Cash Flow Constraints
Organizational Restructuring
Facility Acquisition & Refinancing
Post-Merger Integration
Strategic Merger
Organic Growth

Nonprofit Finance Fund®

Navigating a New Course

A Domestic Violence Organization Steers Towards a More Sustainable Future

A case study of Center for Community Solutions

By Paula Smith Arrigoni and Nonprofit Finance Fund,
with funding from Blue Shield of California Foundation, Blue Shield Against Violence

Our Experience with Domestic Violence Service Providers

Since 2008, Nonprofit Finance Fund (NFF) has worked with over 45 California-based domestic violence (DV) service providers to improve their financial sustainability and help them plan for the future.

By working broadly and deeply with this important group of organizations, our goals have been to:

1. Help individual organizations assess and improve their financial health and adaptability through increased financial literacy, use of appropriate data and tools, and the adoption of strategic planning techniques.
2. Strengthen the sector as a whole by sharing observations, recommendations and best practices in the DV sub-sector and beyond.
3. Improve funding practices by identifying and sharing historical, financial, and sector-wide trends.

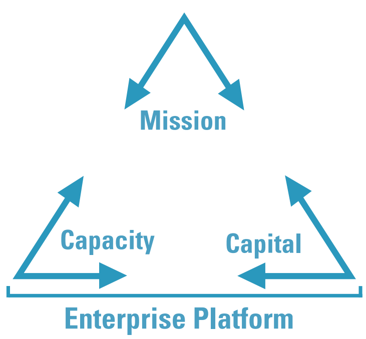
Our work in the field, made possible through funding from Blue Shield of California Foundation, has included:

- A broad financial overview of 70 shelter-based organizations in 2009
- A comparative financial analysis of 18 organizations in 2010
- Case studies illustrating challenges and issues facing specific organizations and the sector at large
- Workshops and webinars on best practices and key financial concepts in the nonprofit sector
- Customized consulting services to 45 organizations between 2008-2011, representing an estimated one-third of the active DV organizations in the state [1]

About NFF

NFF makes millions of dollars in loans to nonprofits and pushes for improvement in how money is given and used in the sector. Since 1980, we've worked to connect money to mission effectively so that nonprofits can keep doing what they do so well.

We provide financing, consulting, and advocacy services to nonprofits and funders nationwide. Our services help great organizations stay in balance, so that they can successfully adapt to changing financial circumstances and grow and innovate when they're ready. In addition to providing loans and lines of credit, we organize financial training workshops, perform business analyses, and offer customized consulting services.



For funders, we provide support with structuring of philanthropic capital and program-related investments, manage capital for guided investment in programs, and provide advice and research to help maximize the impact of grants.

What does an average DV service provider in California look like?

Most DV organizations are in the business of providing shelter and related support services, paid in large part through government funding (typically about 85% of total revenue) and supplemented by private contributions from foundations, special events and individual donors. Between 2000 and 2008, this revenue mix provided relative stability and the opportunity to grow, due to gradual increases in overall government funding.

In 2011, nearly three years since the start of the current recession, heavy reliance on government funding has proven problematic, as organizations wrestle with revenue unpredictability and cuts, inflexible program requirements and limited private fundraising capacity.

Stemming from their focus on providing shelter, DV organizations are typically fixed asset intensive, with low to modest amounts of cash. Among the 18 DV organizations NFF worked with in 2010, we most frequently observed asset mixes of roughly 50% property & equipment (P&E), 20-25% in cash, 20-25% in receivables, and 5% in investments. Cash and receivables tend to increase and decrease in proportion to each other, related to government funding trends. [2]

Why are the majority of California DV organizations shelter-based?

There are a variety of organizational types in the California DV field, including YWCAs, family justice centers, multi-service social service agencies, and health clinics, in addition to single purpose DV or DV and sexual assault organizations.

The majority of active DV organizations are "shelter-based." This is defined by the state as "an established system of services where battered women and their children may be provided safe or confidential emergency housing on a 24-hour basis, including, but not limited to, hotel or motel arrangements, haven, and safe houses." [3]

Of the 97 organizations that participated in the National Network to End Domestic Violence's (NNEDV) 2010 census (out of the estimated 106 organizations that have active domestic violence programs in the state), 87% reported operating an emergency or transitional housing program. [4] This shelter-based business model has dominated the DV landscape for both mission- and funding-related reasons.

> Homelessness among women and families frequently occurs in the aftermath of domestic violence. Thus, finding solutions to the lack of available and safe housing faced by domestic violence victims has long-term impacts for curbing homelessness, among other major societal issues.

A Case for Mission

The movement to recognize, criminalize and end domestic violence was catalyzed in the late 1960s and 70s, as part of a larger tide of feminism. [5] Implausible as it may seem today, prior to this time, emergency shelters were only for men. Women in abusive situations had few or no safe havens for themselves and their children.

