



# FJC Funding & Sustainability

## The Non-Profit Led Model

Laura Lawrence

President & CEO

Safe Alliance (Charlotte, NC)

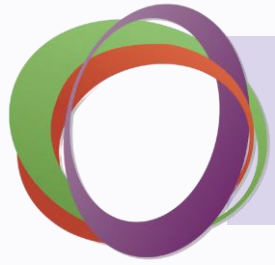
[Laura.Lawrence@safealliance.org](mailto:Laura.Lawrence@safealliance.org)

Carmen Pitre

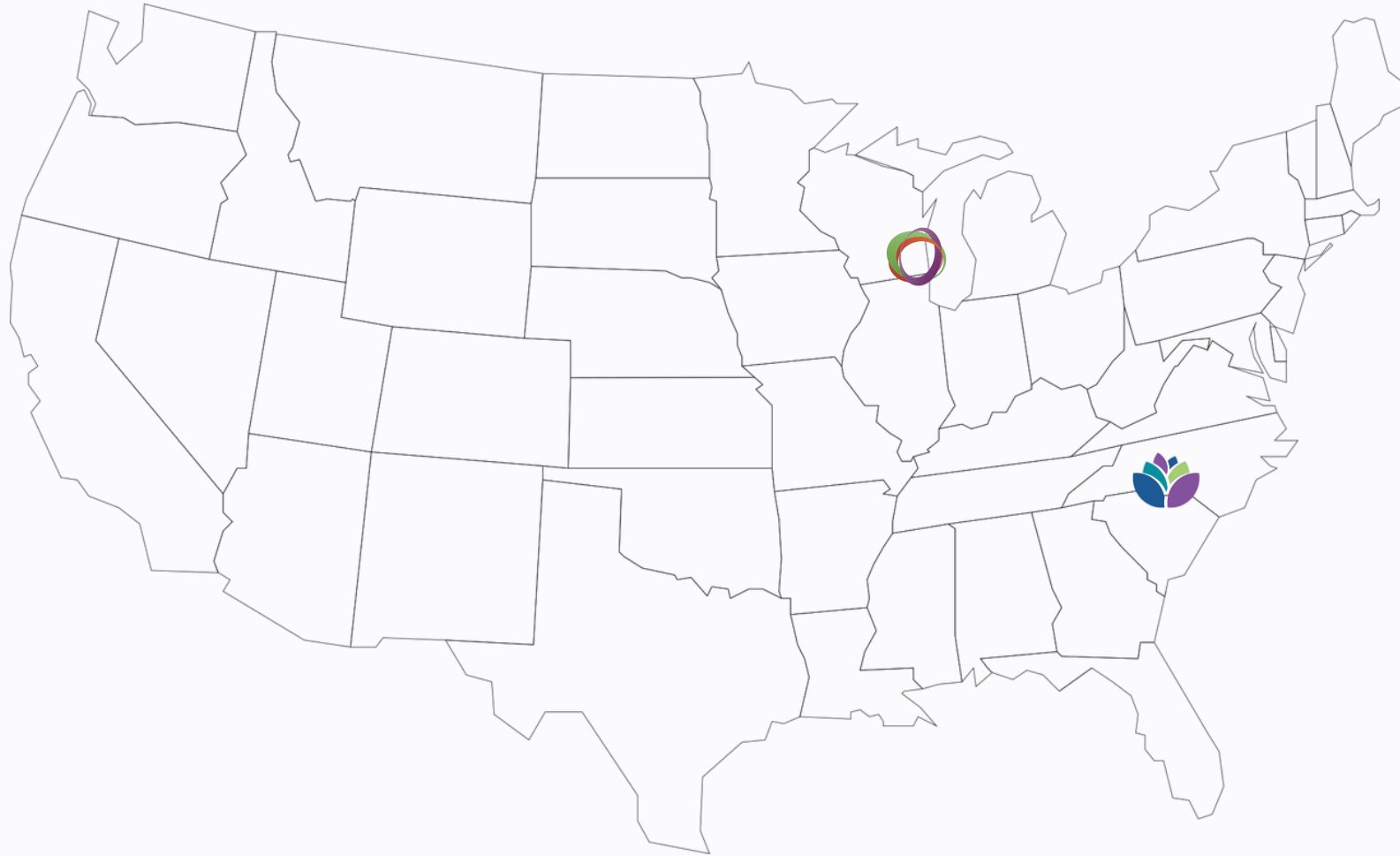
President & CEO

Sojourner (Milwaukee, WI)

[carmenp@familypeacecenter.org](mailto:carmenp@familypeacecenter.org)



