

PIVOTING TO MEET THE NEED



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**Pivoting to Meet the Need:
A Fundraising Blueprint for Community-Based Organizations**

by

Adriana Guerrero

Aguerrero5@dons.usfca.edu

Capstone Research Report Submitted in Partial Fulfillment
of the Requirements for the
Master of Nonprofit Administration Degree
in the School of Management
directed by Dr. Marco Tavanti

San Francisco, California

Spring 2018

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Abstract

Since the 2016 elections, America has seen a shift in cultural acceptance and support for immigrant communities. Across the United States, protests and public demonstrations have taken place as a result of the current administration's negative rhetoric against refugees and immigrants. As a result, community-based organizations have experienced an increase for legal services to support immigrant communities and the need for advocacy efforts to combat policy changes targeting immigrants. This project explored how the shift in presidential administration affects nonprofit funding strategies for community-based organizations supporting immigrant communities. The results concluded that during an immigrant adverse administration, public support increases while public funding is restricted to immigrant services, therefore, alternative strategies for funding advocacy efforts are needed. As a result, recommendations from this project included a fundraising blueprint for community-based organizations to use as a guide to increase community support and their donor base to support advocacy work on behalf of their agencies and clients.

Keywords: advocacy, donors, fundraising, funding strategies, immigrant policy, individual giving, philanthropy, presidential shift, public funding,

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Acknowledgments

Acknowledgements and much appreciation goes to my MNA cohort. Thank you for continuously pushing me to think outside the box and challenge myself through professional and personal growth while reflecting on my identity as a developing nonprofit leader. And, to AN, for making me a lifelong learner and believing in me.

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Section 1: Introduction

Each shift in the U.S. presidential administration has drastically altered the fabric of our country through new agendas and policy changes. Over the last century, one of the most commonly debated topics between presidential candidates has been immigration policy. During these times, it is critical that nonprofit organizations serving immigrant communities alter their approaches and methods in order to adapt to the new policy makers and restructure funding strategies in support of advocacy efforts.

This project focused on the nonprofit sector's revenue sources when a shift in presidential administration occurs by analyzing data collected through expert interviews and through an academic literature review. It also examined recent policy changes related to immigration and current funding trends in San Francisco and Oakland. The literature review was conducted through a threefold approach that included a historical overview of public and private funding, best practices and methods for nonprofit organizations, and opportunities and challenges for nonprofit organizations expected to experience during the recent shift of presidential administration.

The goal of this project was to develop a sustainable fundraising model to support community-based organizations in expanding their donor base, bolstering donor retention, and increase unrestricted revenue for advocacy efforts.

Section 2: Methods and Approaches

Research for this project consisted of an academic literature review, expert interviews and a summary of data research that focused on individual giving for nonprofit organizations in San Francisco and Oakland compared to public funding received from city and state agencies for immigrant services. This project focused its work on the main research question: How do community-based organizations that serve immigrant communities sustain funding during a shift in presidential administration? Additionally, the following questions were examined during research:

- How have nonprofit organizations been impacted by shifts in presidential administration throughout history?
- How does the shift in presidential administrations and its policy changes affect nonprofit organizations funding strategies?
- How do community-based organizations continue to provide services and promote advocacy efforts for immigrant communities under an adverse administration?
- What has been the response from community-based organizations that serve immigrant communities under the current administration?

Primary Data

Expert Interviews. For this project, the primary data research consisted of expert interviews with three nonprofit executives of immigrant serving organizations located in the Bay Area, and a nonprofit fundraising consultant. Each interview followed a semi-structured interview format and most interviewees were asked similar questions that are noted in Appendix A and B. During the interview with the nonprofit fundraising

consultant a different set of questions were used shown in Appendix C. The list of expert interviewees consisted of:

- Cynthia Choi, Co-Executive Director, Chinese for Affirmative Action
- Catherine Tactaquin, Executive Director, National Network for Immigrant and Refugee Rights
- Terry Vahen, Director, Filipino Community Center
- Martha Oestreich, Fundraising Consultant and Capital Campaign Director at Global Fund for Women

Secondary Data

Literature Review. As a supplement to the primary data, secondary data research was conducted through a literature review that included research from various academic sources and articles from online journals, The Nonprofit Quarterly and The Chronicle of Philanthropy. Furthermore, the researcher organized U.S. charitable giving data collected from sources including California Department of Social Services, The Chronicle of Philanthropy and Giving USA.

Section 3: Literature Review

In this section, research was gathered from multiple sources to determine the effects of a shift in the presidential administration and its impact on public funding for nonprofit organizations that serve immigrant communities.

Over time there have been primarily three political factors that have influenced funding for the nonprofit sector: policy change, the economy and the U.S.'s role in global warfare. The shift in presidential administration shift uniquely effects these three factors. In particular, presidential policy change has commonly been linked to public funding

shifts for nonprofit organizations. In the nonprofit sector, academic scholars and nonprofit leaders study history to identify patterns and trends related to policy and public funding to inform the fundraising objectives of an organization's strategic plan. While limited research is available about the current administration, it is important to understand that every administration provides opportunities and challenges for nonprofit organizations. In the article, *3 Things Philanthropists Can Do in Times of Political Change*, Berman stated, that it is imperative for nonprofit organizations to "understand how legislative and regulatory changes may impact rules for individual giving and foundation operations" (Berman, 2017).