Decades later, DV organizations and other shelter providers have made immense progress in addressing this problem, but demand continues to outstrip available supply, especially during the recession. NNEDV found that on its census day in September, 2010, 5,261 victims were served among all DV organizations reporting in California, of which 2,889 received emergency or residential shelter services, while another 310 women and families were turned away due to over-subscription, understaffing, or other causes.

The case for a shelter-based model also goes beyond individual and family health and safety issues. Homeless

Funding of Domestic Violence Organizations

Key Dates in the Funding History of Domestic Violence Organizations

1970
No funding for women's shelters in California

1977
Domestic Violence Shelter Act (CA), derived from a portion of marriage license fees

1984
Family Violence Prevention Services Act & Victims of Crime Act (Federal)

and marginally-housed women experience domestic violence at alarmingly high rates, based on a 2007 report by the U.S. Conference of Mayors. This data suggests that homelessness among women and families frequently occurs in the aftermath of domestic violence. [6] Thus, finding solutions to the lack of available and safe housing faced by domestic violence victims has long-term impacts for curbing homelessness, among other major societal issues.

Funding Issues

A secondary factor in the emergence of shelter-based DV organizations appears to be related to funding availability and requirements.

Sources of Government Funding

DV specific funding was first passed in California in 1977, with the Domestic Violence Center Act (SB 91 or "Presley"), a funding program designed to support battered women and their children, derived from a portion of marriage license fees. To be eligible to receive funding under this program, an organization needed to provide shelter; remain open 24 hours a day, seven days a week; provide access to temporary housing and food facilities; offer a drop-in center to assist victims of DV; and provide a host of additional support services unrelated to housing, including a crisis line, psychological support, peer counseling, and emergency transportation services. [7]

In large part, these funding requirements have been maintained and expanded across other government and private funding programs. Notably, the Domestic Violence Assistance Program (DVAP), one of the most significant DV funding programs in the state, set forth similar eligibility requirements when it was introduced in 1994. Today, DVAP funding requires organizations to satisfy a sizable 14 service requirements, including the provision of emergency shelter.

In the private sector, Blue Shield of California Foundation, the largest private funder in the sub-sector, adopted the state funding criteria for its Core Support program (which provides unrestricted operating grants) when it was established in 2002. [8] Since 2009 the foundation has relaxed its funding criteria by allowing organizations to meet just 10 out of the 14 requirements, opening the door for organizations that do not provide housing services to obtain a Core Support grant. [9]

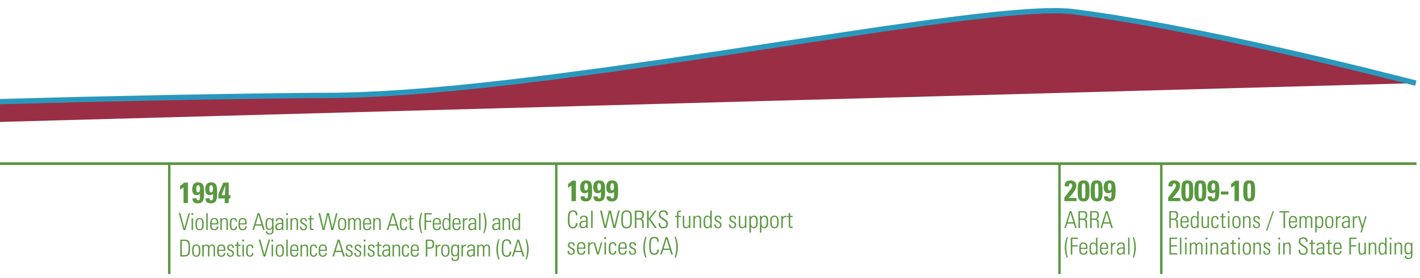
Benefits and Drawbacks of Shelter-Based Funding

In NFF's observation, at question is not the relevance of the shelter-based approach, but rather the level and type of government funding which has principally grown and defined it. Housing related services are expensive to operate, from routine maintenance and security, to large investments of capital. However, in the aggregate, shelter-based government funding programs seem to adequately address most of the operating costs associated with running an emergency shelter (even financing or granting the initial purchase of a shelter in many cases). Where they fall short is in helping organizations pay for necessary capital investments, create maintenance reserves, and build adequate working capital (defined here as the amount of cash and "near cash" an organization has to meet its current obligations).

With most government funded programs for DV being paid on a cost reimbursement basis (i.e. after the rendering of service) working capital is especially constrained during the beginning of the year and can be erratic during other periods depending on political factors, such as budget standoffs and cuts. In addition, we have repeatedly heard from our DV clients that many of the state required services, such as advocacy and counseling programs, are underfunded. Surpluses that organizations are able to generate in their housing programs must offset losses incurred through the provision of other required services.

Lastly, matching fund requirements imposed by certain government funding sources add an additional layer of administrative burden and complexity.

We believe that shelter-based organizations have paradoxically benefitted from increased access to programmatic funding,



while being hamstrung by the inflexible design and inadequate funding amounts presented by some of their major government funding sources.

