTER ORG NAME] to reimburse only reasonable and necessary expenses actually incurred by Personnel. When incurring business expenses, [ENTER ORG NAME] expects Personnel to:

- Exercise discretion and good business judgment with respect to those expenses.
- Be cost conscious and spend [ENTER ORG NAME]'S money as carefully and judiciously as the individual would spend his or her own funds.
- Report expenses, supported by required documentation, as they were actually spent.

2. *Expense Report*

Expenses will not be reimbursed unless the individual requesting reimbursement submits a written Expense Report. The Expense Report, which shall be submitted at least monthly or within two weeks of the completion of travel, if travel expense reimbursement is requested, must include:

- The individual's name.
- If reimbursement for travel is requested, the date, origin, destination and purpose of the trip, including a description of each [ENTER ORG NAME] -related activity during the trip.
- The name and affiliation of all people for whom expenses are claimed (i.e., people on whom money is spent in order to conduct [ENTER ORG NAME]'S business).
- An itemized list of all expenses for which reimbursement is requested.

3. *Receipts*

Receipts are required for all expenditures billed directly to [ENTER ORG NAME] such as airfare and hotel charges. No expense in excess of \$25.00 will be reimbursed to Personnel unless the individual requesting reimbursement submits with the Expense Report written receipts from each vendor (not a credit card receipt or statement) showing the vendor's name, a description of the services provided (if not otherwise obvious), the date, and the total expenses, including tips (if applicable).

4. *General Travel Requirements*

- A. **Advance Approval.** All trips involving air travel or at least one overnight stay must be approved in advance by the individual's supervisor; however, any out-of-state travel must be approved by [ENTER ORG NAME]'S Chairperson of the Board or his/her designee.
- B. **Necessity of Travel.** In determining the reasonableness and necessity of travel expenses, Personnel and the person authorizing the travel shall consider the ways in which [ENTER ORG NAME] will benefit from the travel and weigh those benefits against the anticipated costs of the travel. The same considerations shall be taken into account in deciding whether a particular individual's presence on a trip is necessary. In determining whether the benefits to [ENTER ORG NAME] outweigh the costs, less expensive alternatives, such as participation by telephone or video conferencing, or the availability of local programs or training opportunities, shall be considered.
- C. **Personal and Spousal Travel Expenses.** Individuals traveling on behalf of [ENTER ORG NAME] may incorporate personal travel or business with their [ENTER ORG NAME] -related trips; however, Personnel shall not arrange [ENTER ORG NAME] travel at a time that is less advantageous to [ENTER ORG NAME] or involving greater expense to [ENTER ORG NAME] in order to accommodate personal travel plans. Any additional expenses incurred as a result of personal travel, including but not limited to extra hotel nights, additional stopovers, meals or transportation, are the sole responsibility of the individual and will not be reimbursed by [ENTER ORG NAME]. Expenses associated with travel of an individual's spouse, family or friends will not be reimbursed by [ENTER ORG NAME].

5. **Air Travel**

- A. **General.** Air travel reservations should be made as far in advance as possible in order to take advantage of reduced fares. [ENTER ORG NAME] will reimburse or pay only the cost of the lowest coach class fare actually available for direct, non-stop flights from the airport nearest the individual's home or office to the airport nearest the destination.
- B. **Saturday Stays.** Personnel traveling on behalf of [ENTER ORG NAME] are not required to stay over Saturday nights in order to reduce the price of an airline ticket. An individual who chooses to stay over a Saturday night shall be reimbursed for reasonable lodging and meal expenses incurred over the weekend to the extent the expenses incurred do not exceed the difference between the price of the Saturday night stay ticket and the price of the lowest price available ticket that would not include a Saturday night stay. To receive reimbursement for such lodging and meal expenses, the individual must supply, along with the Expense Report, documentation of the amount of the difference between the price of the Saturday stay and non-Saturday stay airline tickets.
- C. **Frequent Flyer Miles and Compensation for Denied Boarding.** Personnel traveling on behalf of [ENTER ORG NAME] may accept and retain frequent flyer miles and compensation for denied boarding for their personal use. Individuals may not deliberately patronize a single airline to accumulate frequent flyer miles if less expensive comparable tickets are available on another airline.

6. **Lodging**

Personnel traveling on behalf of [ENTER ORG NAME] may be reimbursed at the single room rate for the reasonable cost of hotel accommodations. Convenience, the cost of staying in the city in which the hotel is located, and proximity to other venues on the individual's itinerary shall be considered in determining reasonableness. Personnel shall make use of available corporate and discount rates for hotels. "Deluxe" or "luxury" hotel rates will not be reimbursed.

7. Out-Of-Town Meals

Personnel traveling on behalf of [ENTER ORG NAME] are reimbursed for the reasonable and actual cost of meals (including tips) subject to a maximum per diem meal allowance of \$60 per day and the terms and conditions established by [ENTER ORG NAME] relating to the per diem meal allowance. In addition, reasonable and necessary gratuities that are not covered under meals may be reimbursed.

8. Ground Transportation

Employees are expected to use the most economical ground transportation appropriate under the circumstances and should generally use the following, in this order of desirability:

- **Courtesy Cars:** Many hotels have courtesy cars, which will take you to and from the airport at no charge. The hotel will generally have a well-marked courtesy phone at the airport if this service is available. Employees should take advantage of this free service whenever possible.
- **Airport Shuttle or Bus:** Airport shuttles or buses generally travel to and from all major hotels for a small fee. At major airports such services are as quick as a taxi and considerably less expensive. Airport shuttle or bus services are generally located near the airport's baggage claim area.
- **Taxis:** When courtesy cars and airport shuttles are not available, a taxi is often the next most economical and convenient form of transportation when the trip is for a limited time and minimal mileage is involved. A taxi may also be the most economical mode of transportation between an individual's home and the airport.
- **Rental Cars:** Car rentals are expensive so other forms of transportation should be considered when practical. Employees will be allowed to rent a car while out of town provided that advance approval has been given by the individual's supervisor and that the cost is less than alternative methods of transportation.

9. Personal Cars

Personnel are compensated for use of their personal cars when used for [ENTER ORG NAME] business. When individuals use their personal car for such travel, including travel to and from the airport, mileage will be allowed at the currently approved IRS rate per mile. In the case of individuals using their personal cars to take a trip that would normally be made by air, e.g., Minneapolis to Milwaukee, mileage will be allowed at the currently approved rate; however, the total mileage reimbursement will not exceed the sum of the lowest available round trip coach airfare.

10. Parking/Tolls

Parking and toll expenses, including charges for hotel parking, incurred by Personnel traveling on [ENTER ORG NAME] business will be reimbursed. The costs of parking tickets, fines, car washes, valet service, etc., are the responsibility of the employee and will not be reimbursed. On-airport parking is permitted for short business trips. For extended trips, Personnel should use off-airport facilities.

11. Entertainment and Business Meetings

Reasonable expenses incurred for business meetings or other types of business-related entertainment will be reimbursed only if the expenditures are approved in advance by [designated officer or director] of [ENTER ORG NAME] and qualify as tax deductible expenses. Detailed documentation for any such expense must be provided, including:

- date and place of entertainment.
- nature of expense.
- names, titles and corporate affiliation of those entertained.
- a complete description of the business purpose for the activity including the specific business matter discussed.
- vendor receipts (not credit card receipts or statements) showing the vendor's name, a description of the services provided, the date, and the total expenses, including tips (if applicable).

12. Non-Reimbursable Expenditures

[ENTER ORG NAME] maintains a strict policy that expenses in any category that could be perceived as lavish or excessive will not be reimbursed, as such expenses are inappropriate for reimbursement by a nonprofit, charitable organization. Expenses that are not reimbursable include, but are not limited to:

- Travel insurance.
- First class tickets or upgrades.
- When lodging accommodations have been arranged by [ENTER ORG NAME] and the individual elects to stay elsewhere, reimbursement is made at the amount no higher than the rate negotiated by [ENTER ORG NAME]. Reimbursement shall not be made for transportation between the alternate lodging and the meetingsite.
- Limousine travel.
- Movies, liquor or bar costs.
- Membership dues at any country club, private club, athletic club, golf club, tennis club or similar recreational organization.
- Participation in or attendance at golf, tennis or sporting events, without the advance approval of the chairperson of the board or his designee.
- Purchase of golf clubs or any other sporting equipment.
- Spa or exercise charges.
- Clothing purchases.

- Business conferences and entertainment which are not approved by a [designated officer or director] of the [ENTER ORG NAME].
- Valet service.
- Car washes.
- Toiletry articles.
- Expenses for spouses, friends or relatives. If a spouse, friend or relative accompanies Personnel on a trip, it is the responsibility of the Personnel to determine any added cost for double occupancy and related expenses and to make the appropriate adjustment in the reimbursement request.
- Overnight retreats without the prior approval of the chairperson of the board or his/her designee.

13. REVIEW OF POLICY

This policy will be reviewed at least every two years and recommendations for amendments will be approved by the board.



Appendix E: Job Descriptions

Position: Executive Director

Full-time

Reports to the Orcas Island Board of Trustees

Description of position: The Executive Director (ED) is a full time position responsible for administration and management of the Orcas Island Community Foundation (OICF) on Orcas Island including service programs, fundraising, and business operations. The ED is responsible for providing support and leadership to the Board of Directors of OICF.

Primary Duties and responsibilities:

Management and Administration

- Develop and administer operational policies
- Oversee all programs, services, and activities to ensure that program objectives are met
- Oversee business development
- Ensure compliance with funding sources and regulatory requirements
- Provide information for the evaluation of the organization's activities

Board Relations

- Coordinate planning processes for the OICF Board, setting long and short-range goals and strategies in keeping with OICF's mission.
- Initiate and assist in setting policy recommendations.
- Research and report on best practices.
- Insure OICF Board is well informed on OICF operations and all important issues.
- Facilitate orientation for all new OICF Board members and other training as appropriate.
- Work with OICF Board Chair and committee chairs to schedule and set agendas for board and committee meetings.
- Staff board committees as appropriate.

Development and Marketing

- Increase OICF donor partners to raise resources necessary to implement OICF's goals as identified in its strategic planning.
- Oversee and implement an annual development plan that engages Board members in asset development, legacy giving, and donor relations.
- Develop and execute a communications and marketing plan to raise community awareness about OICF.
- Actively seek opportunities to speak about OICF to donors, prospects and community groups, including outreach to Orcas community groups.
- Serve as chief liaison with community groups.
- Coordinate news releases and other publications or marketing collateral needed to increase public awareness of OICF, its programs, and services.

Finance and Operations

- Develop, recommend, and monitor annual and other budgets, with input from OICF Finance Committee, and monitor performance against budget on an ongoing basis.

Fostering philanthropy to enhance and preserve the quality of life on Orcas Island

- Ensure effective audit trails.
- Approve expenditures
- Submit monthly financial statements to the board of directors
- Prepare and submit grant applications and funding proposals as appropriate
- Assure compliance with OICF policies and procedures.

Personnel

- Administer board-approved personnel policies
- Ensure proper hiring and termination procedures
- Provide for adequate supervision and evaluation of all staff and volunteers

Grantmaking

- Work with OICF Grants program to identify and meet community needs.
- Actively seek opportunities for collaboration concerning philanthropic activities.

Other

- Serve as a professional representative of OICF to the public.
- Maintain working knowledge of Orcas Island community and foundation / nonprofit industry trends and best practices.
- Support OICF Board with special projects or duties as needed.

January 2013



Position: Financial Administrator

20 hours per week

Reports to the Executive Director

Description of position: The Financial Administrator is a part time (20 hours/week) administration level position responsible for financial tracking and reporting at the Orcas Island Community Foundation (OICF) on Orcas Island. This position provides support to the OICF Executive Director in the areas of financial services as related to all funds at OICF as well as other areas as needed.

Qualifications

- Interest in community
- Keen awareness and practice of confidentiality
- Demonstrated commitment to high professional ethical standards
- Excellent computer skills and proficient in Microsoft Office suite programs
- Excellent communication skills, both verbal and written
- Excellent interpersonal skills and a collaborative style
- Persuasive with details and facts
- Experience in Financial Administration, preferably in a nonprofit setting
- Experience in budget development and variance reporting
- Willingness to learn new skills

Primary Duties and responsibilities:

Financial Management

- Manage on-going recording and processing of all incoming and outgoing financial transactions for OICF and OICF managed funds, including Donor Advised Funds, Temporarily Restricted/Initiative Funds, and Endowments.
- Produce quarterly statements for all funds.
- Maintain effective cash flow management reporting and controls; reconcile all bank and Visa statements monthly; reconcile expense vouchers as needed.
- Generate required correspondence for Donor Advised Funds and other donations.
- Payroll activities including generating payroll checks, payroll taxes, and L&I taxes.
- Assist ED in creating annual budget spreadsheets and analysis.
- Review and send monthly and quarterly financial and managerial reporting according to specified formats and guidelines. Generate year-end reports; fulfill 990, audit, and review-related requirements.

Executive Director Support

- Conduct data research and analysis on an ad hoc basis as requested to assist the ED.
- Prepare and distribute documents for committee and board meetings as requested.
- Contribute to short and long-term organizational planning related to financial and administrative areas.
- Assist with coordination of volunteers in office and at events.

- Staff liaison to the Investment and Finance Committees and other committee work as assigned.
- Assist with Thank You letters and tax receipts as requested.

Communications & Program Support

- Maintain effective communication on business issues and status through regular communication with the Executive Director.
- Maintain desk manual for financial and administrative processes and other OICF policy and procedure documentation.
- Serves as back-up for Communications and Program Services Administrator.

Compensation

\$20 per hour with prorated benefits, vacation, and sick days.

Please send a resume to Hilary@oicf.us or OICF, PO Box 1496, Eastsound, WA 98245

October 2013

Appendix F: Resources List

Center for Nonprofit Law

David Atkin, Attorney
Atkin & Associates
david@nonprofit-support.com
541-342-6336

Community Foundations National Standards Board

Accrediting body for community foundations
<http://www.cfstandards.org/process>

Council on Foundations

<http://www.cof.org/>

Oregon Community Foundation

Julie Gregory, Regional Director, Central and Eastern Oregon
JGregory@oregoncf.org
541-382-1170

Oregon Department of Justice

A Guide to Nonprofit Board Service in Oregon
<http://www.doj.state.or.us/charigroup/pdf/nonprofit.pdf>

Orcas Island Community Foundation

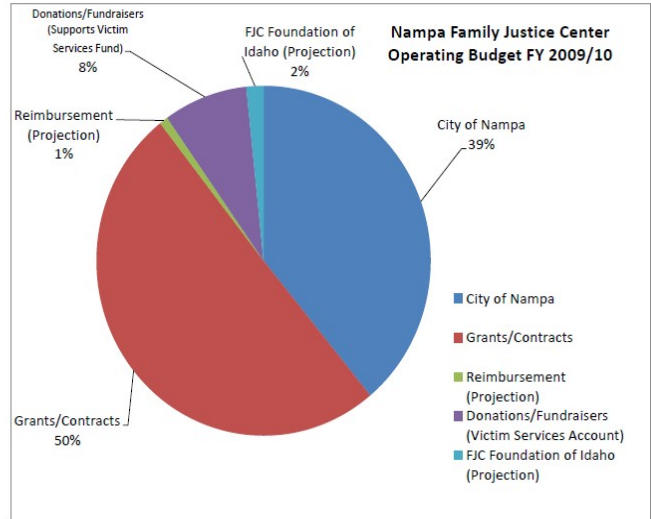
Hilary Canty
Executive Director
Hilary@oicf.us
360-376-6423

Appendix G: Sample Budgets

Sample Operating Budget from Nampa Family Justice Center³⁰

Nampa Family Justice Center
Operating Budget FY 2010/11

SOURCE	AMOUNT	% OF TOTAL BUDGET
City of Nampa	235,922	39
Grants/Contracts	304,954	50
Reimbursement (Projection)	5,000	1
Donations/Fundraisers (Victim Services Acc)	49,214	8
FJC Foundation of Idaho (Projection)	9,949.50	2
TOTAL	605,040	100



³⁰ The UO graduate consultants gratefully acknowledges the Family Justice Center Alliance, a program of Alliance for HOPE International, for allowing us to reproduce, in part or in whole, the Sample Operating Budget from Nampa Family Justice Center.

Funding Available for 501(c)3 Organizations:

Depending on the structure of a Redmond Family Justice Center different funding sources are available. Following are grants that would be available to the FJC if it operates as an independent nonprofit (not a city agency).

Deacon Charitable Foundation (<http://www.deaconcharitablefoundation.org/>)

- Between \$500-\$10,000.
- Applications accepted by invitation only.

PGE Foundation (<http://www.pgefoundation.org/>)

- Between \$5,000-\$25,000.
- Rarely make multi-year commitments.
- Open application process.

Hearst Foundations (<http://www.hearstfdn.org/>)

- Past grants to DV organizations range between \$40,000-\$100,000
- Open application process.

Meyer Memorial Trust

- Upcoming Capacity Builder Support grant program for “organizations that exist primarily to help strengthen and support other organizations”.
- Will be announced mid-2016
- Funding amount TBD

Weyerhaeuser Family Foundation - Children's Initiative

(http://www.wfamilyfoundation.org/childrens_initiative.html)

- \$15,000-\$40,000
- For organizations in their first year of operation
- Must serve children ages 0-17 who are witnesses of domestic violence
- Up to three years of funding
- Will not fund operating expenses

Women Helping Others Foundation (<http://www.whofoundation.org/>)

- Up to \$40,000
- Must be submitted on the organization's behalf by a Beauticontrol Independent Consultant who is not employed by the organization.

The Lodestar Foundation (<http://www.lodestarfoundation.org/>)

- Funding for collaborative models
- Grant amounts for collaborations generally between \$10,000-\$100,000, but a multi-million dollar grant has been made for a collaborative organization
- No application information available. Must contact foundation to apply.

Bureau of Justice and Office on Violence Against Women Grant Programs:

The following grant programs implemented by the BOJ and OVW are open to city and county governments and represent funding opportunities for an FJC that does not operate as its own 501(c)3, but as a city/county agency. The funding ranges included are for FY 2016 as solicitations for FY 2017 have not been distributed.