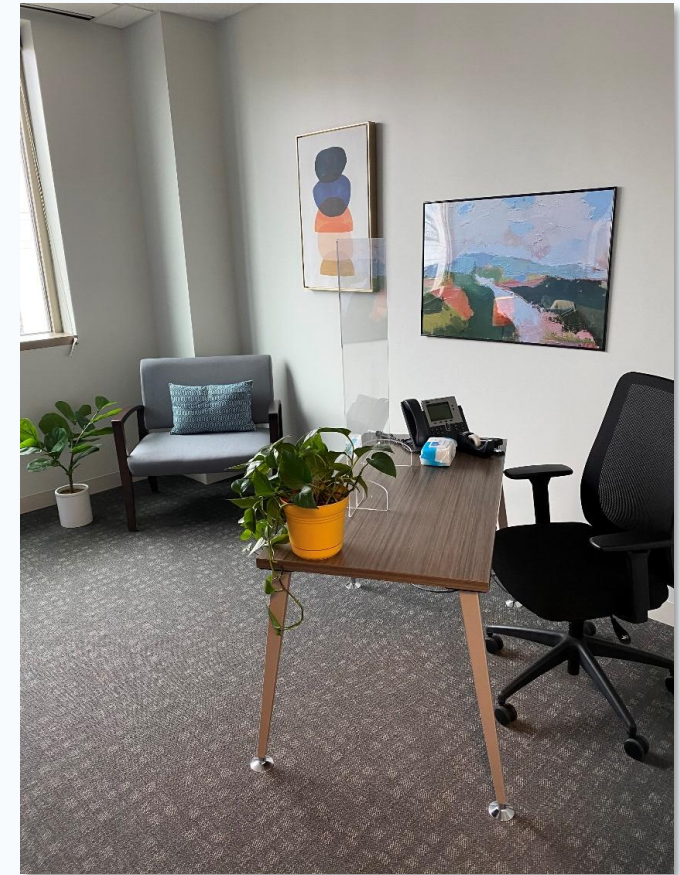
# ABOUT SOJOURNER & SAFE ALLIANCE



# WHERE WE STARTED

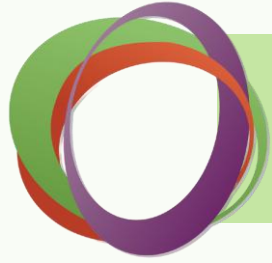


# WHERE WE ARE



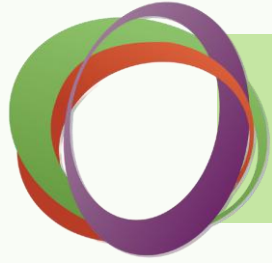
# WHERE WE'RE GOING





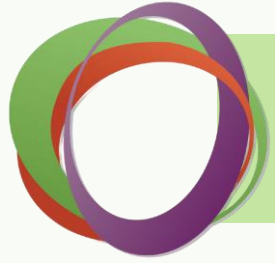
## WHERE WE STARTED

- President's Initiative Application 2000
- DA Chisholm Vision & Leadership (2007)
- Tellier Foundation/Work with Bob Harrison (community interviews)
- Community Planning Meetings & Community Input (2007 – 2008)
- Organizational Merger: (Sojourner Truth House & Task Force on Family Violence)
- Nonprofit organization at the heart of the project design