During the current recession, shelter-based nonprofits in California have faced additional economic and political uncertainty. In the scramble to close the state budget gap in 2010, DVAP funds were cut and partially restored through intensive lobbying efforts by the California Partnership to End Domestic Violence (CPEDV) and other agencies. This episode forced a handful of nonprofits to close, at least on a temporary basis, or lay off staff, and most nonprofits to mobilize emergency fundraising and advocacy campaigns.

In conversation with the management teams of various DV organizations, NFF heard repeatedly that State funding requirements made it unthinkable to eliminate shelter programs, even for organizations under financial constraints.

Funding Available to Non-Shelter-Based Organizations

We would be remiss not to point out that shelter-based organizations, along with the broader DV field, have greatly been impacted by non-housing focused funding sources as well. These include: the federal Violence Against Women Act (VAWA), enacted in 1994, which has funded collaborative activities between law enforcement agencies and DV service providers and a wide range of specific at-risk and formerly underserved populations; Victims of Crime Act, a federal program introduced in 1984 derived from fines and penalties to offenders and distributed to states (with a portion of funding dedicated to emergency and transitional shelters); and the federal American Reinvestment and Recovery Act, which supplemented funding to transitional housing programs and the Services, Training, Officer, Prosecutors (STOP) program administered by VAWA.

Conclusion

While there are no conclusive studies linking the prevalence of shelter-based organizations in California to the availability and design of shelter-based funding, the likelihood that organizations have shaped their programs to fit funder requirements, specifically the 14 services required by the state, is high.

In fact, in conversation with the management teams of various DV organizations over the last two years, we heard repeatedly that even if they wanted to eliminate their shelter programs due to financial constraints, state funding requirements made it unthinkable. Shelters have

Overall, how much government funding is available to DV organizations in California?

In 2009, just under $60 million dollars in federal and state government funding was distributed to DV organizations, cities and counties, Native American tribal entities, and universities in the state.[10] Due to state and local government budget cuts, some of which are still being enacted at the local level by cities and counties at the writing of this report, we estimate that at least 10% of government funding has been cut from the amount that was available in 2009.

About the Center for Community Solutions (CCS)

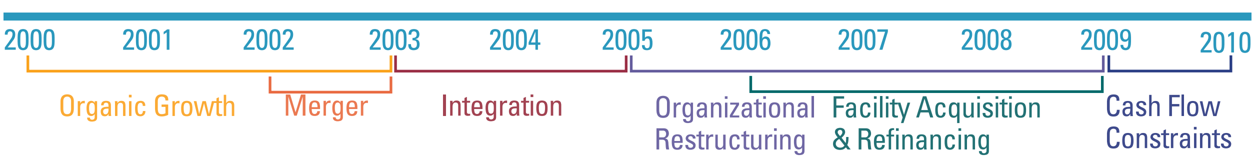
NFF provided Center for Community Solutions (CCS) a ten-year Nonprofit Business Analysis to help the organization analyze its operating dynamics, capital structure, risk tolerance and overall financial health. During an early phase of the project, we observed that the organization's financial history and current dynamics are in many ways reflective of and instructive for the broader field of DV providers, particularly in relation to growth and risk. NFF is grateful to CCS and its Executive Director Verna Griffin-Tabor for the enthusiastic participation and candor in this report.

Center for Community Solutions
Healing and Preventing Sexual Assault and Relationship Violence

CCS was first established as the Center for Women's Studies and Services (CWSS), a political and educational service organization developed by students and faculty on the campus of San Diego State University in 1969, and incorporated in 1973. CWSS had a mission to advance the cause of women's rights and established the first women's center in Southern California. Long independent of the university, today CCS' mission is to end relationship and sexual violence by being a catalyst for caring communities and social justice.

The organization helps more than 23,000 adults and children each year to heal and prevent relationship and sexual violence. CCS operates the only rape crisis center in the city of San Diego along with a countywide 24-hour bilingual hotline. It also runs two emergency domestic violence shelters and a transitional housing program and provides hospital and court accompaniment and legal and counseling services for those affected by sexual assault, domestic violence and elder abuse. In addition, CCS works with local community groups and schools to provide innovative prevention programs that promote healthy relationships and peaceful communities.

A Transformative Decade for CCS in the New Millenium



The last decade was full of change and growth for CCS. Similar to the broader sub-sector, new federal government funding streams enabled CCS to develop new programs and service delivery models that targeted underserved and high-risk populations, such as youth and the elderly. On the other hand, serious threats to state and local funding during the recession forced CCS to be nimble and make quick, strategic decisions to right-size its operations and maintain adequate cash flow.

In addition, CCS represents a growing shift in the leadership of the sub-sector, towards more investment in fundraising and community stewardship, professional development and operational effectiveness. This shift does not signal a diminished focus on the sub-sector's core mission to end domestic violence, but instead reflects better business practices to manage operating fluctuations (i.e. reduced funding availability or increased client demand) and long-term capital needs.