Bureau of Justice: The Edward Byrne Memorial Justice Assistance Grant (JAG) Program (<https://www.bja.gov/Funding/JAGLocal16.pdf>)

- \$13,000 allocated to Deschutes County in 2016
- “The JAG Program provides states and units of local governments with critical funding necessary to support a range of program areas including law enforcement; prosecution and court programs; prevention and education programs; corrections and community corrections; drug treatment and enforcement; crime victim and witness initiatives; and planning, evaluation, and technology improvement programs.”
- Application would need be submitted by Deschutes County

OVW Discretionary Grants: (<https://www.justice.gov/ovw/grant-programs#stsa>)

Program Name	CFDA Number	Funding Range
Consolidated Grant Program to Address Children and Youth Experiencing Domestic and Sexual Assault and Engage Men and Boys as Allies Program	16.888	\$350,000-\$750,000
Enhanced Training And Services To End Abuse In Later Life Program	16.528	Up to \$400,000
Grants for Outreach and Services to Underserved Populations Program	16.889	\$300,000
Legal Assistance for Victims Grant Program	16.524	\$400,000-\$800,000
Rural Sexual Assault, Domestic Violence, Dating Violence and Stalking Program	16.589	Undefined
Training and Services to End Violence Against Women with Disabilities Grant Program	16.529	\$300,000-\$425,000
Transitional Housing Assistance Grants for Victims of Sexual Assault, Domestic Violence, Dating Violence, and Stalking Program	16.736	Undefined
Improving Criminal Justice Responses to Sexual Assault Domestic Violence, Dating Violence, and Stalking Grant	16.590	Up to \$900,000
Justice for Families Program	16.021	\$450,000-\$600,000

Training and Technical Assistance Initiative	16.526	Undefined
--	--------	-----------

Consolidated Grant Program to Address Children and Youth Experiencing Domestic and Sexual Assault and Engage Men and Boys as Allies creates a unique opportunity for communities to increase collaboration among nonprofit victim service providers, violence prevention programs, and child and youth organizations serving victims ages 0-24. Additionally, it supports organizations and programs that promote boys' and men's role in combating violence against women and girls. Eligible applicants are nonprofit, nongovernmental entities, Indian tribes or tribal nonprofit organizations, and territorial, tribal or unit of local government entities.

Enhanced Training and Services to End Abuse in Later Life Program addresses elder abuse, neglect, and exploitation, including domestic violence, dating violence, sexual assault, or stalking, against victims who are 50 years of age or older through training and services. Eligible applicants include states and territories, Indian tribal governments and tribal organizations, units of local government, and nonprofit, nongovernmental victim services organizations with demonstrated experience in assisting elderly women or demonstrated experience in addressing sexual assault, domestic violence, dating violence, and stalking.

Grants for Outreach and Services to Underserved Populations supports the development and implementation of strategies targeted at adult or youth victims of sexual assault, domestic violence, dating violence, or stalking in underserved populations, and victim services to meet the needs of such populations. Eligible applicants include nonprofit organizations that serve populations traditionally underserved due to geographic location, religion, sexual orientation, gender identity, underserved racial and ethnic populations, and populations underserved because of special needs (such as language barriers, disabilities, alienage status, or age).

Legal Assistance for Victims Grant Program strengthens civil and criminal legal assistance programs for adult and youth victims of domestic violence, dating violence, sexual assault, and stalking who are seeking relief in legal matters relating to or arising out of that abuse or violence. Eligible applicants include private nonprofit entities, territorial organizations, Indian tribal governments and tribal organizations, and publicly funded organizations not acting in a governmental capacity, such as law schools.

Rural Sexual Assault, Domestic Violence, Dating Violence and Stalking Assistance Program enhances the safety of rural victims of sexual assault, domestic violence, dating violence and stalking, and supports projects uniquely designed to address and prevent these crimes in rural areas. Eligible applicants are states, territories, Indian tribes, local governments, and nonprofit entities, including tribal nonprofit organizations.

Training and Services to End Violence Against Women with Disabilities Grant Program establishes and strengthens multidisciplinary collaborative relationships and increases organizational capacity to provide accessible, safe, and effective services to individuals with disabilities and Deaf individuals who are victims of sexual assault, domestic violence, dating violence, and stalking. Eligible applicants are states,

units of local governments, Indian tribal governments or tribal organizations, victim services providers, and nonprofit, nongovernmental organizations serving individuals with disabilities.

Transitional Housing Assistance Grants for Victims of Domestic Violence, Dating Violence, Stalking, or Sexual Assault Program funds organizations to assist victims of domestic violence, dating violence, sexual assault, and stalking who are in need of transitional housing, short-term housing assistance, and related supportive services. Eligible applicants are states, units of local government, Indian tribes, and other organizations with a documented history of effective work concerning sexual assault, domestic violence, dating violence, and stalking.

Improving Criminal Justice Responses to Sexual Assault Domestic Violence, Dating Violence, and Stalking Grant Program furthers the Department of Justice's mission by encouraging partnerships between state, local, and tribal governments, courts, victim service providers, coalitions and rape crisis centers, to ensure that sexual assault, domestic violence, dating violence, and stalking are treated as serious violations of criminal law requiring the coordinated involvement of the entire criminal justice system and community-based victim service organizations.

Justice for Families Program seeks to improve the response of all aspects of the civil and criminal justice system to families with a history of domestic violence, dating violence, sexual assault, and stalking, or in cases involving allegations of child sexual abuse. The program supports the following activities for improving the capacity of communities and courts to respond to families affected by the four crimes: court-based and court-related programs; supervised visitation and safe exchange by and between parents; training and technical assistance for people who work with families in the court system; civil legal services; provision of resources in juvenile court matters; and development or promotion of legislation, model codes, policies, and best practices. The program includes purpose areas previously authorized under the Safe Havens: Supervised Visitation and Safe Exchange Grant Program (Supervised Visitation) and the Court Training and Improvements Program (Courts).

Training and Technical Assistance Initiative to provide direct technical assistance to existing and potential grantees and subgrantees to enhance and support their efforts to successfully implement projects supported by OVW grant funds. In addition, OVW is focused on building the capacity of criminal justice and victim services organizations to respond effectively to sexual assault, domestic violence, dating violence and stalking and fostering partnerships among organizations that have not traditionally worked together to address violence against women.

Appendix H: Co-Location

Co-Location Model Critical Success Factors

Co-Location Planning Phase:³¹

- Stakeholder organizations have similar goals and complementary strengths
- Senior leadership supports the collaborative concept
- Goals are clear from the outset, including level of collaboration
- Understand that co-location models vary by structure and strategy for each group
- Create a governance structure that represents the stakeholders
- Determine how the stakeholders will fund the move and share the costs
- Maintain continual communication in all directions
- Create a Memorandum of Understanding which delineates how the space will be divided, goals and roles, timelines, benchmarks, and the criteria for success
- Execute the move in segments to create opportunities for learning in the process

Co-Location Operations:³²

- Manage public relations to represent all partners
- Discuss roles and processes to determine which operations can be integrated to save money and time
- Understand each organization's culture and core values
- Share credit on joint projects
- Communicate successes to outside stakeholders and staff
- Engage employees in identifying useful metrics for partners to share
- Carefully delineate how funding is used and by which partner organization
- Resolve internal conflicts by considering what best serves the mission and what generates the support of stakeholders
- Managers show their mutual support for the collaborative in front of staff
- Individual organizations' Boards should be committed and engaged early on in the process
- Provide ongoing, formal and informal trust-building activities to nurture the relationships between partners

Collaborative Management Resources

- Wilder Foundation Collaboration Factors Inventory (assessment of your collaborative's success factors): <https://www.wilder.org/Wilder-Research/Research-Services/Documents/Wilder%20Collaboration%20Factors%20Inventory.pdf>
- Tips for Building a Collaborative & Additional Resources: <http://www.civicpartnerships.org/#!/building-a-collaborative/cebg>

³¹Linden, *Leading across Boundaries*, 212.

³²Linden, *Leading across Boundaries*, 213-214.

- Books: “Leading Across Boundaries: Creating Collaborative Agencies in a Networked World” Russel M. Linden; “Beyond Consensus: Improving Collaborative Planning & Management” Richard D. Margerum

Recommended Stakeholder Organizations to Consider

- Deschutes County District Attorney’s Office
- Deschutes County Victim Assistance
- Saving Grace
- KIDS Center
- DHS Self-Sufficiency
- Deschutes Children’s Foundation
- Legal Aid
- Deschutes County Behavioral Health
- Redmond Police Department
- Latino Community Association

Sample Agenda for the First Meeting³³

1. State the purpose of the meeting and of the initiative
2. Introductions (include why each participant is interested in the project)
3. Explanation of the problem or challenge, including information collected via surveys on the need and benefits of a collaborative effort to address it
4. Develop “ground rules” for discussion
5. Group dialogue focused on the problem (not the solution!)
6. Group dialogue to determine the goal of this project
7. Initial reactions, concerns, and questions
8. Determine next meeting date and tasks to complete

³³Ibid, 112.

MODEL MEMORANDUM OF AGREEMENT (MOA) BETWEEN
[COMPLETE NAME OF PARTNER] AND [COMPLETE NAME OF PARTNER]

I. INTRODUCTION

THIS MEMORANDUM OF AGREEMENT (“Memorandum”), dated ____, 200_ between [COMPLETE NAME OF PARTNER] (“PARTNER”) an organization [SPECIFY TYPE; for example: *not-for-profit*] established under the laws of [COUNTRY] with its offices in [LOCATION, COUNTRY] represented by [REPRESENTATIVE OF PARTNER], [TITLE]; and [COMPLETE NAME OF PARTNER] (“PARTNER”), a District of Columbia, USA not-for-profit corporation with its principal place of business in Arlington, Virginia, USA, represented by [REPRESENTATIVE], [TITLE]; collectively referred to as “the Partners”.

II. PREAMBLES

WHEREAS, [PARTNER] is an organization [SPECIFY TYPE; for example: *not-for-profit*] established with the goal of [GENERAL GOAL; for example: *the conservation of biodiversity in the areas where it works, within a framework of sustainable development*] in [COUNTRY];

WHEREAS, PARTNER is a non-profit organization, qualified under Section 501(c)(3) of the United States Internal Revenue Code and organized for the purposes of preserving plants, animals, and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive and by assisting non-governmental organizations in other countries such as [PARTNER] by improving their capacity to conserve biodiversity and the natural systems necessary to sustain biodiversity; and duly registered in [COUNTRY] on [DATE], as appears on [DESCRIBE REGISTRATION.]

WHEREAS, this Agreement has as its objective the collaboration and participation of both organizations for the conservation of biodiversity in [COUNTRY]; and for this reason this Agreement facilitates the establishment of channels of communication that permit the creation and interchange of information, as well as scientific, technical, financial and institutional collaboration in the area of biodiversity conservation.

WHEREAS, the missions of the Partners are complementary;

THEREFORE, the Partners wish to continue working together and in compliance with the following clauses:

III. GOAL

INCLUDE A GENERAL DESCRIPTION OF THE GOAL OF THIS AGREEMENT

IV. AREAS OF COLLABORATION

DESCRIBE AREAS OF COLLABORATION BETWEEN PARTNER AND [PARTNER]

FOR EXAMPLE:

Learning and building capacity. This can include the sharing of knowledge and lessons learned, organizational development and sustainability, sustainable finance, and conservation initiatives. CONSERVATION, COMMUNICATIONS AND BUILDING A CONSERVATION ETHIC.

This can include sustainable strategies as well as communications that will build public conservation awareness and support for conservation.

V. RESPONSIBILITIES OF PARTNER

DESCRIBE PARTNER'S RESPONSIBILITIES UNDER THIS AGREEMENT

FOR EXAMPLE:

PARTNER will work with PARTNER to create, implement, monitor and evaluate annual work plans that identify specific objectives and activities of interest to both Partners in [COUNTRY], particularly in the region of [REGION] (the "Work Plans", which are incorporated in this agreement by reference.

Within the context of specific projects, PARTNER will work with Partner to establish mutually amenable methods of coordination which will be included as part of the Work Plans mentioned above.

VI. RESPONSIBILITIES OF [PARTNER]

DESCRIBE THE RESPONSIBILITIES OF PARTNER UNDER THIS AGREEMENT

FOR EXAMPLE:

Assign volunteers from Partner to work with PARTNER, with other partners of PARTNER, or with other regional or local organizations, to conduct activities agreed upon by both parties, to assure that work is completed in accordance with the approved Work Plan.

VII. DUE DILIGENCE

The Conservancy may request copies of documents to ensure that [PARTNER] meets the criteria of a non-profit conservation organization and that [PARTNER] meets appropriate standards of capacity, competence, and financial accountability. These documents include but are not limited to the following: a certificate of good standing, a list of the names of all of its board members and principal officers, copies of [PARTNER]'s bylaws and articles of incorporation. [PARTNER] agrees to notify the Conservancy immediately of any change in [PARTNER]'s status or operations, or if any official judicial, legislative, or administrative proceeding is instituted against [PARTNER].

VIII. PRINCIPAL CONTACTS

The Principal Contacts for each one of the organizations is: PARTNER:

[NAME OF PRINCIPAL CONTACT]

[TITLE]

[ADDRESS]

[TELEPHONE]

PARTNER:

[NAME OF PRINCIPAL CONTACT]

[TITLE]

[ADDRESS]

[TELEPHONE]

Such Principal Contacts may be changed in writing from time to time by their respective Partners.

IX. USE OF INTELLECTUAL PROPERTY

The parties agree that any intellectual property, which is jointly developed through activities covered under this MOU, can be used by either party for non-profit, non-commercial purposes without obtaining consent from the other and without any need to account to the other.

All other intellectual property used in the implementation of the MOU will remain the property of the party that provided it. This property can be used by either party for purposes covered by the MOU but consent will be obtained from the owner of the property before using it for purposes not covered by the MOU.

X. EFFECTIVE DATES AND AMENDMENTS.

This MOU shall take effect upon signing by both Parties and shall remain in effect for a period of two (2) years from that date unless earlier terminated. Neither party may assign or transfer all or any portion of this MOU without the prior written consent of the other party.

The MOU may be renewed at the end of this period by mutual written agreement by both Parties.

The provisions of this MOU may only be amended or waived by mutual written agreement by both Parties.

Any Party may terminate this MOU and any related agreement, workplan and budget at any time and for any reason by giving thirty (30) days prior written notice to the other Party; provided, however, that in the event MAMA GRAUN fails to perform any of its obligations under this MOU

PARTNER shall have the right to terminate this MOU and any related agreement, workplan and budget immediately upon written notice.

The individuals signing this MOU on behalf of their respective entities represent and warrant (without personal liability therefor) that upon the signature of each, this MOU shall have been duly executed by the entity each represents.

XI. TRANSFER OF FUNDS

The parties acknowledge and agree that this MOU does not create any financial or funding obligation on either party, and that such obligations shall arise only upon joint execution of a subsequent agreement or work plan (which shall include a budget) that specifically delineates the terms and nature of such obligations and that references this MOU. Such subsequent agreements or work-plans, and budgets, will be subject to funding being specifically available for the purposes outlined therein. All PARTNER funds are further subject to PARTNER's obligation to expend PARTNER funds solely in accordance with the agreed upon budget and the line items contained therein.

XII. NO JOINT VENTURE

Notwithstanding the terms "Partners" and "Partnership", the Partners agree that they are not entering into a Legal Partnership, joint venture or other such business arrangement, nor is the purpose of the Partners to enter into a commercial undertaking for monetary gain. Neither Partner will refer to or treat the arrangements under this Agreement as a Legal Partnership or take any action inconsistent with such intention.

XIII. DISPUTE RESOLUTION

The Partners hereby agree that, in the event of any dispute between the Partners relating to this Agreement, the Partners shall first seek to resolve the dispute through informal discussions. In the event any dispute cannot be resolved informally within sixty (60) calendar and consecutive days, the Partners agree that the dispute will be negotiated between the Partners through mediation, if Partners can agree on a mediator. The costs of mediation shall be shared equally by the Partners. Neither Partner waives its legal rights to adjudicate this Agreement in a legal forum.

ENTIRETY

This Agreement, including all Annexes, embodies the entire and complete understanding and agreement between the Partners and no amendment will be effective unless signed by both Partners. Such signature by both Partners may be made by telefacsimile.

FOR [FULL NAME OF PARTNER]

Date:

[NAME]
[TITLE]

FOR [FULL NAME OF PARTNER]

Date:

[NAME]
[TITLE]

To Expire:

Attorney:

Date:

[NAME]
[TITLE]

Approved by Attorney on

by e.g. fax/phone/email.

Witness:

Date:

Witness:

Date:

Witness:

Date:

Appendix I: Forming a Nonprofit, a Toolkit

Nonprofit organizations are structured as corporations, hence to form a tax-exempt organization in the state of Oregon, an Oregon nonprofit corporation must be formed first, then the corporation must apply for a tax-exempt status at the Internal Revenue Service IRS and the State¹. Oregon Nonprofit Corporation Law could be accessed through:
(https://www.oregonlegislature.gov/bills_laws/ors/ors065.html).

Step 1: Statement of Purpose

Statement of purpose expresses the reasons of the organization's existence, and its tax-exempt purpose, i.e. charitable or educational. Once decided on starting a nonprofit, the founders must decide on the purpose of the organization, and make sure that the articles of the organization are adequate for its purposes.

Step 2: Board of Directors

It is required by the IRS for nonprofit organizations to be governed by a Board of Directors, or Trustees. There are many reasons for having a board of directors, and perhaps the primary reason is the legal necessity². Among the other reasons are; determining the mission, approving the budget, fundraising, recruiting and evaluating the executive director, and many other tasks that will be discussed in details in the Board of directors' appendix section. While some states require one Board member for incorporating an organization, the State of Oregon requires at least three members³.

“Purpose (which should last at least 100 years) should not be confused with specific goals or business strategies (which should change many times in 100 years). Whereas you might achieve a goal or complete a strategy, you cannot fulfill a purpose; it's like a guiding star on the horizon—forever pursued but never reached. Yet although purpose itself does not change, it does inspire change. The very fact that purpose can never be fully realized means that an organization can never stop stimulating change and progress.)
David Packard, co-founder of Hewlett-Packard

Step 3: Name

Once the organization is decided on the statement of purpose, board of directors, and the type of organization, it will be the time to choose a name for the organization. First, the nonprofit must make sure that the name in mind is available – Oregon Secretary of State website offers the option to check the availability of the name on:

http://egov.sos.state.or.us/br/pkg_web_name_srch_inq.login. The name of the organization must be distinguishable from the names of any other entity, private or public, registered by the Secretary of State. Moreover, according to Oregon Law 65.094, the name must not have the word corporate, nor the phrase limited partnership, and has to imply the purpose of the

¹ Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008. P(4)

² Ott, J. Steven., and Lisa A. Dicke. *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press, 2012. P(7)

³ The legal encyclopedia

organization. Moreover, the nonprofit cannot include the word “school” or “museum” unless the organization falls into either category⁴.

Tips for choosing the best name

- Use descriptive words
- Make it emotional
- Choose a name that highlights the impact of the organization
- Make sure it sends a powerful message
- Choose a name that is easy to say, spell, and, remember
- Create a catchy acronym

Step 4: Organization type & Statement of Purpose

When filing for a nonprofit, the organization will be asked to state clearly its public purpose, and has to prove that it has a charitable, cultural, and/or educational goals that will benefit the public⁵. The nonprofit must prove that the organization’s services differ from the commercial enterprises. The public purpose clause of the nonprofit must be wide enough to embrace a wide array of organizational activities, which will help in expanding the services provided in the future without changing the purpose. If the purpose is too narrow and the organization wants to change its purpose, then a new nonprofit corporation must be created, or amendment/expansion in the purpose must happen.

After deciding the type of the organization, it will be time to prepare the articles of organization in the form of constitution and bylaws⁶. Nonprofit bylaws are the rules and methods that the organization follows to insure legality and productivity. Bylaws are an internal document that contains a well-planned and clear structure that will take out the guess of work out of the organization, especially in time of dispute among board members. The bylaws usually address the nonprofit governance matters, and there’s no limit to the rules that can be included, as long as they don’t violate Oregon State Law. Some examples of the rules are; size of the board, election process of directors, roles and and duties of the director and employees, conflict of interest policies and procedures, and meeting manners.