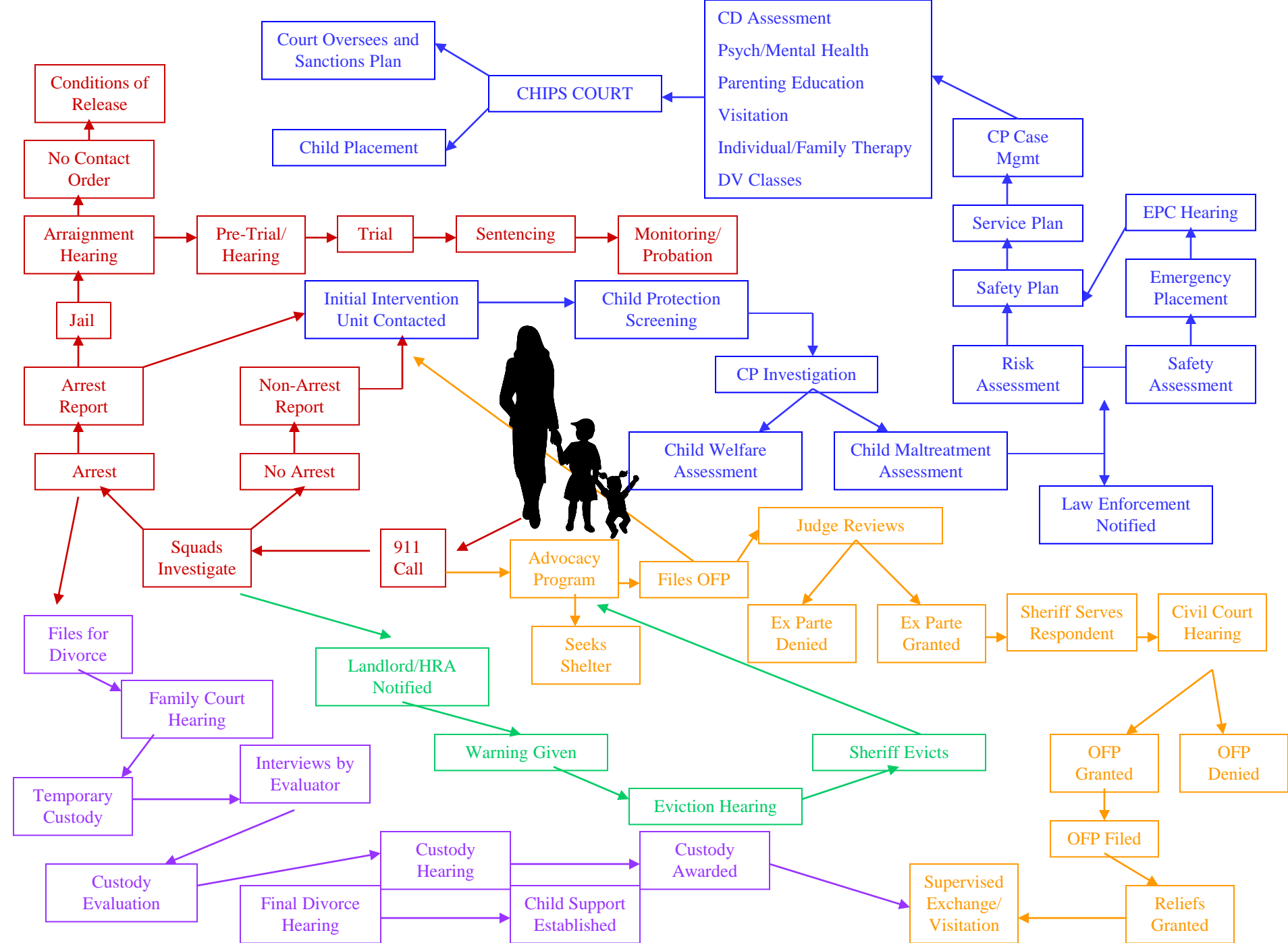
## WHERE WE STARTED

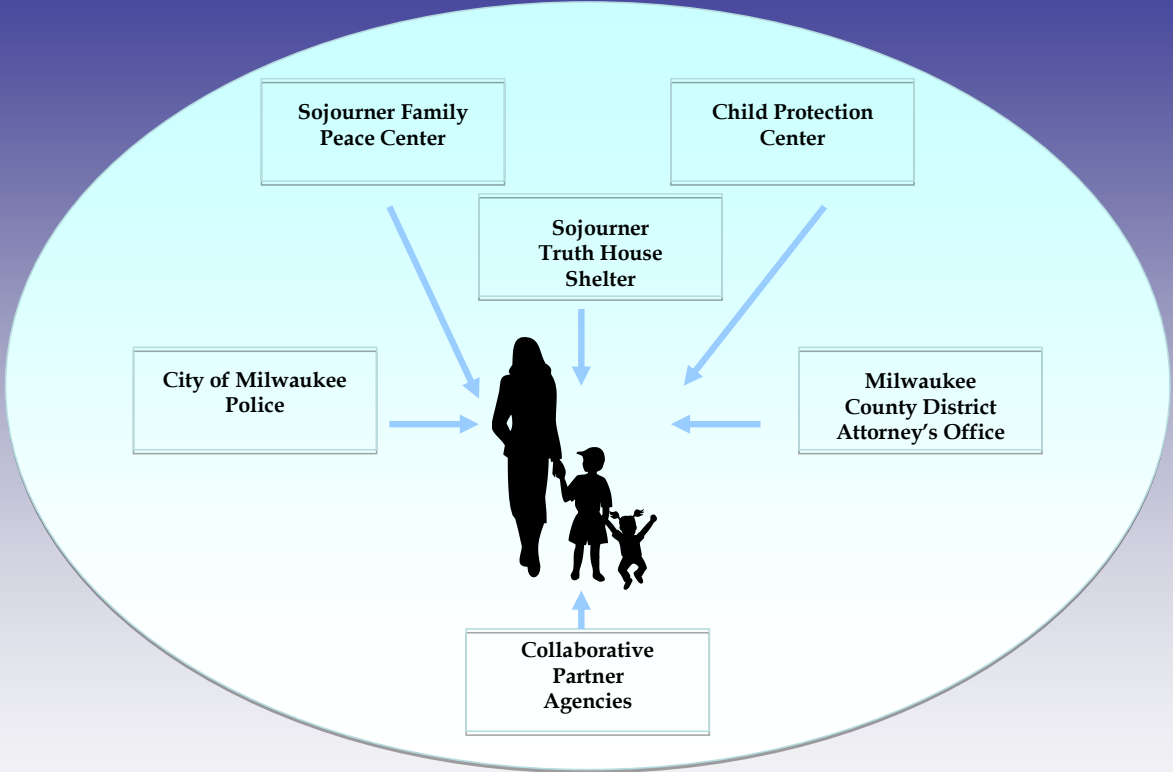
- Merge provided the foundation for moving the project forward
- The merger took two years to negotiate and navigate
- Two successful and well positioned NFPs
- Related missions; wide network
- One with significant reserve
- New Board formed (10 + 10)
- Co-Ed model
- Resulted in the creation of



# Foundational Partners

- Sojourner Family Peace Center
- Children's Hospital of Wisconsin
- District Attorney's Office