CCS experienced a number of "change" events in overlapping periods over the last decade:

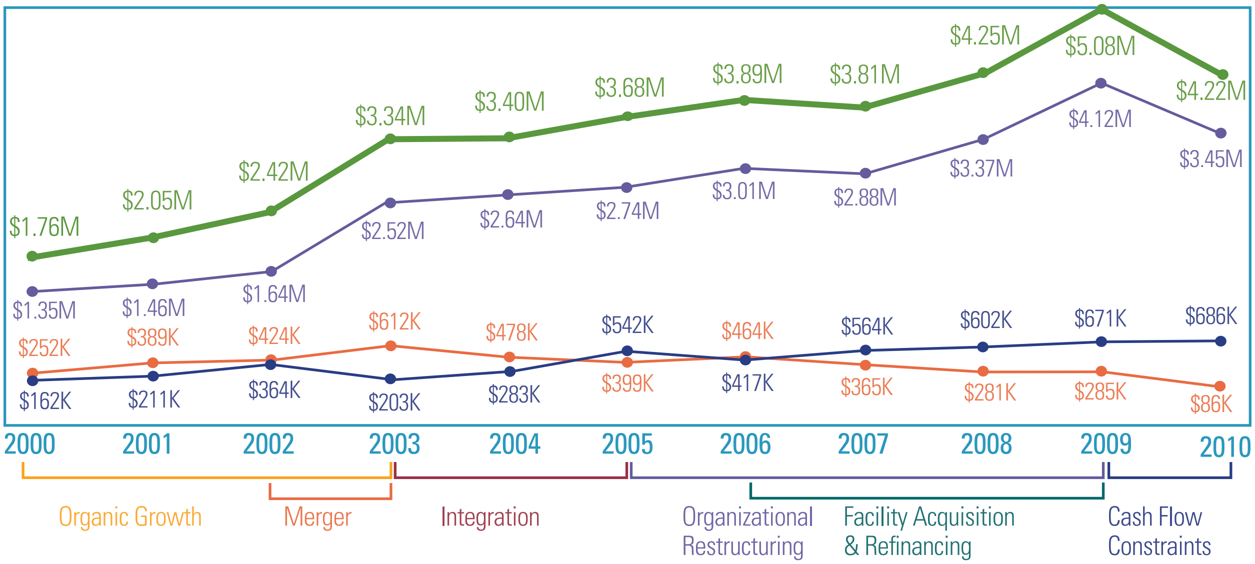
1 Program-related growth and a strategic merger
2 Fundraising and organizational development
3 Increasing assets and liabilities
4 Cash flow constraints

Program-Related Growth

Between 2000 and 2003, CCS' annual operating budget nearly doubled in size, from $1.7 to $3.3 million, rendering the organization more financially, programmatically, and structurally complex. CCS' growth between 2000 and 2002 was fueled by a 21% increase in government grants and contracts, consistent with funding increases across the sub-sector as a result of the broadening of VAWA funding. One of CCS' successes during this period was its creation of the Ahimsa Project for Safe Families, a collaboration between Center for Community Solutions and Social Advocates for Youth San Diego, Inc. to engage communities in generating their own solutions to family violence, domestic violence, and community violence. Ahimsa worked with Somali, Vietnamese, and Latino communities in the Mid City area of San Diego. This program was recognized as the Nonprofit Program of the Year in early 2003 at a prestigious local event. Overall, CCS has stood out as a strong collaborator and nonprofit leader in the San Diego area.

Drivers of Revenue Growth

Total Revenue, Government, Private Fees & Other Earned, Private Contributions



Strategic Merger

CCS' biggest growth surge occurred between 2002 and 2003 when it was approached by a group of government funders to essentially acquire a failing service provider located in the north inland area of San Diego County. The merger allowed CCS to absorb five key programs and 30 staff from the failing organization without assuming the organization's liabilities or leadership. CCS was provided only eight weeks to consider the merger, due to the rapidly failing state of the other entity and funding deadlines.

Properly planned and executed, formal collaborations, and in some cases full mergers, present a viable growth strategy for DV organizations, particularly for those located in urban areas.

Despite this time crunch, and the uncooperative position taken by the other organization's leadership team, CCS was able to perform general due diligence with attorneys, accountants and contractors prior to the merger but had to do so in a very short period of time. Over the next two years, CCS concentrated on post-merger integration. Key activities included taking advantage of economies of scale, melding services across sites, developing new intra-office and departmental communication, and rapidly developing human resource capacity.