Required items in the bylaws:

The bylaws document is divided into sections called articles, and each article is divided into sections. According to experts, the bylaws shall include (a sample could be found in appendix N):

Article I. Name of Organization

Article II. Purpose and Powers

Section 1. Purpose of the Organization

Section 2. Powers

⁴Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008.

⁵ Ibid.

⁶ Ott, J. Steven., and Lisa A. Dicke. *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press, 2012.

Section 3. Nonprofit Status and Exempt Activities Limitation

Article III. Membership (if the organization decided on having members). If the organization will not be based on memberships, it should be indicated in this article. If it is based on memberships, those are the suggested sections:

Section 1. Classes of Membership

Section 2. Voting Rights

Section 3. Termination of Membership

Section 4. Transfer of Membership

Section 5. Meetings of the Membership

- Annual Meeting
- Special Meeting
- Notice of Meeting
- Quorum (the minimum number of members of an assembly or society that must be present at any of its meetings to make the proceedings of that meeting valid) and Voting
- Proxies
- Written Ballots

Article IV. Board of Directors

Section 1. General Powers

Section 2. Number and Classes

Section 3. Qualification

Section 4. Nomination and Election

Section 5. Terms

Section 6. Removal

Section 7. Vacancies

Section 8. Quorum and Action

Section 9. Proxies (the written authorization allowing one person to act on behalf of another)

Section 10. Regular Meetings

Section 11. Special Meetings

Section 12. Alternative Meeting Venue

Section 13. Salary and Compensation

Section 14. Action by Consent

Article VI. Committees

Section 1. Standing Committees (number of committees and their roles)

Section 2. Committee Chair

Section 3. Committee Members

Section 4. Meetings and Actions of Committees

Section 5. Terms

Section 6. Quorum and Action

Section 7. Limitation on the Power of Committees

Article VII. Officers

Section 1. Titles

Section 2. Nomination and Election

Section 3. Terms

- Section 4. Vacancy
- Section 5. Other Officers
- Section 6. Removal and Resignation
- Section 7. Board President
- Section 8. Board Vice President
- Section 9. Secretary
- Section 10. Treasurer

Article VIII. Contracts, Checks, Loans, Indemnification & Related Matters

- Section 1. Contracts and other Writings
- Section 2. Checks, Drafts
- Section 3. Deposits
- Section 4. Loans
- Section 5. Indemnification
 - Mandatory Indemnification
 - Permissible Indemnification
 - Advance for Expenses
 - Indemnification of Officers, Agents, and Employees

Article IX. Executive Director

Article X. Non-Discrimination Policy

Article X. Miscellaneous

Section 1. Books and Records

Section 2. Fiscal Year (Dates of Operation) – It is advisable to leave the dates empty and state that the dates of operations will be determined by the board of directors.

Section 3. Conflict of Interest

Article XI. Transparency and Accountability – Disclosure of Financial Information with the Public

Section 1. Purpose

Section 2. Financial and IRS Documents – Form 1023 and Form 990

Section 3. Means and Conditions of Disclosure

Section 4. IRS Annual Information Return – Form 990

Section 5. Board

Section 6. Staff records

Section 7. Donor Records

Article XII. Codes of Ethics and Whistleblower Policy

Section 1. Purpose

Section 2. Reporting Violations

Section 3. Acting in Good Faith

Section 4. Retaliation

Section 5. Confidentiality

Section 7. Handling of Reported Violations

Article XIII. Amendment of Bylaws - By the Board of Directors by an affirmative vote of two-thirds of directors present, if a quorum is present.

Step 5: Paper work

After preparing the bylaws it will be time to file a certificate of incorporation with the Oregon Secretary of State, which according to the Articles of incorporation law of State of Oregon ORS 65.047 requires (Forms could be accessed through <http://sos.oregon.gov/business/Pages/domestic-nonprofit-corporation-forms.aspx>):

- The organization's name
- Type of the organization
- Address of the organization
- Names, phone numbers, and addresses of the incorporators
- Whether the organization is membership based or not
- Provisions regarding the distribution of assets on dissolution

Step 6: Obtain State and Federal Tax Exemption

Prior to seeking tax-exempt status from the IRS, the nonprofit must obtain an employer identification number (EIN), even if it doesn't have any employees, by submitting an SS4 application, which could be accessed through: (<https://www.irs.gov/pub/irs-pdf/fss4.pdf>). Once the EIN is obtained, the nonprofit corporation is formed, its board members elected, and its bylaws adopted, the corporation must apply to obtain a state and federal tax exemptions, which means that the organization does not have to pay the bulk of federal taxes, however, nonprofit organizations are required to pay taxes up to the point that they are given tax-exempt status by the IRS.

It is also required to file Form 1023 federal tax exemption application (could be accessed through <https://www.irs.gov/uac/About-Form-1023>). This form requires the details about the organization including the employer identification number, history, finances, structure, board of directors, activities, policies, and operations. It is required also to provide a proposed budget for two full accounting periods and a current statement of assets and liabilities⁷. Form 1023 must be filed within 72 months of the time that the nonprofit is incorporated⁸. Nonprofit organizations that receive a tax-exemption from the IRS are generally exempt from the State of Oregon Income Tax⁹.

Step 7: Tests

Before the IRS approves the tax-exempt status, the nonprofit must meet organizational, operational, and community conscience tests. The Organizational test allows the IRS to determine that the primary exempt purpose of the nonprofit as listed in section 501(c)(3)¹⁰. In order to determine that, the IRS will look into the articles of statement of purpose in the articles of organization, and the organization's plan to dispose of its assets when it eventually dissolves. The articles of the organization must demonstrate that it is organized for one or more of the

⁷ Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008.

⁸ Ibid.

⁹ www.oregon.gov

¹⁰ Ott, J. Steven., and Lisa A. Dicke. *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press, 2012.

following purposes; religious, charitable, scientific, educational, fostering national or international amateur sports competition, and the prevention of cruelty to children or animals¹¹.

To qualify for a tax-exempt status, the nonprofit must also pass the operational test, which means it has to operate on behalf of one of the listed tax-exempt purposes, and nobody can receive anything more than incidental financial benefits¹². To determine the operational status of a nonprofit, the IRS relies on three criteria: the organization's primary activities, the organization's distribution of earnings, and whether it is action organization¹³. Designation as (an action organization means that an entity has failed to meet the Operational Test and has failed to obtain a 501(c)(3) status.)

Once the nonprofit satisfies the Organizational Test and Operational Test; the nonprofit must meet the Community Conscience Test; where the IRS make sure that the organization's purpose is not repugnant to the community conscience¹⁴. Even though the requirement of the Community Conscience Test is not stated anywhere in the IRS regulations, the IRS introduced it through Revenue Ruling 71-447 which notifies the public about how the IRS will interpret and apply laws, regulations, and rules. Revenue Ruling 71-447 also provides that organizations who discriminate against a certain race cannot receive a 501(c)(3) status¹⁵.

Step 8: Maintaining Tax-Exempt Status

Once the IRS issues a tax-exempt status, determination letter, for the nonprofit, the organization will officially be a tax-exempt. However, the work doesn't stop here; the new tax-exempt organization must meet the operational requirements, which includes a full public disclosure of financial documents, fundraising regulations, limited lobbying efforts, private benefit prevention measures, and paid taxes¹⁶. The organization must also maintain filing the Form 990; an informational tax form that most tax-exempt organizations file annually to show their activities, governance, accomplishments, and detailed financial information that help in justifying the organization's tax exempt status.

Developing Mission, Vision, Values, and Strategy

All nonprofit organizations must have a mission statement in order to become a nonprofit corporation¹⁷, hence mission and vision are two of the most important elements that captures the organization's core beliefs and values, and define its status in the community and among other nonprofits.

The vision describes the overall of the organization's goals, while the mission outlines the approach the organization is taking to achieve the vision.

¹¹ Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008.

¹² Ibid.

¹³ Ott, J. Steven., and Lisa A. Dicke. *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press, 2012.

¹⁴ Ibid.

¹⁵ Legal Information Institute.

¹⁶ Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008.

¹⁷ Ibid. 54

The Mission

The mission statement reflects the relationship between the organization and the community, describes the reason of the organization's existence, and includes the answers to what does the organization do, and for whom, moreover, it could include the answers to why and how¹⁸. Mission statement is the first thing a stakeholder look for while researching a nonprofit, therefore, it must state clearly what does an organization do, and provide a discipline about what it doesn't do. Mission statement is also important because it is what leads the organization towards achieving its goals, that's why it should be visited every 3-5 years to make sure it's still relevant to their cause and activities. Moreover, having a clear mission statement make it easier for the board, staff, and volunteer to be on the same page regarding the purpose and goals of the organization.

“The mission or purpose of an organization should state why the organization should exist, say for whom it exists, and suggest the goals or end results it will try to achieve. The mission is used to carry out the vision of the organization. The vision is the leadership's picture of how things will be or can be in the future. It is a hope for something great, but may not be realized. And finally, a strategy is the overall approach or method for the use of resources” Robert Lynch, president and chief executive officer of American for the Arts

The Vision

Once the goals are set and the mission statement is prepared, it will be time to write the vision statement which will tell the public what difference the organization is going to make. In other words, it will explain the organization's theory of change. The vision statement could be a short one for marketing and motivation, or a long one for planning and guidance¹⁹.

According to experts, a vision statement must be specific to the organization, and reflect outcomes that could only be achieved by its existence. It must be clear, not open for interpretation, and simple without jargons, and ambitious enough to be exciting for the reader, and not too ambitious that it seems impossible or unachievable.

Tips for writing a mission statement

Specify the goals before writing the mission

Be clear

Broad enough to have flexibility

Narrow enough to define what the organization is doing

Keep it short

Be optimistic specific, inspirational, plausible, and creative

Avoid jargons

A theory of change is a valuable starting place if you want to understand the relationship between the social problem/opportunity an organization is addressing, the change they want to make, and the strategies they're using to achieve the results the organization is seeking (<http://animatingdemocracy.org/>).

¹⁸ Marylandnonprofits.org

¹⁹ Ibid.

The Values:

Values are the ethics an organization believes in. Writing the values statements often start with “we believe...”, and include the issues of equity, diversity, inclusion, equality, and quality.

Example of values from the Flynn Center for the performing arts in Vermont

- Providing quality, diverse opportunities for shared artistic experiences for all, inspiring participation in the creation, understanding, and appreciation of the arts.
- Fostering artistic development of established, emerging, and aspiring regional, national, and international artists.
- Collaborating with artists and arts organizations, community partners, and businesses in pursuit of mutual goals and richer cultural experiences.
- Appreciating the value of our audiences, the talent of our artists, the generosity of our funders, the dedication of our staff, board, and volunteers, and the integrity of our communities.
- Creating a dynamic learning organization.
- Responding to demographic shifts in our community.
- Embracing an internal staff culture that values innovation and cooperation, utilizes talent and skills, and provides opportunities for growth and learning.
- Providing excellent customer service with a constant focus on patron/participant experience at every contact point.
- Staying current with technological advances.
- Preserving our historic facilities within an environmentally responsible framework whenever possible.
- Maintaining prudent financial planning and management to secure future viability and sustainability.

Strategy:

Strategic planning is important because it demonstrates the strategies an organization will be implementing in order to achieve their mission, and every start-up needs a well-articulated strategic plan. According to experts, strategic planning is a tool that helps organizations stay focused on its mission, and that everyone involved is sharing the same goals.

This process starts with conducting a SWOC or SWOT analysis (strengths, weaknesses, opportunities, and challenges/threats), and this can be done by interviewing the organization’s stakeholders, as well as its board of directors. The components of a strategic plan are: a mission statement, goals, objectives, activities, assessment of the current situation and resources, and an a strategic analysis where the organization identifies the strategies needed to achieve the mission²⁰.

An expert in the strategic planning field suggests 10 steps for a better planning process:

1. “Initial agreement and preparation
2. Set the foundation: mission and vision
3. Clarify mandates
4. Assess environment
5. Identify strategic issues

²⁰ www.animatingdemocracy.org

6. Develop goals, objectives, and strategies
7. Prepare a written plan
8. Board review and approval
9. Implementation
10. Ongoing evaluation²¹”.

Capacity Building:

Capacity building is about the organization’s ability to achieve its mission effectively, which helps in the effectiveness and sustainability of the nonprofit²². Successful capacity building strengthens the organization’s ability to achieve its mission and leave a positive impact on the community it’s serving. Capacity building builds the infrastructure needed for nonprofit organizations to support their mission.

Budgeting and Financial Management:

Financial management means balancing the books, making sure that the revenue covers and exceeds the expenses within a long term view, in other words, financial management is the “basic oversight of all economic matters that are involved in the operation of a business”²³. The task of financial management is the first step towards creating a budget.

Budget is a planning document that details how the organization is going to spend money and create revenue. Cultural art nonprofits use two different budgets; the annual operating budget and the capital budget²⁴. The first lists all the revenue and expenses for the entire fiscal year, which includes administrative and programming expenses, and revenue from individual donors and u8foundations. The capital budget lists the expenses that are expected to last for more than one fiscal year, which includes but not limited to any building related expenses, furniture, and computers²⁵.

Nonprofit organizations usually budget for a whole calendar year, however, the majority of expenses and income falls within a season, and typical calendar for a cultural art organization lasts from September through June²⁶. According to financial experts, the following can help in creating a budget:

- Estimate earned income
- Estimate contributed income
- Determine the ratio of earned income to contributed income
- Estimate expenses
- Balance the budget

Recommendations for creating an effective budget

- Understand the philosophy of the organization
- Try to gather as much information about the projects as possible
- Include indirect costs
- Be specific
- Be realistic about the revenue

²¹ Tetreault, Strategic Planning

²² The National Council of Nonprofits

²³ Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008. P, 132

²⁴ Stein, Tobie S., and Jessica Bathurst. *Performing Arts Management: A Handbook of Professional Practices*. New York: Allworth Press, 2008:136

²⁵ Ibid.

²⁶ Ibid.

Appendix J: Establishing a Board of Directors

INTRODUCTION TO A NONPROFIT BOARD

A nonprofit board is a group of selected individuals responsible for governing and supporting the organization through its lifetime. The board's governance and support responsibilities come in a variety of forms, including fiduciary, legal, ethical, and social, and can be divided into ten different duties (Ingram, 2009):

1. Determine the organization's mission and purpose
2. Select the chief executive or executive director
3. Support and evaluate the chief executive
4. Ensure effective planning
5. Monitor and strengthen programs and services
6. Ensure adequate financial resources
7. Protect assets and provide proper financial oversight
8. Build a competent board
9. Ensure legal and ethical integrity
10. Enhance the organization's public standing

The following appendix offers resources and references for developing these duties, as well as additional resources that should be helpful in developing a nonprofit board of directors. Other duties may arise besides the ones presented here may arise. Developing dependable practices for these ten duties can create a foundation that will help address other responsibilities as they arise.

1. CREATING A MISSION & PURPOSE

Perhaps the most important aspect of any nonprofit is their mission statement. A clear mission statement lays out the vision and purpose of the nonprofit in a succinct way which tells people what guides the nonprofits actions and goals. A mission statement also paves the way for the nonprofits strategic planning.

The importance of creating a mission statement falls mostly on the board and executive director of the nonprofit. More information on this process can be found in our second recommendation and Appendix I of this report.

The University of Kansas *Community Tool Box* has additional resources on creating a mission statement and vision.

University of Kansas. (2015). "Proclaiming Your Dream: Developing Vision and Mission Statements." *Community Tool Box*, Chapter 8, Section 2. Retrieved from: <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vision-mission-statements/main>

2. SELECTING THE EXECUTIVE DIRECTOR

Selecting an able and appropriate Executive Director is a primary responsibility of the board. More information on the qualifications of the Executive Director is found in Appendix J of this report.

3. SUPPORTING & EVALUATING THE EXECUTIVE DIRECTOR

As the board is responsible for hiring the ED, so too are they responsible for evaluating him or her. A comprehensive ED evaluation plan should be given on an annual basis. Each board member should separately evaluate the ED and the results should be compiled by the board president. The evaluation is not meant to intimidate, but instead support the ED, allowing the ED to see his or her strengths and weaknesses through the previous year and plan for the coming year.

Blue Avocado offers a straight-forward Evaluation Survey Form for your ED:
<http://www.blueavocado.org/content/executive-director-evaluation-survey-form>

4. EFFECTIVE STRATEGIC PLANNING

Strategic planning is the fourth big foundation of a nonprofit, aside from the mission, vision, and values. Just as the Board is responsible for determining the mission statement, vision, and values of the nonprofit, they are also responsible for planning how to pursue the goals which form from those concepts. Steps for developing a strategic plan are laid out in our fifth recommendation. The TCC Group has a useful guide with more detailed tips and resources for developing an effective strategic plan: http://www.tccgrp.com/pdfs/per_brief_tenkeys.pdf

5. MONITORING PROGRAMS & SERVICES

Once the Board has determined the mission, vision, values, and strategic plan, and has set goals and measurable objectives to attain, the Board should also create and monitor the programs and services which work towards those goals and objectives. For instance, if a nonprofit's goal were to create a cultural arts center, then the Board should design programs and services to attain that goal and consistently measure those programs and services to make sure they are accomplishing what they set out to do. Maintaining an updated logic model, as illustrated in Appendix N, will help the board monitor your programs and services as the cultural arts organization continues to grow.

6. ENSURING FINANCIAL RESOURCES

The programs and services designed by the Board and provided by nonprofit will most likely require some financial backing. The Board is responsible for ensuring that the organization has the appropriate financial resources to accomplish its goals and objectives. The board is also responsible for ensuring that the nonprofit's goals and objectives are realistically within the boundaries of the available resources. Appendix L contains information on how to develop major gifts fundraising to ensure the cultural arts center's financial health.

7. PROTECTING ASSETS & PROVIDING FINANCIAL OVERSIGHT

As the Board gains new financial assets, they are responsible for protecting those assets to make sure they do not diminish. The board will work closely with the ED and possibly the development director on this task. As with ensuring financial resources that suit the goals and objectives of the nonprofit, the Board is also responsible for providing oversight about what finances will be necessary to complete a task. The Board is responsible for ensuring no Conflicts of Interest occur within the nonprofit. The Board and possible the ED may have to sign off on large financial transactions, as designated in the organization's policies and bylaws.

8. BUILDING A COMPETENT BOARD

A competent board is a diverse board; one which has the variety of skills and knowledge to persist and even flourish through situations which the nonprofit may encounter. Diversity does not just mean racial, gender, and ethnic diversity, but also a diversity of skills, knowledge, backgrounds, and beliefs. The board should maintain this diversity through practicing diverse recruitment procedures as board members retire.

The American Library Association offers a Strategic Plan for Diversity, which may ~~also~~ be helpful in board recruitment:

<http://www.ala.org/advocacy/diversity/workplace/diversityplanning>

9. ENSURING LEGAL & ETHICAL INTEGRITY

The Board is ultimately responsible for the moral and legal integrity of the nonprofit organization. Although the Executive Director or Public Relations Director of your nonprofit may be the primary point of contact between the organization and public, their duties fall under direction of the Board. With this in mind, choosing board members of moral character who understand the moral and legal implications of their actions and how their actions will be viewed by other people is important.