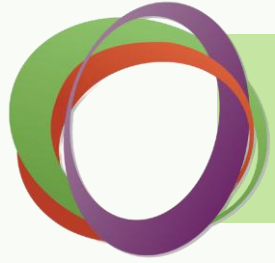


619 W. Walnut Street  
Milwaukee, Wisconsin



# Sojourner Truth House, Dining Room





## WHERE WE'RE GOING

- \* Renewed Strategic Platform
  - \* Housing, Lethal Violence
- \* FPC 2.0 – New Stakeholders
- \* Endowment Campaign (20M)
- \* Leadership Transitions



# FUNDING CONSIDERATIONS



FJC  
CAPITAL  
CAMPAIGN

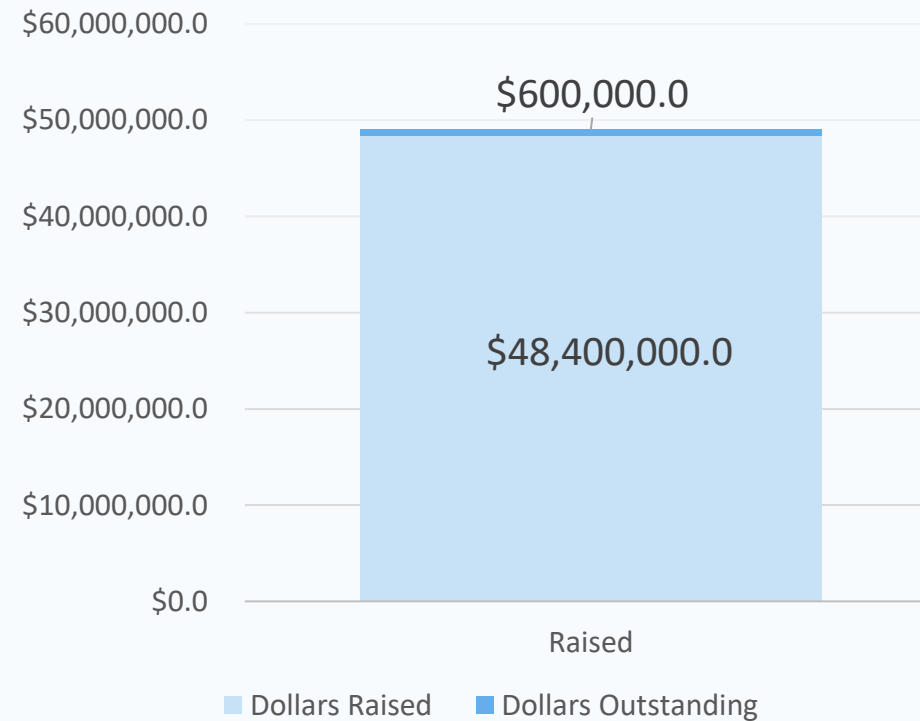
FJC  
OPERATIONAL  
COSTS

NON-PROFIT  
FUNDING

# CAPITAL CAMPAIGN



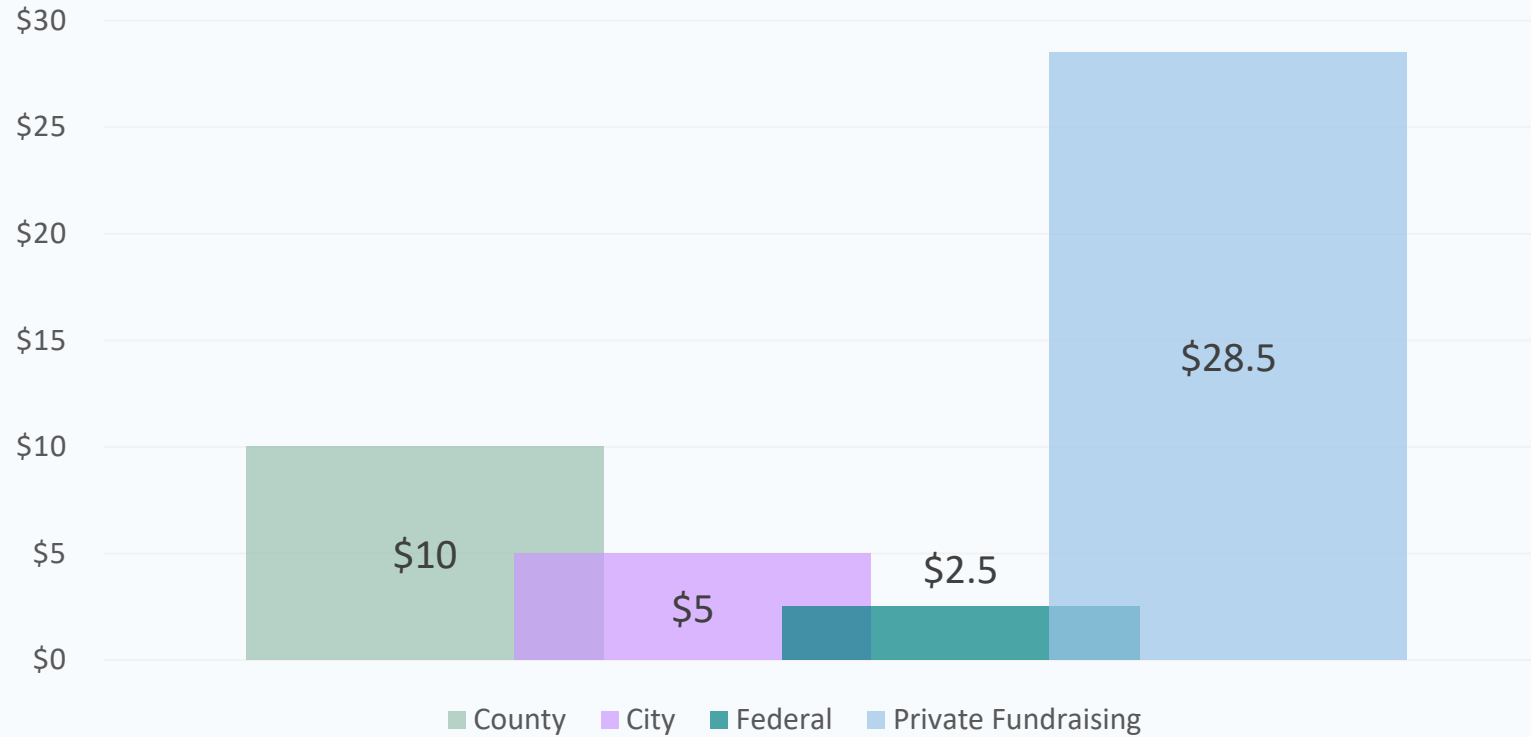
## CAPITAL CONTRIBUTIONS (MILLIONS)