Properly planned and executed, formal collaborations, and in some cases full mergers, present a viable growth strategy for DV organizations, particularly for those located in urban areas. In a 2009 report, Bridgespan observed that among other factors, organizations that have impersonal funders (government is the primary kind), and face barriers to regular "organic" growth (e.g., an asset intensive business model, location in an overly saturated market, importance of existing local brand, and high regulation) may be prime candidates for a strategic merger. [11] One of the very few recent examples of a strategic merger by two DV organizations in California occurred between Women's Crisis Support and Defensa de Mujeres, at the northern and southern ends of Santa Cruz County, respectively. [12] Facilitated by LaPiana and Associates, the merger was conceived to re-unite two formerly combined organizations, in order to "serve the entire county and speak with a single-voice in policy discussions." [13]

Given the constraints to growth and recent funding cuts, it is notable how few organizations have engaged in strategic mergers and collaborations in the DV sub-sector, particularly in urban areas where geographic proximity is not an obstacle. This issue was raised by NFF in our 2009 financial analysis of the sub-sector and remains an area of interest for Blue Shield of California Foundation.

Fundraising and Organizational Development

Since the merger, CCS has dramatically changed its fundraising approach. Historically, CCS was a reluctant fundraising organization. CCS' Associate Executive Director, Development, Wendy Urushima-Conn summarized, "CCS is a 40 year-old organization with 10 years of fundraising experience." Verna Griffin-Tabor's arrival as Executive Director in 1998 was a crucial turning-point. A self-admitted "program person" with more than 20 years of experience in the prevention of relationship and sexual assault violence, Griffin-Tabor helped instill a new appreciation of fundraising and administration at CCS.

Griffin-Tabor and CCS' multi-term Board Chair Amy Rypins attended an in-depth fundraising clinic at the University of Indiana. The clinic was instrumental for both women, changing their perspective about CCS' staffing, events, funder/donor management, and Board involvement. CCS' current fundraising strategy is focused on increasing the depth of private donations through a combination of special events, major gifts and planned giving activities.

In 2006, CCS was awarded a fundraising capacity-building grant from The California Endowment that enabled them to hire full-time fundraising staff and develop a comprehensive fundraising plan. Griffin-Tabor dedicates more than half of her time to development and external relations, taking on key leadership roles. Over the last decade her efforts have garnered her and CCS many honors, including a Lifetime Achievement Award from The San Diego Domestic Violence Council, an "Extreme Home Makeover" for one its shelters, an Oprah Angel Network grant, and a guest speakership by renowned feminist Gloria Steinem.

"CCS is a 40 year-old organization with 10 years of fundraising experience," notes CCS' Associate Executive Director, Development, Wendy Urushima-Conn.

Griffin-Tabor's efforts are leveraged by Urushima-Conn, a former community affairs executive at a local television station. Urushima-Conn has introduced new systems and tools, such as a matrix for analyzing the "rate of return" on prospective fundraising efforts in order to use limited staff and Board resources more effectively. Overall, CCS demonstrates a professional and pragmatic approach to development, as part of its long-term strategy for sustainability.

CCS' new fundraising model hinges on the organization's management structure as well. In 2006, CCS adopted a co-Associate Executive Director structure. Danielle Lingle provides experienced program leadership as Associate Executive Director, Programs, which has enabled Griffin-Tabor to remain focused on administration and external relations.

At a fundamental level, the primary directive of the Board has shifted from one of governance to fundraising... With appropriate Board management and recruitment practices, NFF has observed nonprofits successfully increase the size of their Boards to support fundraising and outreach efforts.

In addition, CCS' Board has played a large role in its organizational transformation, thanks in large part to Rypins and several other long-term and highly committed Board members. At a fundamental level, the primary directive of the Board has shifted from one of governance to fundraising. To this end, CCS has grown its Board membership to 20, with an ultimate goal of 25 (up from 13 or 14 in the recent past).

Like most DV nonprofits, thus far CCS has achieved limited success in recruiting "deep-pocketed" Board members that provide large annual contributions. When a mandatory financial contribution component to Board membership was first discussed it was met with resistance from many existing Board members. Through continued Board education and recruitment, the policy was adopted and embraced by the CCS Board. The amount of financial commitment is constantly being reassessed. As CCS has grown, the Board has been evolving along with it. With appropriate Board management and recruitment practices, NFF has observed nonprofits successfully increase the size of their Boards to support fundraising and outreach efforts.

The Impact of Refinancing and a New Facility

Just as CCS' merger and strategic collaborations expanded its operating budget and service delivery, the organization's facility and financing-related activities transformed its capital structure as reflected on CCS' balance sheet. Prior to 2009 CCS was virtually debt free. The organization purchased its headquarters facility in Pacific Beach in 1995, aided by a grant from HUD through the City of San Diego.