For more information on ensuring legal and ethical integrity can be found within Appendix I on forming your own nonprofit. Information on Bylaws and Ethical Standards are also found within Appendix I.

10. ENHANCING THE ORGANIZATION'S PUBLIC STANDING

The Board of Directors is responsible for ensuring that the organization grows its social network and the public maintains a good opinion of the organization. Although every member of the organization is responsible for helping to grow the organization's social network, the board is responsible for setting the standard and leading the charge. Board members are the cheerleaders of their organization. This means promoting the legal and ethical values of the organization in professional, public, and private life. This also means having good social intelligence about how to move the organization forward.

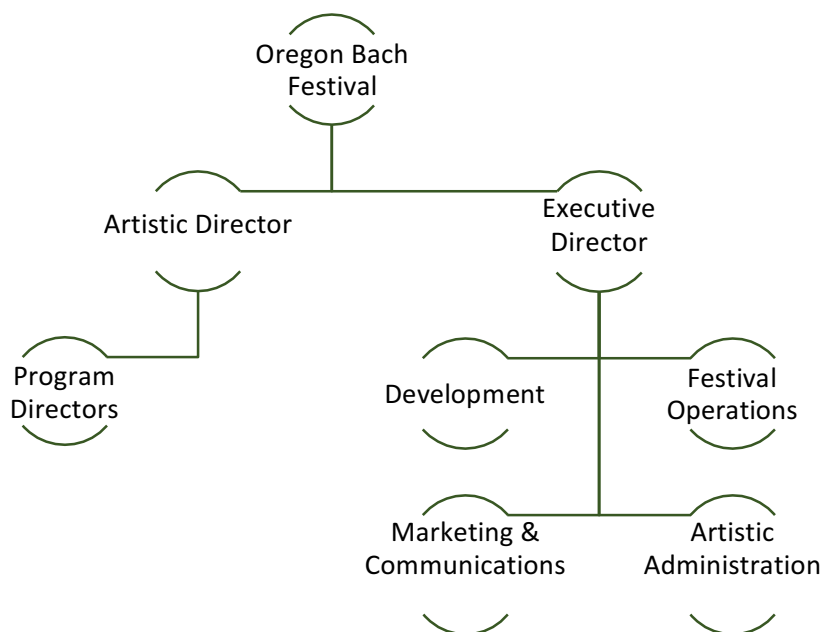
Patrick Martin offers useful advice on how to enhance an organization's public standing: <http://www.kahnlitwin.com/blogs/mission-matters-blog/responsibility-8-enhancing-the-organizations-public-standing>

Appendix K: Organizational Structure

ORGANIZATIONAL STRUCTURE

The following chart illustrates the organizational structure for the Oregon Bach Festival. We chose the Oregon Bach Festival as an example for planning the cultural arts center organizational structure because the activities of two organizations are analogous to each other.

The Bach Festival Board of Directors manages the activities of both the Artistic Director and Executive Director. The Artistic and Executive Directors act as the intermediaries for information between the organization and the Board of Directors. We advise that the Cultural Arts Center begin by hiring only an Executive Director; hire an Artistic Director, Development Director, Volunteer Manager, and other staff as you grow the organization and acquire financial capacity to do so.



BOARD POSITIONS

The following position descriptions were gathered from Free Management Library. These descriptions are originally gathered and adapted from BoardSource and the National Center for Nonprofit Boards.

McNamara, C. "Sample Job Descriptions for Members of Boards of Directors." Free Management Library. Retrieved from: <http://managementhelp.org/boards/job-descriptions.htm>

Board President (Chair)

- Is a member of the Board
 - Serves as the Chief Volunteer of the organization (*nonprofit only*)
 - Is a partner with the Chief Executive in achieving the organization's mission
 - Provides leadership to the Board of Directors, who sets policy and to whom the Chief Executive is accountable
-

- Chairs meetings of the Board after developing the agenda with the Chief Executive
- Encourages Board's role in strategic planning
- Appoints the chairpersons of committees, in consultation with other Board members
- Serves *ex officio* as a member of committees and attends their meetings when invited
- Discusses issues confronting the organization with the Chief Executive
- Helps guide and mediate Board actions with respect to organizational priorities and governance concerns
- Reviews with the Chief Executive any issues of concern to the Board
- Monitors financial planning and financial reports
- Plays a leading role in fundraising activities (*nonprofit only*)
- Formally evaluates the performance of the Chief Executive and informally evaluates the effectiveness of the Board members
- Evaluates annually the performance of the organization in achieving its mission
- Performs other responsibilities assigned by the Board

Board Vice President (Chair)

- Is a member of the Board
- Performs Chair responsibilities when the Chair cannot be available
- Reports to the Board's Chair
- Works closely with the Chair and other staff
- Participates closely with the Chair to develop and implement officer transition plans
- Performs other responsibilities as assigned by the Board

Board Treasurer

- Is a member of the Board
- Manages finances of the organization
- Administrator of fiscal matters of the organization
- Provides annual budget to the board for members' approval
- Ensures development and board review of financial policies and procedures

Board Secretary

- Is a member of the Board
- Maintains records of the board and ensures effective management of organization's records
- Manages minutes of board meetings
- Ensures minutes are distributed to members shortly after each meeting
- Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings
- Additional information on the Board Secretary position is offered by Nathan Garber & Associates (http://garberconsulting.com/Job_Description_Secretary.htm)

STAFF POSITION DESCRIPTIONS

Executive Director

The Executive Director is the most important staff person in a nonprofit. He or she manages other staff members and volunteers. The Executive Director acts as the main liaison between the Board of Directors and the rest of the organization. The duties of an Executive Director vary drastically by the needs, mission, and type of organization which they serve. The Executive Director may perform some or all of the following general duties (HR Council):

- Leadership
-

- Operational planning and management
- Program planning and management
- Human resources planning and management
- Financial planning and management
- Community relations/advocacy
- Risk management

The qualifications of an Executive Director also vary greatly, depending on the needs of the nonprofit. Executive Directors often have a Bachelor's degree in some field related to the nonprofit or a business-related field. 5 years of progressive management experience in the nonprofit sector is also often mandatory for the position, with more than 5 years of experience as recommended. The position requires knowledge in: leadership and management; federal and local legislation around nonprofits and the associated field of interest; human resources; project management; financial management; development; public relations; and a working knowledge in the community which the organization serves. Executive office skills around word processing, presentations, spreadsheets, email, and internet are mandatory.

An Executive Director should possess a combination of the following attributes (HR Council):

- Adaptability in a changing work environment
- Behave ethically in professional, public, and private life
- Building relationships with both internal and external associates
- Communicating effectively through clear speech and active listening
- Creativity/Innovation in creating and developing opportunities
- Focusing on internal and external client needs within organizational parameters
- Fostering teamwork among coworkers through cooperation
- Leading by positively influencing others
- Decision-making that suits the organization's best interests
- Organize by creating and implementing scheduled priorities
- Practice strategic planning to reach goals within the parameters of the organization's mission
- Solve problems through a structured process
- Think strategically about aligning objectives and goals with the vision and values of the organization

A more specific descriptions of the duties and attributes of an executive director can be found on the HR Council webpage: <http://hrcouncil.ca/hr-toolkit/right-people-job-descriptions-executive-director.cfm>

Board Cafe also has resources to help your organization define the Executive Director position: <https://www.compasspoint.org/board-cafe/job-description-executive-director>

Artistic Director

An Artistic Director is the executive who is responsible of the organization's artistic direction, and may report to the Executive Director or directly to the Board of Directors. The Artistic Director will be responsible for artistic leadership, which includes the establishment of the artistic standards and policies, repertoire planning and building, scheduling, programming, and the selection of the artistic director's assistant.

An Artistic Director should be able to (HR Council, Gala Chorus):

- Work with the staff, the Board, and volunteers to promote a positive atmosphere of community within the organization
- Network with other arts organizations, music directors, and community groups to increase the visibility of the cultural arts center
- Create an annual program for the cultural arts center
- Manage administrative and artistic detail for outreach projects
- Provide supervision for art-related staff and volunteers
- Facilitate the work of the artistic Committee
- Prepare annual budget
- Communicate regularly with the Board
- Participate in professional development

Development Director

The Development Director position focuses on procuring and maintaining donations and grants for the nonprofit organization. The Development Director works closely with the ED to grow the nonprofit's assets as the mission and objectives continue to evolve.

The following responsibilities, offered by The Bridgespan Group, are often associated with the Development Director position:

- Develop and execute annual fundraising plan
- Secure financial support from individuals, foundations and corporations
- Manage the implementation of development software programs and oversee staff responsible for data entry and gift processing
- Develop and maintain ongoing relationships with major donors
- Creating and executing a strategy for a large sustained base of annual individual donors
- Overseeing organization of special events
- Developing and tracking proposals and reports for all foundation and corporate fundraising

The following qualifications, offered by the Bridgespan Group, are often required for a Development Director:

- BA (required), MA (a plus)
- 5-plus years experience in development
- Demonstrated excellence in organizational, managerial, and communication skills
- Working knowledge of development resource related software

Volunteer Manager

The volunteer manager is responsible for supporting and directing the nonprofit's volunteer staff and activities. The volunteer manager works and reports to the ED, who is responsible for his or her performance evaluations.

CASA for Children recommends the following skills and experience for a Volunteer Manager:

- Bachelor's degree in social service-related field or equivalent combination of education and experience
 - The ability to communicate with, supervise and empower volunteers to be effective in their roles—experience with volunteers preferred
 - The ability to work cooperatively with different types of personalities
 - Knowledge and understanding of issues and dynamics within families in crisis relating to child abuse and neglect given preference
 - Commitment to nonprofit program's goals and mission
-

CASA for Children recommends the following responsibilities as part of the Volunteer Manager's job description:

- Complete volunteer training
- Assist in the recruiting, screening, interviewing and training of new volunteers
- Review new cases and assign appropriate volunteers, in consultation with the executive Director
- Prepare and distribute assignment documentation
- Help develop initial case plans and ongoing strategies for advocacy
- Review and distribute volunteer court reports
- Maintain case files in office
- Attend court hearings when possible and track court dates
- Provide assistance and consultation for volunteers as needed and when requested
- Assist volunteers and office in completion of volunteer/case statsheets

Appendix L: Fundraising Plan and Recommendations

This appendix is designed to help Evergreen Cultural Arts Center develop a successful fundraising plan for both annual gifts and major gifts, ultimately building towards a capital campaign. According to Crothers (2015), 58.87% of nonprofits do not have a major gift strategy and 75.32% of nonprofits say a lack of investment on their part is why they don't partake in major gift fundraising. While the initial investment of hiring development staff to plan and execute a fundraising strategy, the ROI will be substantial in the long-term. Without a strategic fundraising program in place, a nonprofit has little hope of growing and evolving into a mature organization.

Development professionals come from a variety of professional backgrounds and with diverse skillsets. While some development professionals transition to fundraising from sales within the private sector, this is not a necessary background to have. Above all, successful fundraisers must possess the following characteristics:

1. **Interest and compassion:** Donors should never be treated as a dollar sign. Although the major gift fundraiser's primary professional goal is to increase revenue for the organization, they must first respect the personal needs and circumstances of the donor. Forming meaningful relationships with donors, genuinely understanding their philanthropic interests, and respecting their capacity to give will serve the organization in the long-term.
2. **Curiosity:** Major gift fundraisers should always be seeking opportunities to learn and grow, within their organization and externally. Through the act of reading, traveling, researching, and learning, major gift fundraisers will be more interesting and enjoyable when building a relationship with the donor.
3. **Passion for the organization and its cause:** While the mission of the nonprofit does not need to be the core pillar within the major gift fundraiser's life, they should be able to connect with the cause and its impact on society as a whole. Not only will this enable the major gift fundraiser to understand the donor's desire to support the organization, but it will also help them to make a compelling case as to why funding is crucial to the advancement of this particular cause.
4. **Confidence:** Major gift officers should be confident in themselves when interacting with a diverse group of donors who come from various backgrounds, professional positions, cultures, etc.
5. **Flexibility:** Though developing a strategic plan is important, a successful major gift fundraiser must be able to adjust solicitation strategy as needed based on the economy, organizational problems, competitiveness within the field, etc. Additionally, major gift fundraisers must be able to be flexible during in-person visits with the donor, understanding that there is no predictability when it comes to human interaction.
6. **Organization:** Major gift fundraisers must accurately keep track of their portfolio in order to know which donors have been contacted, through what channels, and when. They must also be diligent in recording donor interactions within the organization's database in order to reference activity later on and further engage the donor through meaningful ways.

Donor Pipeline

The donor pipeline is essential for a successful development structure. Once a donor is acquired, they should be (unbeknownst to the donor), move through a donor pipeline which will take them from their first annual level gift all the way through a major gift. While not all donors will follow this trajectory, with some donors remaining at the annual gift level for the entire time

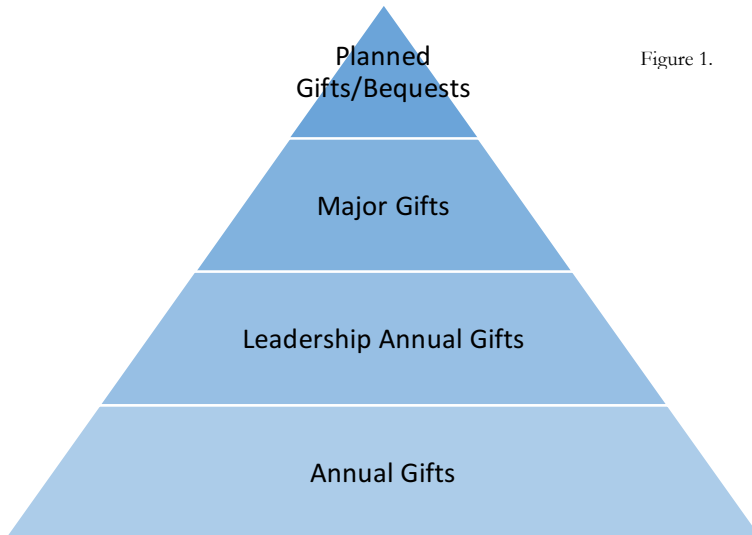


Figure 1.

they support the organization, it is important to have a goal and strategy revolving around the progression of the donor's giving. Within each step in the pipeline, the donor will receive varying levels of communication, engagement, and solicitation from the organization.

This pyramid (Figure 1) is a representation of how an organization should structure itself as a pipeline program. At the base is annual gifts. Annual gifts should make up the

largest portion of donors to the organization. Without annual level donors, the organization will have a difficult time in the long-term finding individuals capable of major gifts. By having a robust annual giving donor base, the organization ensures it has a large group of donors to research and cultivate for major gifts. Additionally, annual level donors should be asked to increase the size of their gift from year to year, with the organization's goal to upgrade every donor's annual gift amount. This will not only secure additional revenue but also help to increase the annual donor's commitment and affinity with the organization.

Annual level donors should then be encouraged to make a leadership annual gift. The size of a leadership annual gift will vary from organization to organization, dependent on the size and structure of the org. The timing of the leadership annual gift ask will also depend on the donor's gift amount and frequency. Ideal prospects in this range will be consecutive donors to the organization who are already giving at a substantial level to the organization. For example, if the leadership annual gift level is \$1,000, it would not make sense to ask a one-time \$20 donor to commit to this level of giving. The organization should be looking for donors who have been giving to the organization for 2+ years and are giving at least \$200+. This is not to say that donors of any annual gift level cannot make a leadership annual gift. However, when focusing resources and strategy, it is best to focus on annual level donors who already demonstrate characteristics that may make them qualified candidates for the leadership annual gift level.

Once the donor has established themselves as a leadership annual donor, they will be researched by the development office to determine if the donor has the capacity to make a major gift. The threshold for a major gift will vary from organization to organization. Once a donor has been flagged as having capacity to make a major gift, a major gift fundraiser will contact the donor to set-up a personal visit or phone call. They may also invite the donor to visit the organization, attend an event, and meet with employees/administration/clients of the organization. The timeline between cultivation and solicitation for a major gift will be dependent on the donor and their relationships with the organization. This process may take anywhere from

3 months to 2 years, and can even be shorter or longer within that timeframe. Once a donor has made a major gift, the donor will continue to be stewarded and solicited at the major gift level. Engagement and building of the donor's relationship with the organization continues to be crucial throughout the remainder of the donor's life. Occasionally, due to age or other life circumstances, the donor may be unable to support the organization at the major gift level. It is important for the organization to respect this change in capacity and continue to steward the donor based on their previous generosity to the organization.

Once a solid relationship has been built with a major gift donor, the organization should ask if the donor would like to leave the organization in their will or estate. This planned gift ask should also be extended to donors of all levels who have given consecutively to the organization over their lifetime. Though a donor may be able to donate \$100 per year out of income, their estate may be worth \$1 million through a combination of real estate, savings, retirement, and other assets. If the donor leaves 10% of the estate to the organization, they would gift \$100,000 upon their death.

Gift Range Chart

Whether entering into a capital campaign or projecting fundraising revenue for the coming year, a gift range chart should be created to help an organization to realistically achieve their fundraising goals. The chart also helps make sure goals are attainable based on the organization's donor base. Through a gift range chart, the organization will know how many donors at varying levels of capacity are needed to solicit in order to reach their goal. Gift range charts will alter dependent on an organization's fundraising goals, their donor base, and the amount of donors giving at specific levels.

GIFT RANGE	NO. OF GIFTS	PROSPECTS REQ.	SUBTOTAL	% OF TOTAL
\$1,000,000	1	4	\$1,000,000	10%
\$500,000	4	16	\$2,000,000	20%
\$100,000	15	60	\$1,500,000	15%
\$25,000	40	160	\$1,000,000	10%
\$10,000	150	600	\$1,500,000	15%
<\$5,000	Many	Many	\$3,000,000	30%
			\$10,000,000	100%

Prospect Research

With a gift range chart developed, prospects will need to be found in order to be solicited at each ask level. Prospect research is useful when identifying prospects with whom to spend time and energy. With a major gift fundraiser having limited time and resources to devote to the entire donor population, prospect research helps narrow the list down in the hopes of finding and cultivating major gift prospects.

Public information and records can be utilized to help determine a prospect's capacity to make a major gift. However, it should be noted that capacity does not always equate to interest. Additionally, prospect research is an estimation method and is not guaranteed to be 100% accurate, so capacity predictions may be inaccurate.