# CAPITAL CAMPAIGN



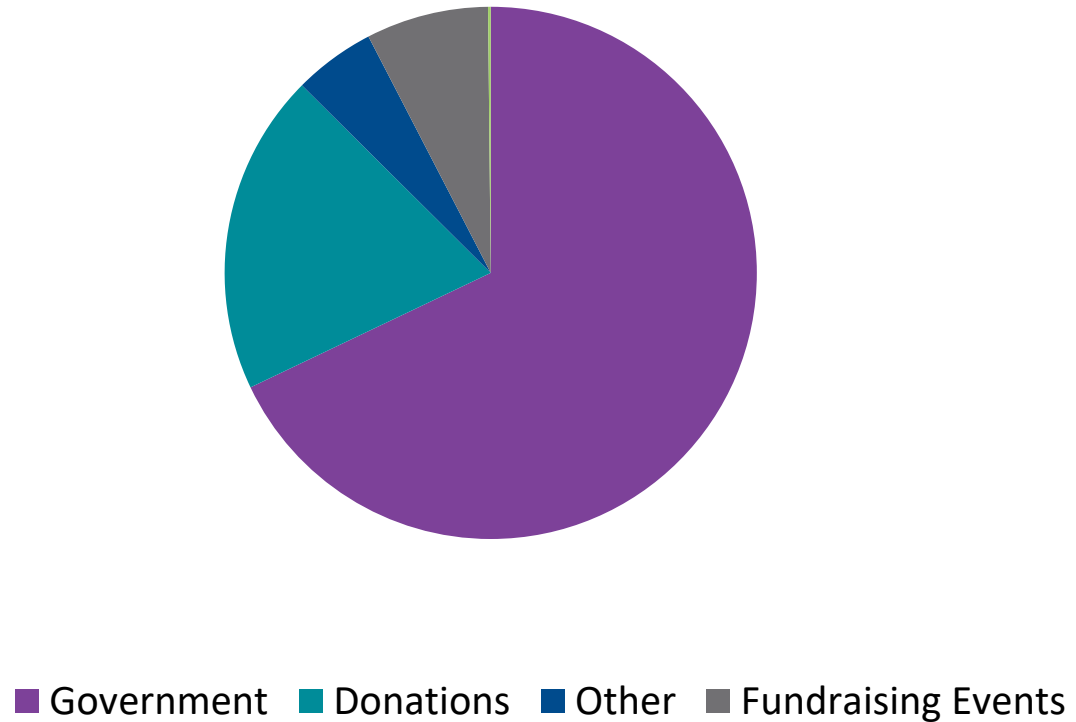
CONTRIBUTION BREAKDOWN  
(MILLIONS)



# SAFE ALLIANCE FUNDING



## Revenue Breakdown



# Fund Development Milestones/Components

- Feasibility Study – Donor Conversations 2009 - 2010
- Sojourner Courage Capital Campaign launched in January 2013
  - Confirmed Campaign Chair
  - Established Campaign Cabinet
  - Determined \$26.5 M Goal
    - Included 10 years of incremental operating costs
    - Program Endowment