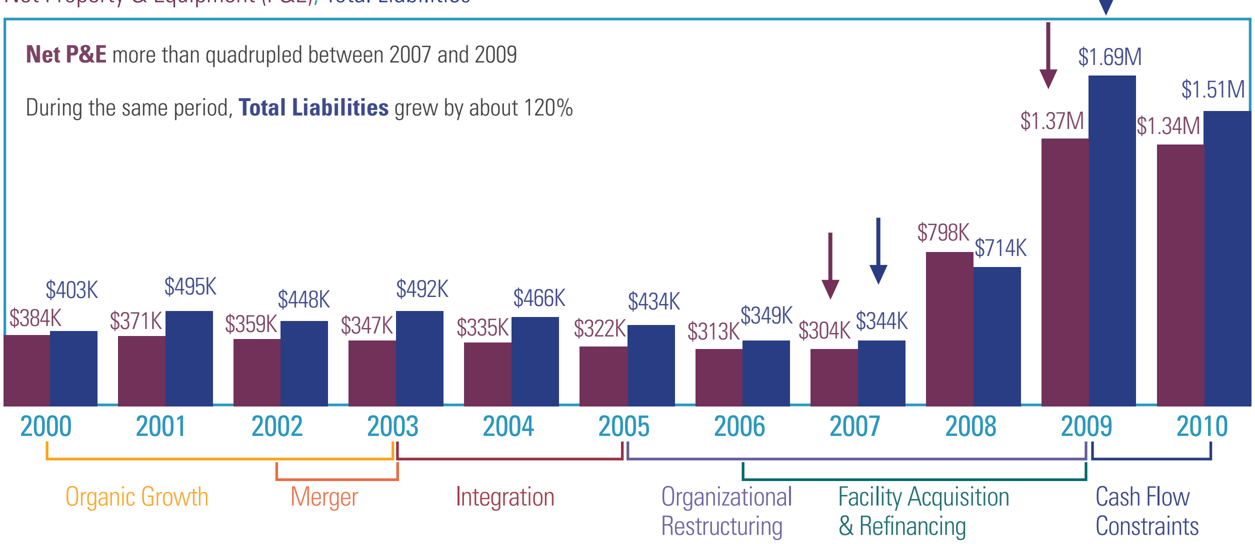
CCS engaged in two events that significantly changed its capital structure in July and December, 2009, respectively. First, CCS refinanced its headquarters facility. The refinancing included the outstanding balance left on the original mortgage, plus an additional portion of short-term working capital debt, fees and closing costs. In all, the refinanced loan amount was approximately $520,000.

The second event was CCS' purchase of a 6-unit townhouse from the City of Escondido for use as transitional housing. CCS had previously leased this facility for $1 annually. The decision to purchase the property was precipitated by the City of Escondido, which gave CCS the option to purchase the building at a reduced rate or to vacate the property, for sale to the highest bidder.

The purchase was initially financed by a bridge loan from a CDFI, Century Housing Corp (CHC), and subsequently aided by a grant from the Federal Home Loan Bank of San Francisco, significantly reducing the outstanding loan amount to approximately $325,000. As of fiscal year end 2010, the loan from CHC bore interest-only payments.

CCS' Facility Affects Total Liabilities

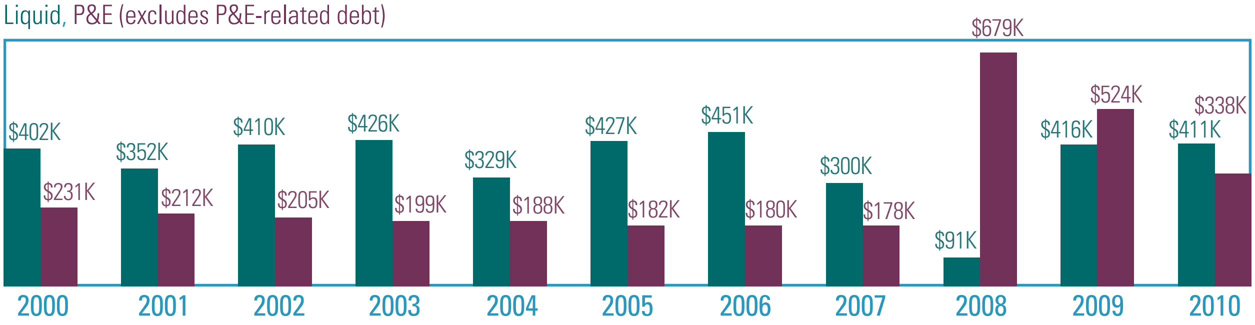
Net Property & Equipment (P&E), Total Liabilities



Unrestricted liquid net assets (ULNA), or the portion of unrestricted net assets not invested in fixed assets and available to support operations, dropped to the equivalent of less than one month of operating expenses in 2007 and 2008. This figure rebounded in 2009 after the refinancing (which folded a portion of working capital debt into long-term debt) and an increase in receivables.