During prospect research, the development team should be looking for:

1. Previous giving to the organization: The donor should already have made an investment in the organization by making an annual or leadership annual level gift. Without this preexisting support, a prospect should not be asked to make their first gift at the major gift level.
2. Philanthropic support of other nonprofit organizations
3. Participation with the organization as a board member, volunteer, client, etc.
4. Real estate ownership: Public records provide information on real estate ownership, which can be useful in determining a prospect's net worth. Prospect researchers can use Zillow or Redfin to compare house values in the prospect's neighborhood which can help determine annual income. Prospect researchers can also use vacation or rental property ownership to make assumptions about a prospect's capacity.
5. Current employment title, salary range, and employment history: Current employment information is valuable when determining household income. Knowing the company the prospect works for, their title, and the city in which they work can give prospect researchers an estimate on salary earnings based on online catalogs (see Resources). Employment history may also reveal a previous lucrative career or the sale of a business.
6. Family connections: Learning more about the prospect's family tree, including parents, grandparents and siblings can be useful in determining if there is family money that is shared or inherited. Additionally, the family may have a foundation which allocates donations.

Outreach Communications

Fundraising calendars help development professionals strategically plan and keep track of solicitations. Considerations for planning solicitations include holidays, tax season, organizational events, community events, and other factors that may positively or negatively influence the success of a solicitation. A simple example of this may be:

March	Solicitation letter; solicitation email drop 2 weeks later
June	Solicitation letter; solicitation email drop 2 weeks later – Highlight summer performances and art activities
September	Solicitation letter; solicitation email drop 2 weeks later – Highlight extracurricular programming provided to students
December	Solicitation letter; solicitation email to drop 1 week before end of calendar year – Highlight end of calendar year and all 2016 accomplishments

Major gift fundraisers should keep close track of how often they are reaching out to their prospects, particularly prospects with no relationship to the major gift fundraiser. It may be difficult to get a response to a meeting from the prospect. Sometimes, the donor is testing the interest of the organization based on the major gift fundraiser's perusal of a meeting. Therefore, major gift fundraisers should keep close track of the frequency with which they communicate with their prospects. Development officers should also alter the time and days of the week that emails and phone calls are made.

Introductory email	Day 1
Follow-up phone call	Day 8-10
Follow-up email	Day 17-20

Letter	Day 35-40
Phone call	Day 65-70
Email	Day 85-90

For prospects who are difficult to communicate with, think of individuals who have personal connections with the family, try recruiting a board or staff member to contact the donor instead, and lookout for their names on event registration lists.

SAMPLE OUTREACH COMMUNICATIONS.

Date: Monday, March 7, 2016

To: Bob Smith [bsmith@fakeemail.com]

From: John Doe [jdoe@ecac.org]

Subject: Evergreen Cultural Arts Center Introductory Meeting

Dear Bob,

My name is John Doe and I work in development at the Evergreen Cultural Arts Center (ECAC). In my role, I have the privilege of reaching out to our community of loyal supporters. I want to thank you for supporting ECAC through your charitable giving.

As ECAC is a new addition to Redmond, I have been finding these visits useful in learning how ECAC can best serve our community. Are you available to meet in the upcoming weeks? I would be happy to take you to coffee or lunch. We can meet at the restaurant of your choice, my treat. If we aren't able to connect by next week, I will give you a call to hopefully find a mutual time for us to meet and discuss more about ECAC. Thank you again for your generosity throughout the years.

I look forward to hearing from you soon.

Best,

John Doe

Director of Development

Evergreen Cultural Arts Center

p. 555-555-5555

e. jdoe@ecac.org

Phone call on Wednesday, March 16

Voicemail script

Hello. This message is for Bob Smith. My name is John Doe and I work in the development office at the Evergreen Cultural Arts Center. I am in your area soon and am doing some outreach on behalf of our organization. I would enjoy sitting down with you over coffee or lunch in the coming weeks. I can meet you at a location that is most convenient to you. Please give me a call so we can coordinate a date and time. You can reach me at 555-555-5555. Thank you for your continued support of the Evergreen Cultural Arts Center and I look forward to hearing from you!

Date: Tuesday, March 29, 2016
To: Bob Smith [bsmith@fakeemail.com]
From: John Doe [jdoe@ECAC.org]
Subject: Evergreen Cultural Arts Center Introductory Meeting

Dear Bob,

I recently sent you an email proposing the idea to meet in person, where I would treat you to lunch or a cup of coffee for your time. I am eager to learn more about our donors and community members alike and feel that you would be a perfect representation of this. I will gladly make the effort to come and visit you at a location that is convenient to you.

Thank you for your continued commitment to the Evergreen Cultural Arts Center. I look forward to hearing from you and scheduling a time to meet soon,

John Doe

Director of Development
Evergreen Cultural Arts Center
p. 555-555-5555
e. jdoe@ECAC.org

MAKING THE ASK.

Deciding when to make the ask will be dependent on the relationship developed between the major gift fundraiser and the donor. Throughout the course of cultivation, the major gift fundraiser should have had 3+ substantial visits with the donor in order to understand their connection to the organization, their philanthropic interests, and the way in which they would like to contribute to the organization. Once the relationship has been well established and the major gift fundraiser has a clear idea of the way in which the donor would be most interested in supporting the organization.

A major gift fundraiser may make the ask on their own, or they may choose to invite key personnel who would be influential when making the ask. If appropriate, this person could even make the ask of the donor themselves. Examples of people to consider inviting to an ask the Executive Director, staff benefitting from the funding or a client who would benefit from the additional services provided by the gift. While inviting additional people to the ask meeting can be influential in conveying the need to the gift to the donor, the major gift fundraiser should limit attendance of those from the organization to no more than 3, including the major gift fundraiser.

MAJOR GIFT PROPOSAL.

While the major gift ask may be made verbally, the major gift proposal should be presented in written form for the donor to review the terms of the gift, the allocation of the donation, and timeline of implementation. Gift proposals can vary length between 2-10 full-pages, dependent on the complexity of the proposal. The proposal should be succinct and compelling, avoiding unnecessary information that would pull away from the gift proposal. For gifts designated to building projects, there may be more detail involved outlining the architectural designs and renderings. Where appropriate, utilize the donor's personal connection to the organization and any photographs from volunteering, event attendance, or reception of services.

The sample major gift proposal below was not designed by a professional within communications. The proposal was created and designed in Word, making the ability to create visually stimulating and compelling proposals available to all nonprofit organizations with Microsoft Office.

SAMPLE MAJOR GIFT PROPOSAL



BUILDING A LASTING LEGACY

The Evergreen Cultural Arts Center

A PROPOSAL FOR BOB SMITH



Established in 2016, the Evergreen Cultural Arts Center creates a vibrant arts community within the city of Redmond. Art activities and performances are designed to engage people of all ages in various artistic channels.

As art is being cut in public education, the Evergreen Cultural Arts Center has filled an educational gap for local children. In putting on theatrical performances and exploring creative forms such as sculpture and painting, children broaden their knowledge and interaction with the world of art.

With the traveling art gallery and community productions, the Redmond community is exposed to the artwork of hundreds of artists of differing genres each year. Engaging in this observation creates a community of critical thinkers who support and appreciate art culture.

The Evergreen Cultural Arts Center has also had a positive influence on Redmond's economy. With out of town guests coming to Redmond for performances and art shows, the city has experience a 10% increase in tourism. Additionally, with the Art Walk series, community attendance spurred local business growth by 50% on Art Walk days.

THE EVERGREEN GYMNASIUM ROOF

The roof of the Evergreen Gymnasium is a unique architectural feature of the facility. The arched roof is an original feature of the 1944 building. The roof is in need of renovations, as it is currently considered unsafe due to structural features. The cost to renovate the roof is \$150,000. Evergreen Cultural Arts Center has already raised \$50,000 from grants and other donations. We need your help to reach our goal and save this iconic feature.

We ask that you consider a gift of \$100,000 to fund the roof renovations.

GIVING OPTIONS

Option 1: \$100,000 outright

- With \$100,000 in outright gift, Evergreen will be able to cover roofing renovation costs and significantly move the construction project forward. This will allow the community to benefit from the unique and incredible work of Evergreen much sooner through this newly renovated space.

Option 2: \$20,000 per year for 5 years

- With a five year commitment of \$20,000 pledge payments, Evergreen will be able to strategically plan for the long-term construction project, as there will be a reliable cash flow.

This gift can be paid through cash gifts or stock gifts. Please consult with your financial advisor in order to determine which option works best for you and your family.

Gift Agreement

Gift agreements formalize the conditions of the gift so that both the donor and the organization have clear expectations regarding the payment of the gift and the allocation of the funding. Gift agreements should be used when gifts are made over a specific threshold, to be determined by the organization. The donor and any pertinent organization officials (such as the executive director) should sign the agreement.

SAMPLE GIFT AGREEMENT.

REDMOND COMMUNITY ARTS CENTER

Gift Agreement

This Gift Agreement (the 'Agreement') is made this _____ day of _____ by and among _____ (herein referred to as 'the Donor'), and the Rector and Visitors of the Evergreen Community Arts Center (herein referred to as 'the ECAC').

The Donor and the ECAC agree as follows:

1. Donor Commitment. The Donor hereby pledges to the ECAC the sum of _____ Dollars (\$ _____), which as provided for herein is designated for the benefit of _____ [*specify the ECAC unit, program or scholarship*].

2. Donor Purpose.

o

- a. Purpose. It is understood and agreed that the gift will be used for the following purpose or purposes:

[Insert description of the use or eventual use of the gift/pledge. For an endowment, it is necessary to include how the funds will be used while the endowment is being funded, e.g. for a scholarship during the pledge period. Gifts including proposed namings would specify names in this section.]

3. Payment. It is further understood and agreed that the gift will be paid in full on or before _____ or as may be further described hereafter in the event of an agreed upon payment schedule.

[State payment schedule, including months, years, and amounts.]

[If the gift is to create an endowment, include #4 and #5; also when appropriate #6]

4. Endowment. The gift specified above shall be used for the purpose of creating with the the ECAC an endowment fund to be known as the “_____ Fund (the “Fund”). The assets of the Fund may be merged or pooled for investment and investment management purposes with the general endowment or other assets of the the ECAC and managed and invested in accordance with the ECAC policy and procedure, but shall be entered on the books and records of the ECAC as the “_____ Fund.” Distributions in support of the above gift purpose and reasonable fees associated with securing, raising, investing, and administering such funds shall be charged to the said Fund administered in accordance with the policies and procedures of the ECAC then in effect.

5. Inadequate Funding. The amount needed to fully fund such an endowed fund shall be that amount required by the ECAC on the date the first gift is received into the Fund. If,

after the specified pledge period is ended, the value of the Fund is less than the minimum required by the ECAC as of the date of this Agreement for the establishment and continuing support of the named fund, the Fund may be transferred to and merged with an existing endowment or other fund at the ECAC approved by the ECAC whose purpose will most nearly accomplish the Donor's intention evidenced by the purpose described above.

[If the gift contains a naming requirement, include #6]:

6. Naming/Approvals: The proposed naming of any academic program, professorship, center, institute, department, physical structure, or part thereof must be mutually acceptable to the Donor and the ECAC and must be approved in writing by both the Donor and an authorized officer of the ECAC. Any naming is and shall be subject to the Naming Policies and Procedures of the ECAC as in effect from time to time administered by the Board of Directors. It is also understood that the undertaking of any facility construction or development must be approved by the Board of Directors. Nothing herein shall be interpreted as requiring the ECAC to undertake construction or commence any capital project without all required approvals.

[Include #7 as appropriate where the ECAC receives a management fee (currently none are in effect at the ECAC), or intends to create an unrestricted funding pool from all restricted gifts]:

7. Related Expenses. The ECAC may, at its discretion, assess a reasonable percentage from the gift to the unrestricted general operating funds of the ECAC in order to defray its operation expenses, provided the amount assessed shall not exceed____% of each gift installment the Donor makes and shall be assessed within____days of the ECAC's receipt of each gift installment made in fulfillment of this Agreement.

[For significant commitments that create centers, programs, capital projects, etc., and that would not go forward without the gift commitment described here, it is important to include the following provision (#8). Otherwise, for gifts that do not meet this criterion, #8 is optional to include]:

8. Intent. It is the agreement of the parties and the intention and wish of the Donor that this gift and any unpaid promised installment under this Agreement shall constitute the Donor's binding obligation and shall be enforceable at law and equity including, without limitation, against the Donor and the Donor's estate, heirs and personal representatives, and their successors and assigns. The Donor acknowledges that the ECAC is relying, and shall continue to rely, on the Donor's gift being fully satisfied as set forth herein.
 9. Recognition by the ECAC. To honor the Donor, and to express the appreciation of the ECAC, publicity in the form of news announcements, both internal and external, will be made with the permission of the Donor. *[Additional information as appropriate, including specification regarding the donor's name and how the donor should be recognized in publicity.]*
 10. Reporting and Stewardship. Reports on performance of the Fund and use of the proceeds shall be provided annually to the Donor for endowment gifts. For capital and current use gifts, once the gift has been fully paid and/or employed by the ECAC for the purpose specified in this Agreement, the ECAC will normally report at least one time
-

(except as the Donor and the ECAC *may* otherwise mutually agree in writing) on the outcome of the gift.

11. Additional Gifts. The Donor reserves the right to increase the Fund through additional gifts and hereby consents to additional contributions to the Fund by any individual, corporation, foundation, trust, estate or other legal entity through individual gift, bequest or other gift vehicle, and all gifts so designated shall be subject to the provisions of this Agreement.
12. Future Changed Circumstances. *[Note that this provision is not necessary for unrestricted gifts, but should be used for all others.]* If, in the opinion of the Rector and Visitors of the ECAC, all or part of this gift cannot at some time in the future be usefully or practically applied to the above purposes or if the purpose cannot be achieved because of a future change in law or unforeseeable circumstances, it may be used for any related purpose which in the opinion of the Rector and Visitors will most nearly accomplish the Donor's wishes.
13. Amendment. By mutual consent of the ECAC and the Donor, the Donor's legally or duly appointed agent or attorney-in-fact, or the personal representative of the Donor's estate, any provision of this Agreement may be amended, modified, or deleted. Any such changes, deletions or additions shall be recorded in written signed addenda, which shall form part of this Agreement.
14. Entire Agreement. This Agreement contains the entire understanding of the parties with respect to the subject matter of the Agreement and is subject to the laws of the State of Oregon. This Agreement also supersedes all other agreements and understandings, both oral and written, between the parties relating to the subject matter of the Agreement.

In witness whereof, the parties to this Agreement have affixed their signatures:

[DONOR name]

By: _____
Jane Doe
Executive Director
Evergreen Cultural Arts Center

GIFT ACCEPTANCE POLICY.

Each organization should construct a gift acceptance policy in order to preserve organizational legal and ethical standards. While it is difficult for nonprofit organizations to turn away donations, it is necessary when a gift is allocated to fund something that the organization cannot realistically or dutifully uphold. Some examples include but are not limited to: funding a program that does not fit within scope of the organization's mission or opposes the organization's values; the organization is unable to properly utilize or manage the gift (such as real estate); or is specifically requested to exclude service to persons of a specific gender, race, religion, ethnicity, or sexuality. In these circumstances, it is within the best interest of the organization to graciously decline the gift while explaining the reasons behind the organization's

inability to accept the gift. In these cases, the donor will hopefully understand and change the restrictions of their gift accordingly.

SAMPLE GIFT ACCEPTANCE POLICY.

EVERGREEN CULTURAL ARTS CENTER

Gift Acceptance Policy

1. The Evergreen Cultural Arts Center solicits and accepts gifts that are consistent with its mission and that support its core programs, as well as special projects.
2. Donations and other forms of support will generally be accepted from individuals, partnerships, corporations, foundations, government agencies, or other entities, subject to the following limitations:
 - a. Proof of ownership
 - b. Delivery to the organization
 - c. New or nearly new condition
 - d. And other limitations as subject to implementation by the Evergreen Cultural Arts Center
3. Gifts of real property, personal property, stock, in-kind gifts, or securities may only be accepted upon approval of the Board of Directors.
4. Certain types of gifts must be reviewed prior to acceptance due to the special liabilities they may pose for the Evergreen Cultural Arts Center.

Stewardship

All donors, regardless of gift level, must be thanked promptly by the organization. For annual level donors, stewardship will depend on the amount of gifts received by the organization. At first, handwritten cards from the Development Director or Executive Director may be realistic. This personalized outreach can help to solidify a strong connection between the organization and the donor, leading to more substantial support.

At the major gift level, once the gift has been agreed upon, the donor should receive an immediate personal phone call from the Executive Director. They should also receive a phone call or email from a member of the Board. Additionally, another major gift donor to the organization can call or email and thank the donor for their support to the organization. Where appropriate, a client benefitting from the gift should write a personal thank you note to the donor.

Donors will be asked if the organization can share the news of the gift with the public. The donor should be aware that knowledge of their gift could inspire other donors to make gifts of their own. If the donor agrees to have the gift publicized, the organization will be explicit in detailing how the gift will be promoted and shared. Examples of ways the gift may be made public: organization publications (such as newsletters, website, blog), local media coverage (such as TV news or newspaper), and/or through announcement at an organization event.

It is important to note that stewardship should never end for the donor once they have made a major gift. They should be given regular updates on the use of the gift and the organization's growth and progress. Additionally, major gift donors should continue to be invited to special events and receive specialized communication from the organization.

SAMPLE STEWARDSHIP LETTER.

Dear Mr. Smith,

Though we recently spoke on the phone, I wanted to express my sincere appreciation for your support in writing. Your gift to fund roofing renovations for the Evergreen Cultural Arts Center will greatly progress our renovations. Additionally, this gift will preserve a historical landmark within the Redmond community and retain the unique architectural details of a beloved building.

As this exciting project moves forward, I am humbled by the contributions of donors such as yourself. We would be unable to provide this incredible community resource without your support. I am looking forward to the completion of the facility and would love to give you a private tour before the building opens to the public.

Thank you again for your kind gift.

With appreciation,

Jane Doe
Executive Director

Appendix M: Case Studies

Case Study #1: Oregon Contemporary Theater Downtown Eugene, OR

Mission: Oregon Contemporary Theatre creates bold entertainment, challenges expectation, inspires curiosity, encourages dialogue and supports positive change. We believe theatre can transform audiences, students, artists, our community and the world around us.

Oregon Contemporary Theater OCT was founded in 1992 by two enthusiastic artists who sensed the need for a professional theater in Lane County. The OCT was officially incorporated in 1994, and after 18 months of creating theatrical productions. During the 18 months, the artists were able to test the community's desire for their art, create a reputation, build trust, and solicit donations. After incorporating the nonprofit, the artists leased a venue and ran the nonprofit as a team, then they traded leadership until one of them stepped out in 2000. Initially, the founding artists did not have any money, and both of them had full time jobs to support them, and the main financial support for the OCT was donations. Within 10 years, the OCT was able to raise three million dollars, and hire an artistic director. Currently, they have a diverse board of 14 members, with one thing in common; their passion for theater and development of downtown Eugene.

After more than 20 years of operation, the OCT was able to create a strong sense of the audience needs regarding the theatrical productions, however, the time of the year plays an important role in the programming. The OCT offers individual tickets sales, as well as seasonal subscriptions. They also offer convenience passes which enable the buyer to select which plays and performances they wish to attend.

Fundraising and income:

The OCT has an annual fundraising event, a silent auction where they charge an entrance fee for those who want to participate. They also have a request for donations on their website. Currently, the theater occupies only 65% of the actual building they own, and they rent the other 35% for an art gallery and a medical supplies company, and the revenue from renting out the space makes 10% of their annual income. They also rent out the space for small performing arts groups, business groups to use for meetings, however, this makes less than 1% of their income. A big portion of their income comes also from ticket sales.