# Campaign Highlights

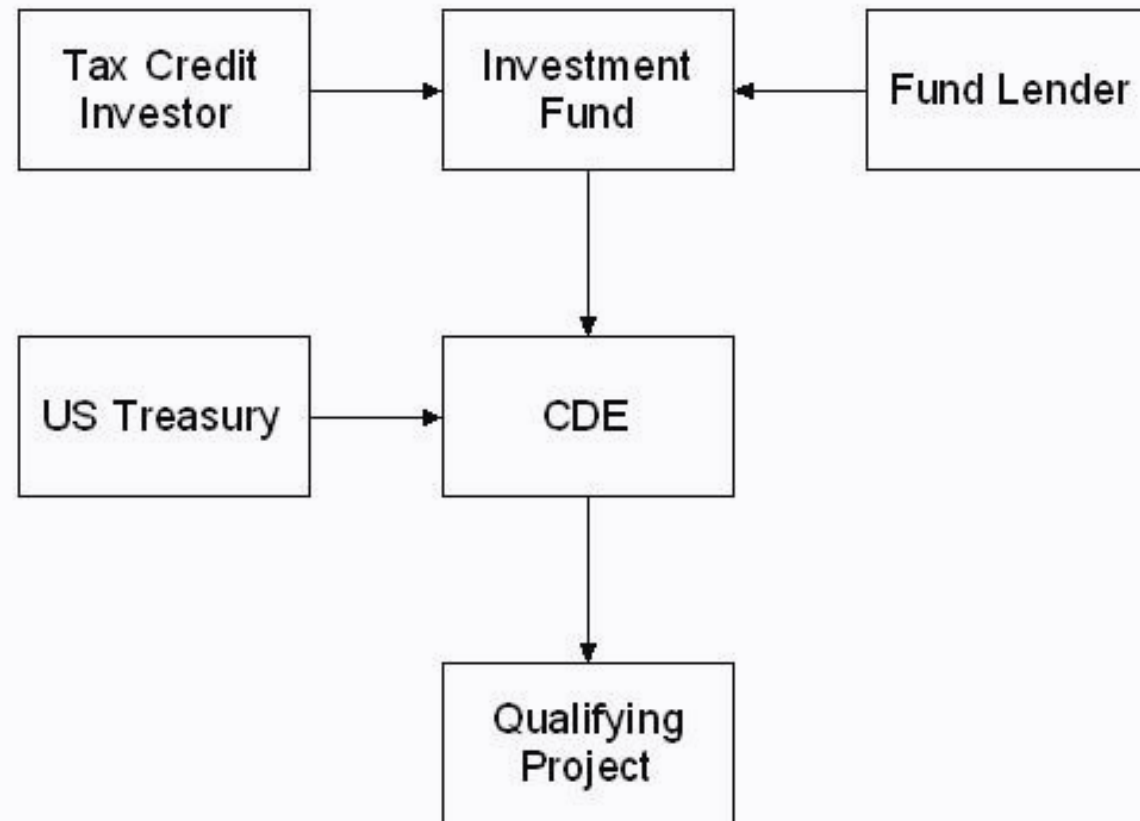
- Launched March 2013 with Goal of \$26.5 M
  - Secured \$10.6 million from State Building Commission
  - Secured \$12 M in private gifts
    - Campus Sponsor \$3 M
    - Multi-year pledges
    - Cultivation Activity (Receptions)
    - Gift Range: \$20 - \$4.1 M
  - NMTC brought \$4.5 M in assets to the project
  - Campaign closed March 31, 2015



# NEW MARKET TAX CREDITS



What it looks like:





# NEW MARKET TAX CREDITS



What it feels like:



# FJC COST BREAKDOWN



## Public-Private Partnership

Mecklenburg County	Safe Alliance	Partner Agencies
<ul style="list-style-type: none"><li>• Owns the building</li><li>• Providing all upkeep (janitorial, maintenance, utilities, internet, etc.)</li><li>• Covering all upkeep costs over \$5,000</li></ul>	<ul style="list-style-type: none"><li>• Administrative Lead</li><li>• Holds Master Lease with County</li><li>• Facilitates pass-through payments to the County and other vendors</li></ul>	<ul style="list-style-type: none"><li>• Hold subleases with Safe Alliance</li><li>• Pay operational costs proportional to their square footage in building</li></ul>

# FJC OPERATIONAL COSTS



County Courts



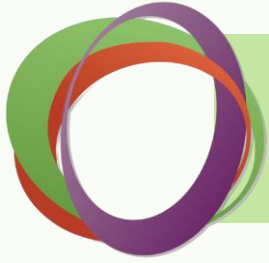
DA's Office



Sheriff's Office



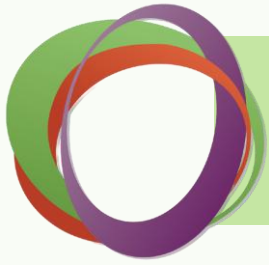
Legal Aid of NC | Alliance Health  
Charlotte Center for Legal Advocacy