Unrestricted Net Assets

Liquid, P&E (excludes P&E-related debt)



Cash Flow Constraints

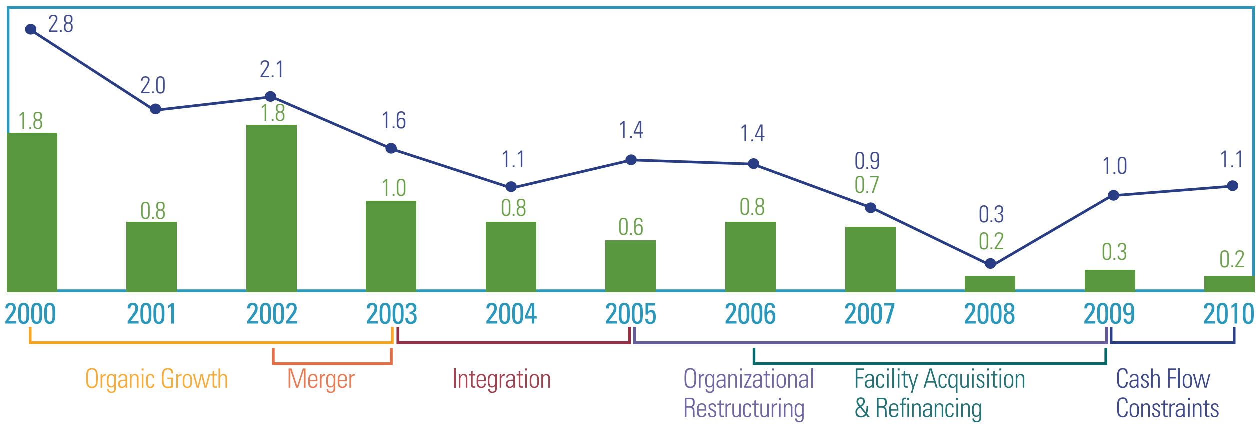
During the recession CCS' executive team, led by Griffin-Tabor and CFO Darla Trapp, has managed the organization's cash flow through weekly diligence and coordination. With an operating budget ranging between $3.9 and $4.8 million between 2008 and 2010 and approximately 17 different government contracts, CCS has dedicated a tremendous amount of the management and Board's time and energy to maintaining adequate liquidity.

When asked what one thing she would have done differently in her leadership at CCS over the last decade, Griffin-Tabor shared, "The second we executed the merger I would start building working capital." Working capital became a significant challenge post-merger due to the payment structure of most of CCS' funding. Contracts that pay for services on a reimbursement basis ultimately pay for most basic expenses over the course of a year, but create a cumbersome vacuum of working capital in the months prior to the first reimbursement. Increasing delays in payment from the state have exacerbated this challenge.

Merger-related working capital pressures were intensified by repeat years of budget gridlock at the state level. Prior to the merger, CCS maintained modest reserves to cover monthly shortfalls related to fluctuations in government reimbursement cycles. Though different organizations have different liquidity needs (based on business model, expected revenue schedule, risk, strategic plans, etc.), most experts agree that maintaining at least three months of operating expenses is prudent, and six is even better. [14]

Months of Cash and Liquid Net Assets Decline between 2008 and 2010

Months of Cash, Months of Liquid Net Assets



Liquidity Challenges of the DV Sector

Aside from the merger and building acquisition, why are CCS and other DV agencies prone to liquidity challenges? This question brings the discussion back to business model and fundraising. As noted earlier, most DV organizations in California are shelter-based and heavily-government funded. Government grants and contracts usually provide only 5-15% allowance for indirect administrative overhead (which includes essential expenses such as the salary of the Executive Director and rent), and are paid on a cost-reimbursement basis.

Experienced DV Finance Directors are often adept at legitimately folding some portion of their administrative costs into the "direct" expense portion of their government funded programs (such as 20% of a Finance Director's time to help administer a program), but many new or inexperienced Finance Directors are not. As a result, most organizations are barely able to cover their full costs of doing business through government funding alone.

A typical DV organization needs to raise 10-30% of its annual revenue in the form of private grants and contributions to subsidize government funding, and to pay for activities that are mission critical but difficult to fund. However, this balance breaks down when government funding is cut, reduced or delayed, and when organizations lack fundraising capacity.

Fundraising in the sub-sector has made significant strides forward since the early days of the movement, but in the case of many organizations, particularly those in rural communities, there is still much room for increased training, board stewardship, and ongoing investment. The DV sub-sector has been weakened by both of these factors during the recession.

Conclusion

As we reflect upon the future of the DV field in California, a review of CCS helps contextualize the social and political framework underscoring the rise of the DV movement, and the main drivers behind the predominant shelter-based DV business model. Though the feminist vision of the movement has broadened to be more inclusive of men, same-sex partners and a whole host of constituencies, the issue of shelter remains paramount.

In a few important ways, CCS exemplifies what a fast-growing DV organization looks like:

1. Leadership is committed to building its private fundraising capacity and is painfully aware of the limitations of over-reliance on government funding
2. CCS leverages its community resources, both to collaborate programmatically, and to bolster its finances
3. The organization has embraced and sought out growth opportunities
4. CCS is asking tough questions about its shelter-based model. As AED of Programs Danielle Lingle framed: "How do you make programs scalable, more elastic? It's really hard if you put a facility around [them]."