Challenges:

- Understaffed
- Lack of marketing skills, especially in social media
- Competition with other nonprofits

Annual budget: \$500,000

Initial annual budget: \$120,000

Current number of board members: 14

Starting number of board members: 6-8

Current number of staff: 14 (4 full time, 10 part time)

Starting number of staff: 2

Number of volunteers: 120

Annual Number of theatrical productions attendees: 12,000

Case Study #2: The John G. Shedd Institute for the Arts Downtown Eugene, OR

Mission: “To promote a deeper understanding of and appreciation for America’s many rich and vital musical traditions and to engender in the members of our community a desire to participate actively in the preservation and cultivation of those traditions.”

The John G. Shedd Institute was founded in 1991 as a thematically based summer orchestral pops festival dedicated to the American classical music, under the name of Oregon Festival of AMERICAN Music. After two years, the festival managed to become a resident company at the Hult Center for Performing Arts.

The Shedd was incorporated as a community music institute nonprofit in 1995, after a group of educators witnessed the wasted learning potential of the typical concert/performance experience, and sensed the need for an increased audience and artists’ understanding of the art. The initial goal of establishing the organization was to set the music they were producing in its cultural and

historical context, which meant juxtaposing two very different musical styles.

During the first three years, the Shedd started performing in different cities and venues like the Portland Rose Garden, and rented classrooms at the University of Oregon and other public school classrooms for their educational component. By year 8-9, the Shedd had performed in and or toured to over 30 venue types and cities, including Ashland, Corvallis, Florence, Medford, Newport, Portland, and Salem. During those years, the Shedd sensed the need work and hire staff all year-round in order to do what they wanted, including running the summer festival, therefor, they started looking for a permanent location to establish their offices.

Currently, the Shedd is located in a 65,000-square-foot building that once housed the First Baptist Church of Eugene. They have two formal concert halls (the 816-seat Jaqua Concert Hall and the 175-seat Recital Hall), a multi-purpose 250-seat Great Hall, 2 dance studios, a library, and over 30 other community meeting rooms, classrooms and rehearsal spaces.

Fundraising and Income

The Shedd conducts an annual campaign to fundraise for yearly operational expenses. Additionally, they have conducted capital campaigns to help fund larger initiatives; such as building expansion. They also receive in-kind donations, which includes musical instruments that are rented to students and generate income. One of the more effective things they did in this regard at the beginning, and have carried through was a 5-year pledge commitments. The 1st couple of years they called donors who pledged a gift for 5 years “Five Year Founders”, however, they now call them “Five Year Stewards” and make a big deal about them as the ones who will shepherd the organization into its next 25 years!

Another source of income for the organization is venue rental, where they rent it for memorial services, weddings, prom parties, conferences, and receptions, however, that only makes 1-2% of their revenue. The Shedd also provide a catering service for their guests and venue renters, as they have an in-house chef and a liquor license.

Another great source of income is that their Performance and School Division are "charged rent" as if they were outside users to cover the building overhead. For example, when they book an artist, the use of their hall is charged to the performance, just as when a performing

Annual budget: \$2.5 million

Current number of board members: 30 (will soon become 35)

Current number of staff: 56+ (16 full time, 20 part time venue assistants, 40+ part time faculty)

Starting number of staff: 0 (just 4 volunteers)

Number of volunteers: 100

group rent a venue at the Hult Center or when another organization rents theirs for a performance.

Ticket sales and music classes also make a significant income to the organization. They offer instrument rental for their students - most of those instrument are donated to the organization.

Challenges

The Shedd faces several challenges, most of them are related to the building, as managing and maintaining a 90+ year old building is not easy. After moving in, they had to install air conditioning units, make accessible bathrooms, and an elevator. Despite of that, they are slowly transforming the building into a more welcoming and better functioning performance and education center, for example diminishing sound bleed across music lesson classrooms, and theatrical lighting and professional AV and sound system. The other challenge is their effort in making all aspects of the facility and programming a better experience for their multiple constituent groups: audiences, students, renters, artists, and staff.

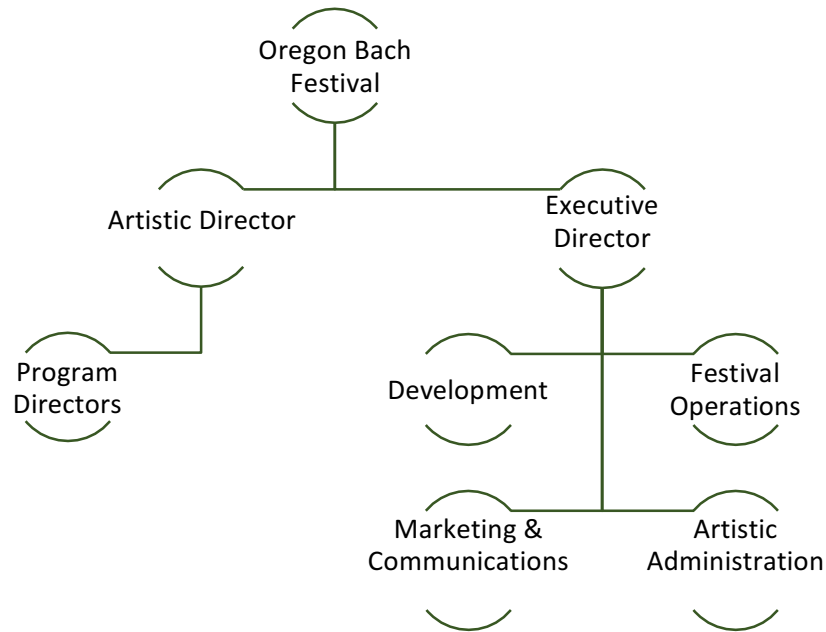
Case Study #3: Oregon Bach Festival

Eugene, OR

Mission: To inspire the human spirit through the art of music.

The Oregon Bach Festival (OBF) was established in 1970 by Royce Saltzman and renowned conductor Helmuth Rilling. The festival began as a small series of informal classes and concerts at the University of Oregon. It has since grown to become one of the premiere Bach music festivals in the entire world, including full-ensemble orchestral performances, masterclasses, intimate concerts, and more. Musicians travel from all over the world to participate in the festival, including Yo-Yo Ma, Joshua Bell, and Bobby McFerrin. OBF organizational structure includes an Artistic Director and Executive Director, seven program directors who specialize in a specific musical area, three development staff, two marketing and communications professionals, and seven other administrative staff. The festival also employs five staff members seasonally leading up to and during the festival. Through interviews with an OBF staff member, our team learned that the dynamic between having both an Artistic Director and Executive Director can lead to tensions in within the leadership of the organization. Because the Artistic Director and Executive Director do not report to one another, their vision and strategy for the festival can sometimes differ greatly.

Current number of board members: 13
Current number of staff: 15
Starting number of staff: 0
Number of volunteers: Approximately 100 volunteers per season



The festival’s board of director consists of OBF founder, Royce Saltzman, several UO School of Music & Dance faculty, and other music industry professionals. However, the Board also consists of local Eugene business leaders, including Dave Frosaker, Vice President of Wells Fargo’s Private Bank; Julie Gemmell MD, a radiation oncologist; and Brad Stangeland, landscape architect and principal of Stangeland & Associates. The diversity in skillsets allows for the Board to make thoughtful, strategic decisions on behalf of OBF.

Challenges

While OBF concerts often take place in large performance venues such as the Hult Center and Beall Hall on the UO campus, the administrative offices have not had a permanent home since OBF was founded. The administration offices have moved three times in over 40 years, disrupting staff from fully performing their duties during transition periods and for supporters to keep track of offices. It has also left the festival with a lack of permanence.

Fundraising and Income

The festival conducts annual fundraising solicitations via direct mail, telephone, and email. OBF also manages a portfolio of over 100 major gift prospects. In 2014, a gift of \$6.5 million was made to fund a new two-story building for OBF. The two-story, 14,000 square-foot facility will feature administrative offices, meeting rooms, and a 2,300 square-foot rehearsal space. Although the festival will still utilize large performance venues for their full-scale concerts, the new building will provide OBF with a home for the organization. The full estimated cost for the project is \$8.7 million which will be provided entirely by private donations. Ground will break in June 2016 and the estimated completion date is July 2017.

Appendix N: Logic Model

Introduction

The type of visual logic model provided above is a means for understanding the workings of an organization, and how the organization reaches its desired impacts. The initial inputs, on the left, serve as the building blocks for a variety of programs and activities. Those programs and activities produce measurable outputs, which serve as a bellwether for harder-to-quantify short-term outcomes. Taken together, short-term outcomes are assumed to lead to longer-term impacts, which themselves support the overall mission and vision of the organization.

The model is a means for understanding the processes by which the organization hopes to achieve its ends, and serves as an opportunity to check the actual logic of those processes. We have filled out the sample model based on our interviews with Jim Cook, our contact for this project and a member of the Leadership Redmond team at the head of the Evergreen Cultural Arts Center project. Asking questions about this sample model – and creating additional, more refined versions of this tool – will provide an aid to strategic planning and vision setting.

Inputs

Inputs as shown in this model consist of what the organization currently has as resources to support its activities. At this time, the project has a building in need of rehabilitation, some start-up funds from the city, a mission (which we recommend revising in the main body of this report), as well as the time and knowledge of volunteers. The partnership with the City is also an input because that relationship can add value to the activities and programs of the organization. From these initial inputs, the organization must choose how to structure their programs and activities in the way that best serves their intended outcomes.

Activities and Programs

We have identified four main activity areas that contribute to the logic of the still-developing organization. Those activities are management, outreach, fundraising, and programs. Management consists of both personnel and the processes used to evaluate and support them. Outreach is about the traditional and digital media strategies, as well as face-to-face communication about the project. Fundraising includes both the eventual capital campaign to reuse the building, and also the ongoing fundraising that is needed to sustain a cultural arts organization. Programs refer to the events, classes, performances, or other as-yet-undetermined activities provided by the organization for the benefit of members or clients. Of the above, those categories listed earlier generally support the latter ones, but all of them are at some level interconnected.

Outputs, Outcomes, and Impacts

The outputs and outcomes sections provide some possible metrics (and the hoped-for outcome) that could be used to assess the efficacy of the activities listed. For example, to evaluate the performance of the organization's face-to-face community presence, one could count both the number of in-person interactions, and the number of more-formal contacts with potential partner organizations. These outputs hopefully serve as metrics that can suggest the

extent to which the organization is achieving outcomes of community awareness and understanding, as well as the degree to which the organization is on track toward working with other organizations. Taken all together, the outcomes listed all point toward the desired long-term impacts, such as the continued use of the Evergreen Gymnasium and increased community participation in the cultural arts.

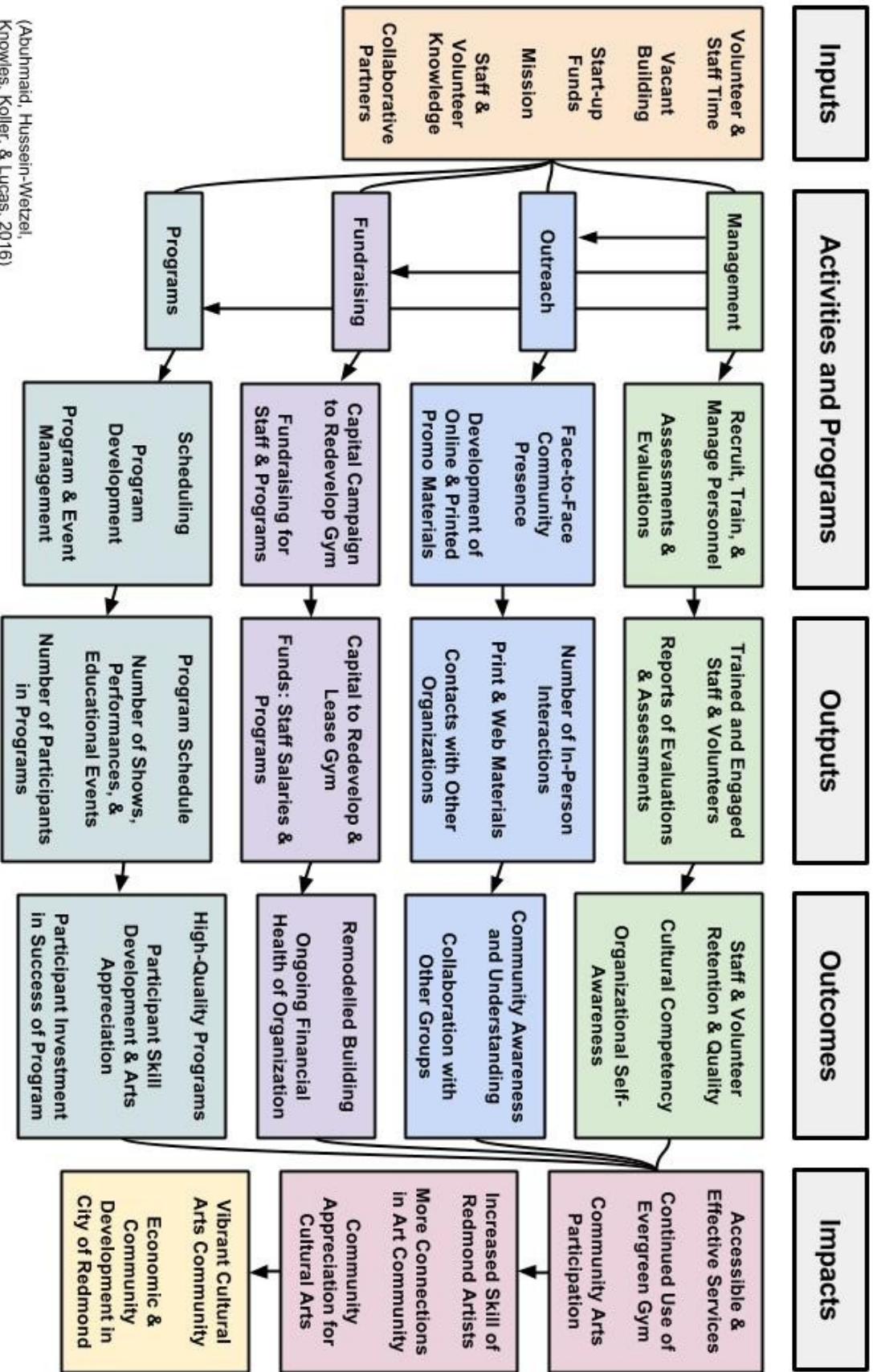
Using the Model

The beauty of this modeling process is that it provides a tool for the organization to check its own thinking, and to focus on how to achieve impacts that serve the mission of the organization. If a link does not make sense, or a section is incomplete, the tool can help to highlight those missing links. If there are links in the model that the organization is not actually following through on, it becomes clear how the organization needs to shift in order to achieve their desired impacts.

The model presented is a highly simplified version, and relies on the starting inputs. If the organization continues to use this model, each section will change based on the strategic needs of the organization. For example, as fundraising becomes increasingly important, the level of detail provided in the purple stream will become unacceptably simplistic. Outputs such as donor contacts, letters sent, formal “asks”, and number of prospective donors would become essential to measure. On the other side, if the organization downscales the extent to which providing programming is seen as a means to achieving the desired impacts, some of the points in the light blue stream might be removed.

We hope that this tool will prove useful as the organization begins discussions of what sort of activities they want to undertake to achieve the mission. It can help to raise and discuss important questions, such as: What community impacts are actually important to us – are things included that should not be, or missing that should be included? What outcomes will most effectively lead to those impacts? What outputs can we use to measure those outcomes, and what activities will we need to undertake to provide those outputs? Finally, what additional inputs do we need to undertake those activities? Asking these sorts of questions, using a tool that is comprehensible to everyone in the discussion, will be critical for the organization going forward.

Suggested Logic Model for Evergreen Cultural Arts Center, Redmond



(Abuhmaid, Hussein-Wetzel, Knowles, Koller, & Lucas, 2016)

Appendix O: Tiny House Details

Opportunity Village Start-up Costs

	Construction Costs
Construction Expenses and Development Fees	9,559
Dwellings & Common Facilities	42,787
Yurt	21,439
Shop	1,950
Landscaping	1,234
Supplies	3,276
Maintenance	550
Total Construction	\$80,795

	Operation Expenses
Port-a-potties	2,614
Utilities	4,414
Internet	699
Liability Insurance	1,482
Dumpster	911
Office	855
Attorney	1,450
Security	1,250
Supplies	1,132
Residential Support	2,553
Bank Fees	66
Total	\$17,426
Total Expenses (Construction +Operations)	\$98, 221

Community Agreement

We often receive questions regarding what the rules and expectations are for those living at Opportunity Village. Below is the Community Agreement that each resident must sign and abide by. To apply to live at Opportunity Village, stop by the village at 111 N. Garfield Street to pick up an application.

Opportunity Village is a transitional village that provides a safe and secure place to be for those currently without housing. It is a self-governing community that is based on five basic rules:

- 1. No violence to yourselves or others**
- 2. No theft**
- 3. No alcohol, illegal drugs, or drug paraphernalia**
- 4. No persistent, disruptive behavior**
- 5. Everyone must contribute to the operation and maintenance of the Village.**

I will be a positive member of this community and contribute toward making it a safe, secure, clean and pleasant place to live. Therefore I agree to the following:

- What I do will be based on love and respect for myself and others.
- I will not disrespect others based on ethnicity, religion, gender, sexual orientation, handicap, lifestyle choices, or economic status. We all have the right to expect dignity and opportunity.
- I will help make Opportunity Village a place where everyone feels safe and respected. For my own safety as well as the safety of others, I will not carry a weapon or act violently toward others or myself.
- Since stealing is one of the most upsetting things that can happen in our community, I will not steal and will make the members of the Village Council aware of any stealing I see. I will respect other people's property and community property and I expect other people to respect mine.
- I know that illegal drugs and alcohol use can damage my community. I agree not to use illegal drugs or alcohol while at the Village.
- I will honor quiet hours from 10PM to 7AM so that others and myself can stay healthy and rested. I understand that no personal guests will be allowed during that time.
- I want to live in a clean, litter-free, comfortable space where I can bring friends, family and other guests. Also, I know that many communities such as ours get closed down for "health and safety" reasons. I will keep the area in and around where I live clean and orderly, and not store any personal items outside of my building footprint or allocated storage space. I will help keep the community areas clean and will pick up after myself and my pet, if I have one, and keep my pet leashed at all times. I understand that only a limited number of pets will be allowed in the Village in order to maintain an orderly environment.
- I understand that in order to maintain a secure environment there will be a single point of entrance and exit that will be staffed 24/7, and that front desk shifts will be shared equally among Village residents.
- I know that it can take a lot of work to keep the Village a safe, clean and pleasant place to live. I agree to work at least 10 hours a week on the operation and maintenance of the Village. This includes serving on security teams, helping with kitchen duties, construction projects, maintenance and clean-up crews, helping plan activities and other jobs that need to be shared by community members.