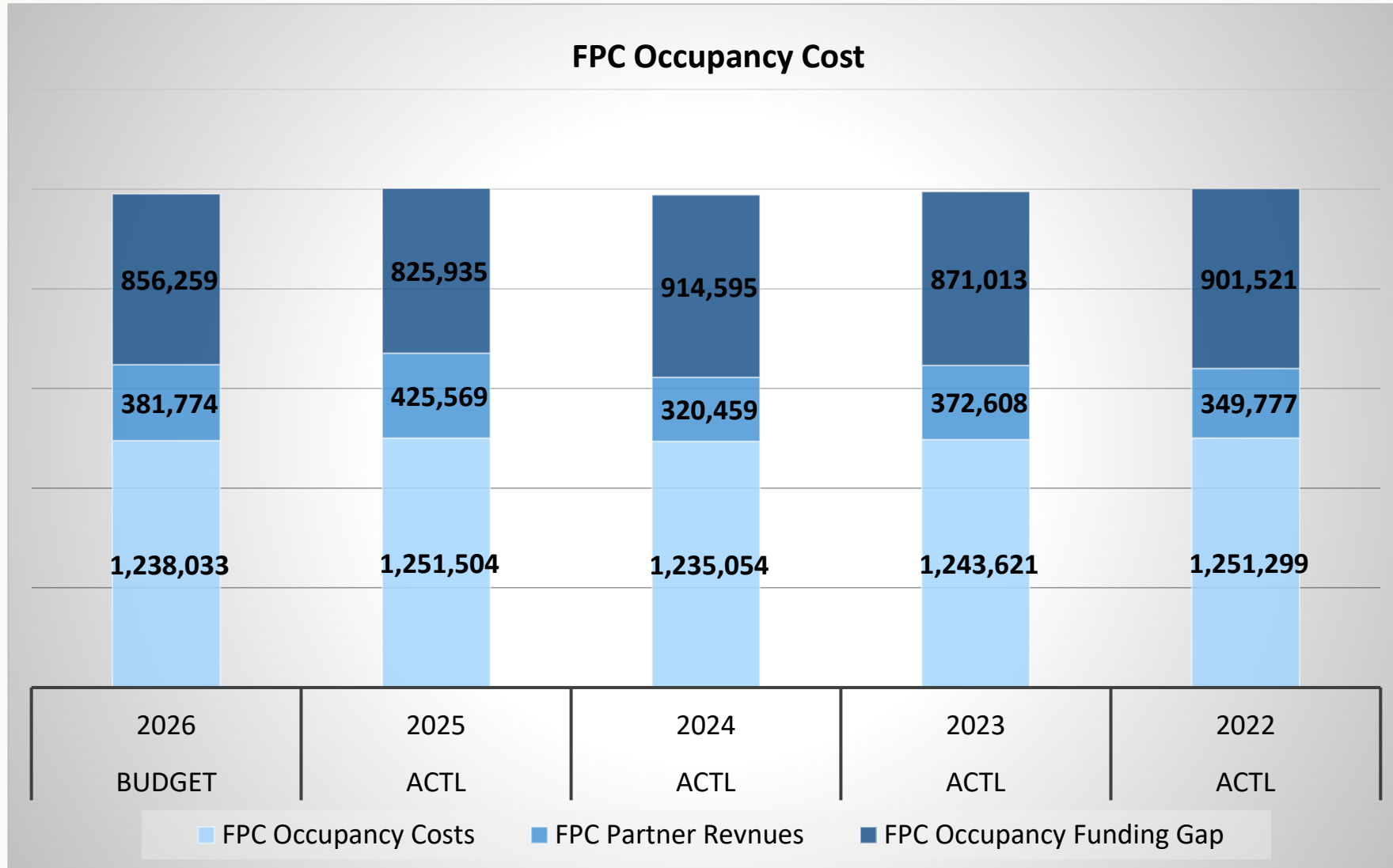
# FPC COST BREAKDOWN

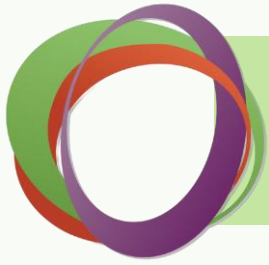
• FPC Occupancy Costs	\$1,238,033
• Additional FPC Costs	\$509,965
Adjusted Total FPC Occupancy	\$1,747,998
Lease Revenue	
CHW	\$413,862
Partners	\$65,880*
Total	\$479,742
FPC Funding Gap	\$1,268,256