However, CCS' recent experiences also highlight the fact that growth usually creates more risk. In an effort to foster organizational development, and to stabilize operations during the current recession, CCS has downsized its management team twice, and taken steps to grow its liquidity through conservative budgeting and fundraising.

For the field, CCS' example highlights the fact that a well-capitalized balance sheet is not a direct outcome of programmatic growth. It requires long-term strategic planning by organizations and expanded approaches to investing by government agencies and private funders.

See endnotes on back.

Endnotes

1 www.2guidestar.org. Included in this figure are domestic violence shelter and/or service providers with NTEE code of P43. Many organizations have NTEE codes in addition to P43, representing activities such as crisis lines, counseling and legal services. Retrieved July 10, 2011.

2 2010 DV Financial Cohort Analysis performed by NFF, involving 18 organizations located throughout California.

3 California Health and Safety Code § 124250 : California Code - Section 124250.

4 National Network to End Domestic Violence, "2010 Domestic Violence Counts: A 24-Hour Census of Domestic Violence Shelters and Services" (2010), "California Summary". Retrieved from, http://www.nnedv.org/docs/Census/DVCounts2010/DVCounts10_StateSummary_CA_Color.pdf

5 SafeNetwork, "Herstory of Domestic Violence", September 1999. Retrieved from, http://www.mincava.umn.edu/documents/herstory/herstory.html#id131106

6 The United States Conference of Mayors 2007 Hunger and Homelessness Survey "Status Report on Hunger and Homelessness in America's Cities: A 23 City Survey", December 2007. Retrieved from, http://usmayors.org/hhsurvey2007/hhsurvey07.pdf; and National Network to End Domestic Violence, "2010 Domestic Violence Counts: A 24-Hour Census of Domestic Violence Shelters and Services" (2010). "California Summary". Retrieved from http://www.nnedv.org/docs/Census/DVCounts2010/DVCounts10_StateSummary_CA_Color.pdf

7 All-County Letter No. 80-44. July, 22, 1980. Department of Social Services, State of California-Health and Welfare Agency. Retrieved from, http://www.dss.cahwnet.gov/lettersnotices/entres/getinfo/acl80/80-44.pdf. Early requirements taken from a 1980 memo from the State Governor to county welfare administrators, authorizing emergency enactment of the Presley program.

8 Since 2002, BSCF reports that is has provided Core Support grants totaling nearly $11 million to DV service organizations in California.

9 Blue Shield of California Foundation, 2011.

10 Data collected by Blue Shield of California Foundation, 2010.

11 Cortez, A., Foster, W., Smith Milway, K., "Nonprofit Mergers and Acquisitions: More than a Tool for Tough Times". February 25, 2009. Retrieved from, http://www.bridgespan.org/Nonprofit-M-and-A.aspx

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14 Operating Reserve Policy Toolkit Working Group, "Operating Reserve Policy Toolkit for Nonprofit Organizations", First Edition, September 15, 2010. Retrieved July, 2011 from, http://www.nccs2.org/wiki/images/b/b4/Operating_Reserves_Policy_Toolkit_1st_Ed_2010-09-16.pdf ; Christopher, R., (2011, Spring). "Why Do Balance Sheets Matter?" *GIA Reader*, Vol. 22, No. 1. Retrieved July, 2011 from, http://www.giarts.org/article/why-do-balance-sheets-matter

Key Dates in the History of Federal and California Funding for Domestic Violence

1970
No funding for women's shelters in California

1977
Domestic Violence Shelter Act (CA) Domestic Violence Shelter Act (CA), derived from a portion of marriage license fees

1984
Family Violence Prevention Services Act & Victims of Crime Act (Federal)

1994
Violence Against Women Act (Federal) & Domestic Violence Assistance Program (CA)

1999
Cal WORKS funds support services (CA)

2009
ARRA (Federal)

2009-10
Reductions/ Temporary Eliminations in State Funding

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New York/National Headquarters
70 West 36th St., 11th Floor
New York, NY 10018
212 868 6710
NY@nffusa.org

New Jersey
59 Lincoln Park, Suite 350
Newark, NJ 07102
973 642 2500
NJ@nffusa.org

DC-MD-VA
2100 M St. NW, Suite 170-329
Washington, DC 20037
202 778 1192
DC@nffusa.org

Los Angeles
626 Wilshire Blvd., Suite 510
Los Angeles, CA 90017
213 623 7001
LA@nffusa.org

New England
89 South St., Suite 402
Boston, MA 02111
617 204 9772
NE@nffusa.org

Greater Philadelphia
1608 Walnut St., Suite 703
Philadelphia, PA 19103
215 546 9426
Philadelphia@nffusa.org

San Francisco
28 Second St., Suite 600
San Francisco, CA 94105
415 255 4849
SF@nffusa.org

Detroit
645 Griswold St., Suite 2202
Detroit, MI 48226
313 965 9145
Detroit@nffusa.org