- I also know that there are financial costs to keep the Village running. I will support the goal of self-sufficiency by contributing each month either financially or through sweat equity by participating in micro-business opportunities or fundraising events.
- I will attend the weekly Village meetings, unless I have an acceptable reason for absence, in which case I will find out what went on by reading the meeting notes. I understand that decisions will be made through a majority vote, and that the Board of Directors of the non-profit reserves the right to override decisions made. I agree to abide by all decisions made.
- I affirm that I have completed the Background Check Form honestly along with all other application documents. I understand that if the background check reveals otherwise, I could be asked to leave immediately.

I promise to keep all of these agreements, as well as other policies approved at Village meetings. If I violate any agreements, the members of the Village Council are authorized to ask me to leave temporarily, or, in serious or repeat cases, to leave permanently. I will do so peacefully and not return unless I am authorized to do so.

I know that Opportunity Village is a place where people value community and support each other. I will try to think of ways to make our community a better place to be. When I am concerned or upset with situations in the Village, I will bring these problems to the attention of the appropriate people so that we can work together to figure things out. I willingly sign these agreements that are a contract between Opportunity Village Eugene and me.

Signature: _____

Date: _____

The Community Agreement was developed based on best practice examples and lessons learned during the local Occupy camp in the Fall of 2011. The five basic rules were handed down from Portland's Dignity Village, an early pioneer of the village model in 2001. Further policies and procedures for operating and governing Opportunity Village have been developed by the residents and are documented in the [Village Manual](#).

Appendix P: Family Promise Details



Frequently Asked Questions About Family Promise

How many host congregations are needed to form an Affiliate?

Ideally, an Affiliate has 13 host congregations, with each having an adequate number of volunteers to complete their week. This number is usually between 35-50 volunteers. Fewer congregations than that could overtax some congregations, jeopardizing their participation. Having more than 13 can dilute the experience for congregations, resulting in a loss of continuity and focus. With less experienced volunteers, an Affiliate would be harder to operate, and recruitment of volunteers would be more difficult.

What is a support congregation?

This is a congregation that does not have the physical space or cannot dedicate the space to families for one week. They do however have volunteers, money, or other resources that is used to help host congregations who may need assistance during their hosting week.

We don't have a day center in our community. How should we go about finding one?

Actually, most operating day centers for homeless people are not appropriate for the program; they are drop-in centers that serve a mixed population, often including single men who live on the streets. These day centers are not suitable for homeless families.

More than likely, you will be looking for space for a day center, rather than an operating day center. Most Affiliates find space for a day center in downtown churches, "Y"s, or social service agencies. Some Affiliates use one large room, while others find a place with access to several rooms. Essential facilities are a lounge area for families, a play area for children, a small room or cubicle for the Director (who will provide most of the supervision of the day center), and showers. If showers are not available, the Affiliate needs to install them.

How do we handle transportation?

Affiliates usually purchase a van, or a van is loaned or donated to the Affiliate. Some Affiliates contract with a transportation company that takes care of the van, driver, insurance, and maintenance. Affiliates that purchase a van usually get the money from foundations that fund capital expenditures.

Can we use volunteer van drivers?

Family Promise does not recommend using volunteer drivers. For safety and reliability, it's best to use paid drivers with verified driving experience and safety records. Scheduling problems, which can be time-consuming when volunteer drivers are used, can usually be avoided or minimized by using paid drivers.

What facilities do host congregations need to have for guests?

Facilities must include a lounge area (with sofa, chairs, tables, TV), a dining area, a kitchen, bathrooms, and sleeping accommodations. Ideally, congregations provide a separate room, such as a classroom, for each family. If that isn't possible, a fellowship hall or other large room can be divided by partitions to provide privacy.

Our building is in use almost all the time. How will we find the space?

Churches and synagogues are busy places with many demands on their space. Rarely does a perfect space exist. Hosting almost always means making some scheduling adjustments for activities and meetings. For example, four or five times a year, AA or the Bible Study Group may need to move their Tuesday night meeting to another room.

How do we raise the money?

Funds are raised locally from individuals, congregations, foundations, and corporations. Religious judicatories (regional denominational offices, such as the Presbytery, Methodist Conference, and Episcopal Diocese) often provide seed money, as well as ongoing funds. Local foundations within your county or state may also provide seed money.

How long does it take to develop an Affiliate?

Some Affiliates have developed in 10 months, while others have taken a year and a half, or longer. The average development time is normally 18 to 24 months after the Community Meeting. However, with the support of the community and dedication towards the effort, it can be accomplished much sooner. The most important and time-consuming part of forming an Affiliate is recruiting the host congregations. Affiliates that plan for and emphasize recruitment get there faster.

Do we really need to hire a full-time Director? Can't a staff member from another agency manage the program on a part-time basis?

You will need to hire a full-time Director. A unique strength of the program is the intensive case management that a full-time Director provides to homeless families. In addition to case management, the Director coordinates and trains volunteers and is responsible for the overall management of the program. Without a dedicated professional in the Affiliate, families would not receive the services that help make the program so successful.

What are some advantages of the program over a more traditional shelter?

- An Affiliate can be developed quickly.
- An Affiliate is cost-effective because it utilizes existing community resources.
- The Family Promise doesn't institutionalize shelter as a solution to homelessness.
- In Affiliates, about 80 percent of the guest families find permanent housing, often with volunteers' help.
- For congregations, the Affiliate is a vital outreach ministry within the walls of the members' own church or synagogue.
- An Affiliate is a catalyst for other community initiatives. Many active Affiliates go on to create new programs in areas such as parenting and mentoring, transitional housing, and housing renovation.

Summary of Program Benefits

For Guests

- Safe, homelike shelter where families can stay together.
- Guests cite the caring of volunteers as one of the most important benefits; “I never knew so many people cared.”
- Intensive case management by Director to assist in finding housing and jobs and meeting other needs.
- Guest families secure long-term housing.

For Volunteers

- Opportunity to help homeless families directly; to make a difference.
- Opportunity to do outreach within their own congregation or a nearby location.
- Wide range of volunteer activities to vary schedules and levels of commitment.
- Opportunity for families to volunteer together.

For Congregations

- Opportunity for outreach (within the congregation’s own facilities) focusing on the needs of people in the community.
- Opportunity for participation in the community interfaith project.
- Increased sense of community among members as they share the effort.

For Community

- Cost-efficient mobilization of community resources.
- Does not duplicate services already in the community; works with social service agencies to provide counseling, job training, help with housing search, etc.
- Does not institutionalize shelter as a solution to homelessness.
- Becomes a catalyst for other community initiatives, such as job counseling, parenting workshops, transitional housing, etc.

2014 National Program Services Report

- Total individuals served 53,322
- Percent of guests who are children 58% (43% are age 5 or under)
- Average length of stay (days) 63

- Housing Status at Exit
- Percent of families securing housing 76%

- Family Composition
- Two-Parent Families 26.7%
- Female Headed Single Parent Families 63.1%
- Male Headed Single Parent Families 5.1%
- Other Family Composition 5.1%

Becomes a catalyst for other community initiatives, such as job counseling, parenting workshops, transitional housing, etc.

B3- Day Center Checklist

REQUIREMENTS

- At least 800 square feet; preferably more than 1000. Less than 1000 square feet will not be workable for a long-term day center so any space smaller than that should not be committed to for more than a year at a time:
 - A room for director's office. The director's office should have a locking door and allow families privacy in their conversations with staff.
 - an area for guests with sofa and chairs
 - a room that could be used by a sick child or for napping
 - a dedicated space for the additional staff person, ideally a separate room
 - storage space for guests' belongings (lockers or wardrobes) as well as donations to the network
- Restrooms with showers that are easily accessible; 2 showers and 2 commodes optimal. Bathtub for younger children needed
- 2 phone lines: director and guest
- Computers/printers for network and guest use with Internet access
- TV/DVD
- Answering machine/service; fax machine; copier
- Reference materials/bookcase
- Office furniture
- Day room furniture
- Proximity to public transportation, employment and housing; congregations should generally be within 30 minutes of day center
- Small refrigerator and microwave; ironing board
- Discrete (does not have to be private) access and an environment welcoming to families with small children

It's great to have these also

- Washer/dryer
- After school programs and social services onsite or very close by
- Kitchen facilities
- Outdoor play area
- Additional rooms that can be used by guests for personal business and housing/employment searches; training; volunteer/staff office space; meetings, etc.

And it is important to consider "roommate" issues:

- Compatibility with any other organizations sharing space (eg church, social service agency)
- Clear communication of program and expectations on all sides
- Consideration of the clientele any adjacent organizations may be serving, vis-à-vis guest families

When finalizing Day Center arrangements:

- Determine who makes the decision. If it is a church, is it the pastor, the board, the vestry, etc.?
- Get a written agreement
- Clearly work out who does what:
 - outdoor maintenance: mow lawn, shovel snow, leaf removal, etc.
 - indoor maintenance: clean up, bathrooms, etc.
 - emergency: flooded basement, stopped toilet, furnace, etc.
 - supplies: toilet paper, cleaners, etc.
 - office: copier, mail, etc.
- Establish when you will need to have coverage in the day center. Will it be with volunteers? Hourly staff?

- Define expectations: Does the facility anticipate ever using the space (i.e. Sunday school use)
- What changes can be made: painting, room division, phone lines
- Who pays for utilities and phones?
- Is there separate access? If not, does facility staff understand the day center and the arrangements that have been made?
- How many vehicles can park there? Will guests with cars be able to park near the day center?
- Consider any safety issues: Could there be HVAC or mold problems? Is the space sufficiently secure, particularly at night?
- Are there any zoning considerations? Be fully informed and discuss with Family Promise before you approach any municipal authorities; avoid requesting permission unless absolutely required to do so

Family Promise

www.familypromise.org

908 273-1100

B4-Host Congregations

What Is Needed for a Congregation to Host?

Hosting families speaks to the scriptures of all faiths and provides families who have lost their homes with safe, secure lodging and a sense of community. It gives volunteers the opportunity to provide hands-on outreach in their own congregational facility. The following are the basic elements needed for a congregation to be a host for Family Promise:

- Space for 5 families, 14 individuals, to stay for a week at a time, once every 2 or 3 months. The space used can be classrooms, offices or a large hall with dividers. Since a host congregation is providing hospitality to families for the week, the guests' areas are not broken down during the day. (Usually, congregations host 3 or 4 families at a time.)
- A common area for meals, homework, relaxation and fellowship.
- Two bathrooms: one for women; one for men. (The day center provides showers.)
- Space for volunteers to sleepover (any available space at the congregation can be used, e.g. offices, hallway, etc.).
- A kitchen for meal preparation (dinners may be cooked at the congregation or brought in and heated there), a refrigerator, food staples and necessary clean up items.
- The congregation is responsible for all meals (nutritious cooked dinners, simple breakfasts and supplies for sack lunches), utilities (heat/cooling, water and electricity), linens, and various basic items such as toys, soap, etc. The Affiliate supplies the beds.
- Volunteers: A congregation should always have at least 2 volunteers present and generally not more than 4 at a time. Volunteers can come from other congregations and organizations; all volunteers undergo orientation before they begin.

Statistics - Comparable Cities

Sample of 2015 Family Promise Affiliate Stats from comparable cities				
Location	# of Families served	People Served (Adults:Children)	Average lengths stay (Day)	% Transitioned into Permanent Housing
Lincoln City, OR	15	50:28	82	83
Coeur d'Alene, ID	16	55:31	-	80
Bozeman, MT	14	21;27	47	80
Lewiston, ID			60	100

Appendix Q: Forming a Nonprofit Organization

For convenience, we included in a detailed outline on how to start a nonprofit. After the paperwork is settled, however, where should Redmond get started? With all the plans in place, there are just a few more things to consider before launching the organization into existence. Starting a homeless shelter requires meeting financial, practical and political challenges. The practical challenges include finding a suitable location and recruiting enough volunteers. Financially, you need donations -- cash or in-kind -- to pay the bills and provide supplies for shelter residents. Politically, you'll have to win your city or county government's approval. Becoming a nonprofit can make it easier, as donors can write off what they give you as an itemized tax deduction. Here are a few points that apply specifically to Redmond in this particular endeavor:

Build partnerships

Reach out to the Redmond community for additional sponsorship. Contact the local churches, charities and other nonprofit organizations.

Look for individuals to join your cause throughout Redmond.

- Gather volunteers or hire employees.
- Put together a diverse board of directors.
- Obtain an accountant, lawyer, or other professionals as needed. (It is a good idea to hire lawyer to help you with the steps of becoming a nonprofit organization)

Spread the word. Use the help of other homeless shelters, food pantries or community outreach programs to spread the word regarding the new homeless shelter. Solicit help from these same organizations for getting donated items for the shelter.

Homeless Shelters and Supportive Housing Partners. We uncovered a list of housing resources in Redmond, OR as follows: Homeless Shelters, Supportive Housing, Halfway Housing, Transitional Housing, Day Shelters, Low Income Housing, Residential Alcohol and Drug Treatment Centers.

- *Shelter Listings is dedicated to serving the homeless and low-income. We have listed out the shelters and low cost housing services we have in Redmond, OR below. This list has homeless shelters, halfway houses, affordable housing, etc. The database consists of over 3,000 listings and includes emergency shelters, homeless shelters, day shelters, transitional housing, shared housing, residential drug alcohol rehabilitation programs and permanent affordable housing.*

In Appendix B, we have provided a list of housing resources with contact information.

Consider services provided

Putting a roof over people's heads is just one aspect of running a shelter. Many shelters offer other services, such as drug treatment, finding employment or finding a more permanent home. Adding more services requires more staff and takes a more demanding skill set. You can always start out just offering shelter and then add other services if your reputation grows enough to attract volunteers.

Think of How to Scale Up

As with any organization, it helps to think of possible areas for growth in the future.

Possible areas of growth may include things like:

- An employment opportunity for clients that also provides the operation with some revenue, like a thrift shop or even a café
- An expansion into more permanent housing opportunities, since one of the big causes behind recurring housing problems is the lack of housing options at a variety of income levels and family situations
- Education opportunities for students
- Addiction and recovery programs for clients who struggle with these issues

It's also very important not to get too caught up in planning far beyond the organization's current capacity, but being able to speculate a little bit will help to provide the organization with a sense of what sort of foundation to lay for the future.

Project Specific Questions

The Shelter Location

What places in Redmond have you seriously considered?

- Including empty hotels, church basements, private homes and abandoned government property -- have served as homeless shelters. Some nonprofits have built homeless shelters on donated land.

What are the local government's zoning and land-use codes, some of which may not allow homeless shelters?

- You'll also have to meet any other requirements your local government imposes. One of the first steps in starting a homeless shelter is to find a large and viable location to hold those staying there. Advertise your cause in the local news media. Approach churches and other houses of worship to see if any are willing to provide the space. Contact property owners of minimally used or abandoned spaces.

Solving a social issue like homeless will not only take perseverance on the behalf of organizers, but will also require a significant financial investment. For the tiny house community, we believe that there are three different funding aspects to consider. They are: creating a capital campaign, considering in-kind donations, soliciting HUD grants, and integrating social entrepreneurship.

Forming a 501(c)3

Perhaps in the course of action, it becomes clear that the time is right for the organization to become its own independent 501(c)3 nonprofit organization. It will take some paperwork, among other things, but here are the steps to get there. Some of these questions may have already been answered throughout the course of affiliation with SquareOne Villages, which will make this next stage of growth for the organization in Redmond much easier.

This next section is designed to help provide you with a road-map of the steps for creating a non-profit, and a guide to what to think about along the way as you get started. This includes a checklist and step-by-step guide to all the legal paperwork that needs to be completed. In addition to that, we will also lead you through other parts of the planning process, before you even begin the paperwork.

This chapter will include a guide to developing a plan for a non-profit, which is different from the legal process needed to officially register your organization, but will make that part of development much easier. Finally, we'll include an overview on what to do next-- how to launch your organization from a

business proposal to a fully active and operating non-profit organization, collecting donations and enabling givers to support the community by reducing homelessness.

Developing a Plan

What to think about before you get started

Have a detailed plan in place before embarking on starting your homeless shelter— Starting a homeless shelter requires meeting financial, practical and political challenges. The practical challenges include finding a suitable location and recruiting enough volunteers. Financially, you need donations -- cash or in-kind -- to pay the bills and provide supplies for shelter residents. Politically, you'll have to win your city or county government's approval. Becoming a nonprofit can make it easier, as donors can write off what they give you as an itemized tax deduction.

This plan begins with the basics... your name, a mission statement, and an understanding of your clients. In other words, who are we, what are we doing, and who are we doing it for? In the scenario of developing a homeless shelter in Redmond, a lot of these questions come answered from the beginning. This is a big advantage, however you should still take the time to address some of the specifics of each of these issues.

Most organizations tend to actually benefit from answering the questions in reverse order, which is how we'll proceed from here.

<u>Developing a Plan</u>	<u>The Legal Paperwork</u>	<u>Launch into Action</u>
What to think about before you get started	Articles of Incorporation	Insurance Issues
Understanding the issue	Employer Identification Number	Reach your clients
Developing a business plan	Bylaws	Build partnerships
	Register with the Department of Justice	Think about the future and ways to scale up
	Applying for Tax-Exempt Status	

<u>Developing a Plan</u>	<u>The Legal Paperwork</u>	<u>Launch into Action</u>
What to think about before you get started Understanding the issue Developing a business plan	Articles of Incorporation Employer Identification Number Bylaws Register with the Department of Justice Applying for Tax-Exempt Status	Insurance Issues Reach your clients Build partnerships Think about the future and ways to scale up

#1 Pick a set of clients to help.

“Serving the homeless members of the Redmond community.”

This is a good place to start, however it is worth it to refine your target population even further. Homelessness affects a wide variety of populations, ranging from those who struggle with chronic homelessness to families who have been forced out of their homes due to financial hardships.

Studies have shown that different types of homelessness require different sorts of interventions, meaning that if you are starting an organization from scratch, it is important to start with one specific population and one primary intervention program in mind. Opportunities to do more may present themselves in the future, but the most important thing when starting is to pick a task and go for it.

Speaking of which...

#2 Develop a mission statement.

Clearly outline out your intentions, goals and services. This can be anywhere from a few sentences to a few pages. Write out what you want to provide, such as how many individuals you believe the shelter will house, or whether you will have other amenities such as career counseling, food pantry, pet assistance or therapy.

A mission statement is easiest to compose when you think of your organization’s work as the solution to a community-level problem. It should answer these two questions:

+ What is the problem we are going to solve?

+ How are we going to solve it?

Mission statements typically begin with a strong verb, such as *empowering*, *erradicating*, or *solving*. Some sample mission statements for a homeless shelter might be:

“Offering relief to the homeless community of Redmond through housing assistance.”

“Solving the issue of homelessness in Redmond through tiny homes.”

“Offering individuals in Redmond a path out of homelessness through housing and social entrepreneurship.”

Note: You’ll be sure to want to include a mention of the area where your organization will be working, as well descriptions of your programs that are as specific as possible.

#3 Picking a Name

This is a task where a surprising number of organizations get hung up on, so the only real necessary advice regarding that is simply– *don’t get hung up on it*.

Branding is important, and can be later addressed. For now, simply pick a name that will be easy to use on a daily basis that gives clients, supporters, and stakeholders some clue about what your organization does.