\* *Below Fair Market Value*



# FPC COST BREAKDOWN

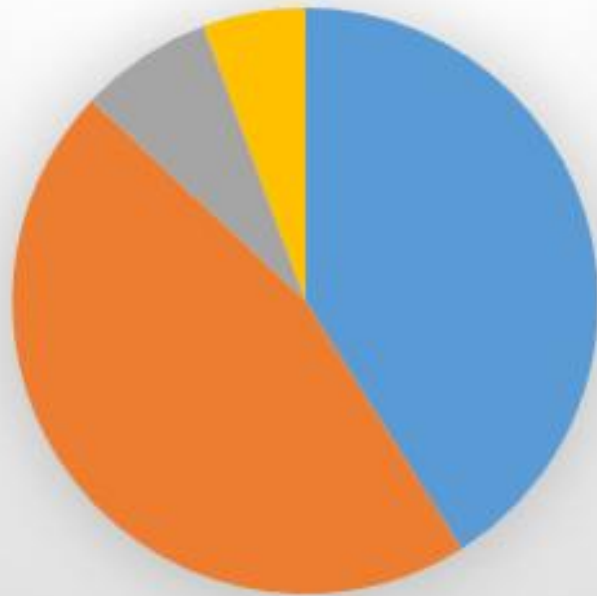




# SOJOURNER FUNDING

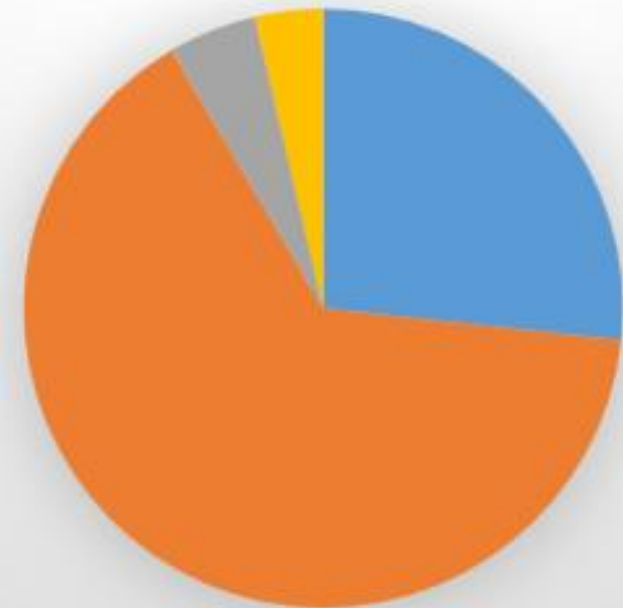
## BREAKDOWN

### Funding without Campaign



■ Government ■ Donations ■ Other ■ Fundraising Events

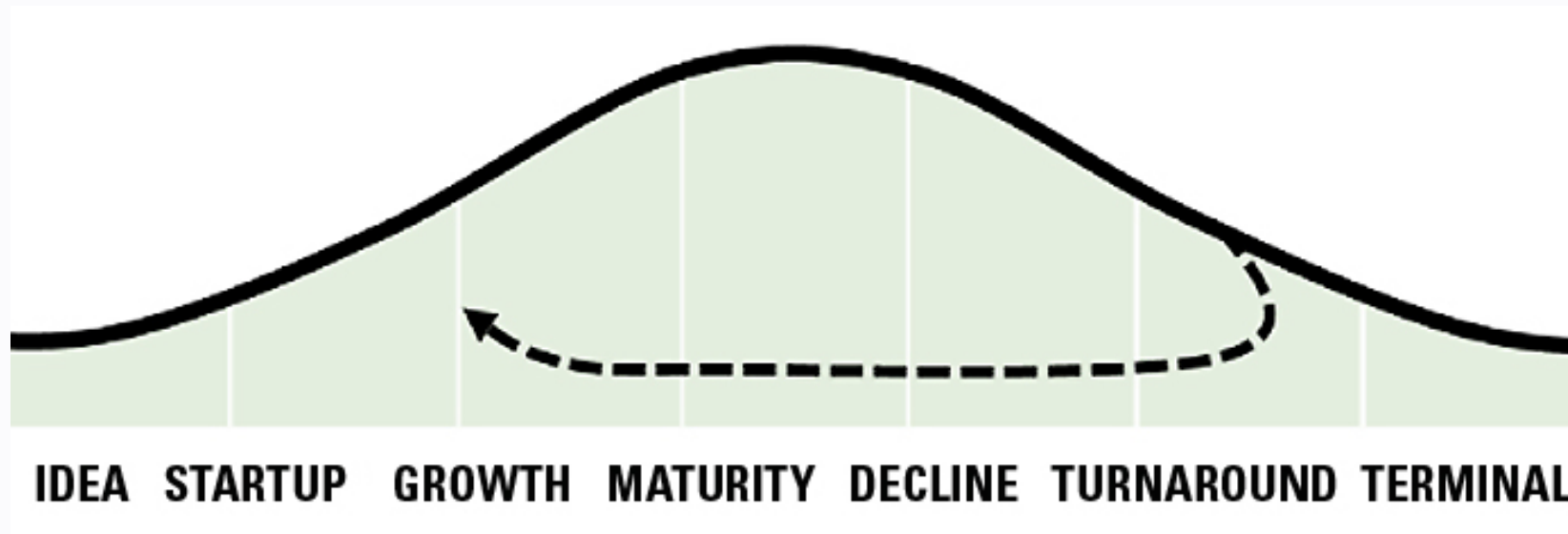
### Funding with Campaign



■ Government ■ Donations ■ Other ■ Fundraising Events



# LIFE CYCLE OF A NON-PROFIT



Georgia Center for Nonprofits



# LESSONS LEARNED



- Partnership Payment Structures
- Building Ownership
- Funding: Endowments



# KEY RECOMMENDATIONS



- Raise all the money!
- Plan for shifts in:
  - Partner leadership
  - Political leadership
  - Societal climates
- Be a part of the FJC network