Try using the chart on the next page and see what you’ve come up with so far. That will be the foundation on which an organization is built.

Organization Name	
Mission Statement	
Clients to be Served	

--	--

Understanding the Issue

During our visit, we discussed working with transitional housing for families first, and hopefully expanding to other populations.

Determine the type of homeless/transitional housing nonprofit organization Redmond wishes to have.

Nonprofit organizations have laws pertaining to each kind.

- Incorporating a nonprofit allows your homeless shelter to have its own legal entity. This gives your homeless shelter its own property and bank account, will carry on without you and separate you from liability. A board of directors is required with an incorporated nonprofit.
- More information regarding the types of homeless housing organizations, and their potential appropriateness will be discussed in the next chapter throughout the feasibility study.

Homelessness is a surprisingly complex issue, and there is a wealth of information available to help guide the formation of your work.

Most people already have a specific mental image that arises whenever the term “homelessness” is brought up. Even if your organization has a very good understanding of the population you serve, it is important to know how your ability to deal with the city and reach donors is impacted by popular perception. It is also beneficial to have a deep set of background knowledge in order to work together with the city and other partners in an effective manner.

Also be sure to explore expertise specific to homelessness in the setting of Redmond.

In this area, you are your own best resource. Continue to look for connections to other stakeholders, organizations working on various social services in the area, faith community leaders, lawmakers, and so forth to gather a variety of perspectives on homelessness.

Most of all, if you are able to get any sort of feedback from within the homeless community, take it into consideration. Insights from many homeless populations can be difficult to attain so don't miss out on these opportunities when they present themselves.

Developing a plan

Have a detailed plan in place before embarking on starting your homeless shelter— Starting a homeless shelter requires meeting financial, practical and political challenges. The practical challenges include finding a suitable location and recruiting enough volunteers. Financially, you need donations -- cash or in-kind -- to pay the bills and provide supplies for shelter residents. Politically, you'll have to win your city or county government's approval. Becoming a nonprofit can make it easier, as donors can write off what they give you as an itemized tax deduction.

Building a business plan

Let's go over a few more specifics that can be considered before starting the legal paperwork process that will make doing so a lot easier.

Build a business plan.

This expands on your mission statement to include a proposed budget and an expected annual budget. How do you do a business plan?

- In terms of tailoring a business plan for a homeless shelter, ask the municipality for some precedents or look online for examples from existing homeless shelter operations. It might help to call or visit one to talk to someone who has already prepared such a business plan, to find out what they'd recommend form part of this plan.
- Consider revenue sources other than just donations. We'll return to this topic later in the chapter.

Choose a location for the homeless shelter/tiny housing community.

Consider the community and where the need lies. Rent, buy or request a place be donated. You will need a location and address to file appropriate paperwork.

How do we talk Redmond into putting in a homeless shelter?

- Go to City Hall. Ask the receptionist who would be able to help and proceed from there. Meet with local politicians, churches and community members.
- The most ideal location will also be determined by what sort of homeless shelter is the most ideal and feasible. This will be further addressed in the following chapter regarding the feasibility study.

Get a business license.

Even a homeless shelter is considered a business and needs a license. Check with your local government for obtaining one.

What is the cost of licenses?

- It depends on where you live. Ask your local municipality.

Start to form your board of directors.

Every nonprofit organization is managed by a board of directors. These directors hold the organization's staff accountable on behalf of the clients that it serves and the donors that enable the organization.

Directors also provide connections to the community.

When choosing a prospective board member, consider the individual's relevant perspectives, experiences, knowledge, background, or connections.

What are the rules surrounding board membership?

- The board president may not be the top ranked individual on an organization's staff
- Only a maximum of one board member should be on the organization's paid staff
- An odd number of board members is highly recommended for the purpose of voting.
- Board members should ideally set an example for donating significant amounts according to their abilities

What to Look For in a Board Member:

- A board member should be able to commit to regularly attend meetings
- Board members should be chosen on a basis of experience, diversity of perspectives, and standing in the community
- Board members should ideally set an example for donating significant amounts according to their abilities

The Legal Paperwork

Articles of Incorporation

Have a detailed plan in place before embarking on starting your homeless shelter— Starting a homeless shelter requires meeting financial, practical and political challenges. The practical challenges include finding a suitable location and recruiting enough volunteers. Financially, you need donations --

cash or in-kind -- to pay the bills and provide supplies for shelter residents. Politically, you'll have to win your city or county government's approval. Becoming a nonprofit can make it easier, as donors can write off what they give you as an itemized tax deduction

#1 Download the Articles of Incorporation Form

This can be found at the Oregon Secretary of State's website at <http://www.filinginoregon.com/>– Go to the “Forms & Fees” section and select “Business.” Then click “Oregon Nonprofit Corporation,” and “Articles of Incorporation”

It may also be useful to use this website's “Business Search” link to ensure the name you would like to use has not been taken.

#2 Complete the Articles of Incorporation Form

Answer the questions included. Here are some clarifications that might be helpful:

Article 2 – The registered agent is the person who will be responsible for handling all legal paperwork on behalf of the organization

Article 5 – The following website explains the different types of corporations...

<http://sos.oregon.gov/business/Pages/nonprofit-frequently-asked-questions.aspx>

Article 6 – “Members” refers to individuals involved in the operation of the organization.

Article 7 – The Distribution of Assets Upon Dissolution portion determines what you wish to happen to the organization's assets if it dissolves. Under Oregon law, the assets must either be distributed to another nonprofit or to the government.

#3 Submit the Form

Print the form and mail it to the Oregon Secretary of State, along with a \$50 fee. In addition, a \$5 fee will provide you with a confirmation copy. This form will take about two weeks to process.

Employee Identification Number

Apply for an Employee Identification Number (EIN) with the IRS– The form is available at the IRS website at <http://www.irs.gov/businesses/small/article/0,,id=102767,00.html> where it can also be submitted. This number is necessary to open a bank account as an organization.

Bylaws

Nonprofit organizations are required to have bylaws– These documents outline the roles and responsibilities of board members and outlines procedures of governance within an organization.

Bylaws are not a form to be filled out, nor is there necessarily a required template. Bylaws must simply be a set of rules and principles on which a nonprofit's administration will operate. This should include things like good governance policies, conflict of interest policies, and non-discrimination policies.

These do not need to be submitted to the Oregon Secretary of State, however they are required by the IRS, along with Department of Justice registration forms.

The mailing address of the IRS is:
Internal Revenue Service Center
Attn: EIN Operations
Cincinnati, OH 45999

Department of Justice Registration

Charitable organizations incorporated as a “Public Benefit Program” must also register with the Department of Justice Charitable Activities Section.— The registration form, RF-C is available at the Department of Justice website at <http://www.doj.state.or.us/charigroup/howtoreg.shtml>

This registration requires organizations to file an annual report with the DoJ along with an annual fee. This must be filed within four months and fifteen days of the end of an accounting period.

Applying for Tax Exempt Status

Even after filing an Articles of Incorporation and registering with the Department of Justice, an organization must still file to become tax exempt—

To apply to become a tax-exempt 501(c)3, one must file an IRS form 1023 available at <http://www.irs.gov/pub/irs-pdf/f1023.pdf>

There is a filing fee that depends on an organization’s average annual revenue. This is \$850 if the organization has received over \$10,000 per year on average over four years. For organizations with a revenue under \$5000 a year, this is not necessary, however they should still register with the IRS. Organizations will then be required to fill out an IRS form 990 annually.

Insurance

Get insurance. You may need property or liability insurance. If you have employees, you may need unemployment insurance.

Find Volunteers

Looking locally. Do you have a list of local people to staff and organize the shelter?

- A nonprofit corporation needs a board to make corporate decisions. Homeless shelters run efficiently because of the help of volunteers. Ask your friends and family to help distribute goods and serve food at the shelter. Approach community centers, schools and religious institutions to find people willing to work at making your shelter operate smoothly. Churches in many communities are actively working to help the homeless, so talking with pastors and congregations is one way to drum up volunteers.

Creating a diverse board. How many people have offered to serve and what are their qualifications?

- Finding board members can be tough. You want directors who can fulfill the legal and financial obligations of running a nonprofit, but with enough diversity to reflect your community's population.

Timeline

That depends on where you live, what your state and local requirements are, and how much financial backing or support you have for the project. Give it at least a good six months or so of organizational work and getting permits, etc. but realistically, it may take longer.

Appendix R: Financial Details

Financial Resources Overview

Fundraising: Everyone's Jobs

While we highly recommend the creation of a paid, staff fundraising position, it is important to note that fundraising is an effort that should be championed by everyone involved. Highly successful nonprofits often have 100% fundraising participation by board members and volunteers.

Financing Aspect #1- Public Donations

For the annual campaign cycle, the first thing the nonprofit needs to consider is to develop a donor database and add information of all potential donors. Once the database is in place they will need to develop different communication strategies for different categories of donors. They can write an annual campaign letter and design an annual giving form and mail it to their donors. The messaging of the letter should be different based on the different category of donors. For recruitment of new donors the letter should include information about the organization and a short background of the programs and a request note for donation. The next letter needs to be more focused on acknowledgment and appreciation of their support and ask for their future support. The letter needs to be designed in a personalized way to include the name of individuals. It needs to include information on how contributions of donors can change something for better, a personal story would be better, what their future donations might make possible, different ways and levels of donations and a "hard ask" (request for donation). Since the organization is new in the community, it will need to initiate and build relationships with their different category of donors. It is most likely that community members will be willing to join in on annual giving; the only thing the organization needs to do is to ask.

Also, because of the innovative nature and timeliness of tiny house community and church-supported shelters, many major donors are willing to consider this cause worthy of funding. We recommend considering the philanthropic communities of Bend for access to major, high net-worth, donors. These donors, in particular, are crucial partners for the capital campaign to raise money for the shelter's initial building.

Financing Aspect #2- In-Kind Donations

Shelters need money, but they can use in-kind donations as well. People staying with you will need blankets and sheets, towels and soap, food and beverages, and toys for children. Businesses and individuals who don't have money to spare may be willing to donate goods instead. Working through churches and local charitable groups may put you in touch with people who can help out. Your board members should be willing to network and advocate to get more of the community involved. Another possible way to keep a steady stream of in-kind donations is to get businesses to sponsor individual tiny houses. For example, "Company A" could be the sponsor for one tiny house. They could be responsible for regular upkeep, and for buying new versions of items that are beyond their usage. This also builds community support.

Financing Aspect #3- Cause-Related Marketing

New opportunities are emerging for nonprofit organizations to access new donors and volunteers due to the accelerated interest of consumers and companies in the cause-related marketing as well as with the high use of the Internet and social media. Jointly, these conditions have created a favorable

environment for nonprofit alliances with corporations. Cause-related marketing is a method used by corporations to show that they are concerned about the social causes.

The nonprofit sector can reduce the burden of fundraising by developing strategic alliances with firms to use CRM opportunities to raise money without having to spend money. Besides, the nonprofit can benefit from the other resources and expertise of the allied firm.

Social alliances between nonprofit and business can be beneficial for both. Firms get competitive advantages by partnering with nonprofits and can use the connections of nonprofits within the community to improve their relationship with all their stakeholders including the customers, employees and public administrators. Nonprofits can benefit from the financial and other resources of allied firms as well as the skills and expertise to improve overall effectiveness and efficiency of their work for the community.

Financing Aspect #4- Capital Campaign

- Purpose of Capital Campaign: Building tiny house village for homeless families with children in Redmond city.
- Overall Financial Goal: \$_____.
- Timeframe for Achieving the Goal: _____.
- Number of Identified Volunteers: 10-20 volunteers who dedicate time for fundraising for 5 to 10 hours per week each.
- Redmond City – Homeless shelter Capital Campaign will include a series of different fundraising and outreach activities with the purpose of raising money for building tiny house village for homeless families with children.

Campaign Phases

The Redmond nonprofit will be able to raise the intended fund in two phases: the quiet phase and the public phase. In the quiet phase the focus needs to be on major gifts and in the public phase they can use a variety of fundraising methods including but not limited to direct response mail and fundraising online. The overall financial goal needs to be divided into smaller goals.

In the first phase of the campaign, the quiet phase, the organization's financial goal should be around \$_____ to \$_____ (50-70%). In this phase the organization needs to approach and ask donors who are close to the organization for major gifts.

Professor Irvin emphasized that fundraising is everyone's responsibility; therefore, the executive director, board of directors and other volunteers all need to be involved in raising funds using their connections and networks. All board members should contribute in a meaningful way to the campaign, to signal their support so that other donors follow their lead. Potential donors can include any foundation, corporation or individual who already knows the organization. The donors need to be contacted in different ways, convenient to them, and asked for a major gift. For instance, the person assigned to fundraising can organize a meeting with few potential major gift donors in the presence of board members and make a request for donation.

The major gift donors would like to be involved in shaping not only supporting the cause. The nonprofit henceforward, can consult with their major gift donors on how to best utilize the shelter houses either as source of income or provide space for other nonprofits to facilitate increased services for the community. Another way suggested in the book that can be used is a ten-step process to solicit major gifts: 1) identify and qualify, 2) develop initial strategy, 3) cultivate, 4) involve, 5) evaluate and determine final strategy, 6) assign, 7) solicit, 8) follow through and acknowledge, 9) steward and 10)

renew (Sargeant & Shang 2010). Professor Irvin suggested that this process speeded up when undertaking a capital campaign.

In the second phase of the campaign, the public phase after about 70% of the goal is pledged, the organization financial goal should be based on the achievement of the first phase. In this phase the organization can use different fundraising methods including direct response and fundraising online. The organization need to highlight all the information that will enhance the chances of getting support from community. So they can send direct mails and use direct response press advertising as well as use their website to raise fund online. The direct mail and press advertising will address the aged members of the community, while using the website and Facebook messaging for online funding can capture the younger members of the community.

Capital Campaign Planning Tool

Goal: \$200.000 capital campaign							
Rule: "80/20" 20% of donors will donate 80%							
Small Gifts less than \$00.00							
Total Goal	\$						
80%	\$						
20%	\$						
Total gifts	Number of Gifts						
20%	Number of Gifts						
80%	Number of Gifts						
\$?00,000 Capital Campaign							
Gift Level	Number of Gifts	Cumulative Number of Gifts	Number of Prospects	Ratio Prospects to Gifts	Total per Gift Level	Cumulative Total	Percent of Goal
\$					\$	\$	%
\$					\$	\$	%
\$					\$	\$	%
\$					\$	\$	%
\$					\$	\$	%
\$					\$	\$	%
20% of donors providing 80% of the campaign's goal							
\$					\$	\$	%
under \$00.00*					\$	\$	100%
*Average gift size in lowest level = \$							

Example of an Annual Giving Pledge Form

I want to support US Dollars with a gift/pledge of: ^

\$1,500 ^ \$1,000 ^ \$500 ^ \$250 ^ \$100 ^ Other _____

Please designate my gift to the following area(s):

\$ _____ USD's greatest needs

\$ _____ Tiny Home Village

\$ _____ TOTAL GIFT AMOUNT Method of Payment: ^

Check made payable to USD for \$ _____ is enclosed. ^

I would like to make a pledge of \$ _____ and have enclosed my first payment of \$ _____.

Please send me reminders: ^

Annually

Semi-Annually

Monthly

Other: _____ ^

Please charge my credit card \$ _____ . ^

Mastercard

^ Visa ^ American

Express ^

Discover Account #: _____ Exp. Date: _____

Signature: _____

Name as it appears on card: _____

Name _____

Address _____

City/State/ZIP _____

Phone _____

E-mail _____

Please mail to: Address

Example of the Process – The Family Promise Use:

Identification and Research

A. Identify prospects

- Existing contacts – current funders, congregation members, board contacts, etc.
- Local wealth – notable families/individuals in the area
- Funders within the geographic area – local foundations, corporations, etc.
- Volunteers
- Previous funders
- Former board members

B. Research prospects thoroughly, through:

- Foundation and corporate directories
- Local nonprofit guidance organizations, such as foundation and business libraries
- Internet sources
- Word-of-mouth; personal connections

Cultivation and Networking

- One-on-one meetings, set up through direct calls and/or people connections
- Site visits to the day center or a host congregation

- Presentations to a small group of potential funders, either onsite at the day center or at their offices
- Networking events, such as breakfasts or coffee hours, where Affiliate stakeholders can present the basics of the program and how the funders can help transform families' lives
- Small, targeted events, geared toward attracting a group of potential funders that are not otherwise cultivated

Solicitations

- Direct ask – usually happens after a series of cultivation activities and funding prospects usually expect it
- Grant proposals – also following some sort of cultivation activity – an inquiry letter or a meeting with a foundation officer – and preferably involving a connector, such as a foundation board member who knows of the Affiliate
- Direct mail – Appeal letters, newsletter inserts and other mailings that provide an opportunity for giving and usually lists levels and how the support will impact families

Stewardship

- Thank you letters – should be sent within 1-2 weeks of receipt of gift, signed by executive director and/or board president and including a gift receipt
- Formal reports – at regular intervals (usually 6 months and 1 year after receipt of grant or gift), the reports will let the funder know how the funds are being utilized and how they are impacting the organization's services and clients
- Newsletters – including updates on projects, programs, the organization and former guests to let the funders know how well the organization is doing thanks to their support
- Phone calls – in between formal letters and reports, phone outreach will help keep the relationship between the funders and the affiliate healthy and active

Invitations to events – standard practice is to offer funders a set of complimentary tickets to events; they might or might not use these, but often they send representatives who report back on the event and the organization

After starting the project, each time point under “Time” should be considered an opportunity to reflect on the process. Constant evaluation throughout the process not only helps decision-making, but also maintains group standards and open communication. These time points should be considered flexible and can be manipulated for the needs of the project, especially as it changes over time. Also, after all questions, it is important to ask, “Why?” in order to better process the reasons behind the actions.

Time	Plan	By Whom?
3 months	Have we build a coalition of supports dedicated to this cause? Does this coalition include complementary organizations and well-respected community members? Have we made any decisions? Have we started any of the implementation steps?	Originally conveners of the project
6 months	Consider public response. Consider official responses by city officials. What messages are working and what messaging needs to change? Are we doing a good job explaining the need for homeless solutions to the community?	All involved parties, especially those in public facing positions
1 year	How is fundraising going? Are we making connections with high-impact donors? Have we established our 501(c)3? Are we on-pace to start a capital campaign? Also, time for an annual review to go over all accomplishments and areas of concern.	Nonprofit board and staff; stakeholders
1 year, 6 mo.	Re-assess fundraising. What is working and what is not? How far along are we in the implementation process? Do we need to change directions? How is the public responding now that the final result is on the horizon?	Nonprofit board and staff; city officials
2 years	What have we not done? If the project is still not complete, where are we lagging? If it is complete, how to we imagine keeping up the solution for perpetuity? Annual review should not only review successes and concerns, but also include stakeholder assessment to make sure that the mission is being met	Nonprofit board
3 years	What can we do to serve more people? How can we grow? What has been the most surprising aspect? This annual review, and all that follow, should consider a total review of management and its practices to maintain a high level of accountability.	Nonprofit board