In the article, *Government and Nonprofits: Turning Points, Challenges, and Opportunities*, Smith gave a historical analysis of the pivotal turning points of the relationship between government and nonprofits (Smith, 2009). Smith also gave key examples that demonstrate the complex and controversial relationship (Smith, 2009). Smith referenced key policy initiatives including, the Hill-Burton Act of 1946, the Low-Income Housing Tax Credit created in 1986, and the enactment of welfare reform in 1996 which became known as Temporary Assistance for Needy Families, which had profoundly impacted the nonprofit sector and federal programs (Smith, 2009).

While many community-based organizations are not eligible to receive federal funding or assistance through the Corporation for National and Community Service programs, Smith recommended organizations should "invest in good governance, transparency, accountability, and engagement with the policy process on behalf of their agencies and clients" (Smith, 2009).

Throughout history there also have been presidents that implemented changes to tax plans that have directly affected revenue for the nonprofit sector. In the article, *Advocating and Giving during the Trump Administration: Five History Lessons for the Social Sector*, Dunning argued that changes to the tax code implemented by the Reagan administration discouraged private and individual giving that lead to an estimated \$10 billion loss for charitable organizations between 1981 and 1984 (Dunning, 2016). In the article, Dunning explained how the loss of revenue severely impacted nonprofit organizations and their ability to provide to deliver goods and essential services for their clients such as job training, affordable housing, and health care (Dunning, 2016). Therefore, it critical that nonprofit organizations create a contingency plan in order to prepare when funding is uncertain while keeping their mission at the forefront and goals to maintain programs as a top priority.

A current example of such dynamics includes the Trump administration's recent tax reform. On December 22, 2017, President Trump signed into law H.R.1, commonly referred to as the Tax Cuts and Jobs Act. The new tax reform includes federal tax law changes that may impact the nonprofit sector as a result of changes in income and estate taxes, changes in corporate and individual tax rates and increased the individual standard deduction (National Council of Nonprofits, 2018). At this time, research is unable to determine the long-term effects of the new tax plan that took effect January 1, 2018, and many fear that the nonprofit sector will see a decline in individual giving towards charitable causes. However, according to The National Council of Nonprofits, many predict serious implications for organizations across the sector regardless of services

provided and programs (National Council of Nonprofits, 2018). Furthermore, officials of The National Council of Nonprofits stated, “it’s imperative that nonprofit and foundation professionals move quickly to advocate aggressively for smarter public policies at all governmental levels” (Delaney and Thompson, 2018).

In the article, *Prospects for Nonprofit Philanthropy in the Trump Presidency*, Abramson and Salamon described potential challenges and opportunities for nonprofit organizations during an unpredictable political environment. Abramson and Salamon proposed several challenges from tax cuts undetermined spending cuts for federal programs related to the presidential budget, while on other hand, opportunities include support for a hybrid model involving a double-bottom-line approach to address social problems and a reinvigoration of the nonprofit sector’s civic engagement and advocacy role (Abramson & Salamon, 2016). These changes clearly can influence both funding streams and strategy for nonprofit organizations, especially after an administration shift as drastic as the one that transpired in 2016.

Section 4: Data Summary and Results

This section discusses a secondary analysis that synthesizes the results from the literature review and expert interviews.

Expert Interviews: Summary

Cynthia Choi, Co-Executive Director, Chinese for Affirmative Action (CAA)
Interview Date: March 23, 2018

Cynthia Choi currently serves as the Co-Executive Director of Chinese for Affirmative Action (CAA) with fellow Co-Executive Director, Vincent Pan. Chinese for Affirmative Action was founded in 1969 to protect civil and political rights of Chinese Americans. Located in the Mission district of San Francisco, CAA continues its work to “advocate for system change that protects immigrant rights, promotes language diversity and remedies racial injustice” (Chinese for Affirmative Action. (n.d.). CAA’s core work focuses on three areas: community building, advocacy and promoting social change. CAA currently offers community building activities for leadership development, employment services and community education programs.

At Chinese for Affirmative Action, the Co-Executive Directors are responsible for developing and maintaining the organization’s funding strategies. Early in the interview, Cynthia shared that throughout her tenure in the nonprofit sector funding has always been an issue and the lack of funding towards advocacy work. Cynthia also explained that 25-30% of Chinese for Affirmative Action’s annual revenue is supported through individual giving and long-time donors (Cynthia Choi, personal communication, April 3, 2018). While the other 75-70% of their budget is supported by a mix of state and local funding streams, as well as institutional giving from local progressive foundations such as Evelyn and Walter Hass Jr. Fund and The San Francisco Foundation.

“On one hand when you have a target like Trump or Bush, we can tailor our fundraising efforts to really respond to policies that are hurting our communities so in some ways it's more compelling, you get people riled up and it certainly goes over well with our individual donors. On the other hand, we have to ramp up and address unmet needs or growing needs as a result of any administration policies that may be against or directly impacting our communities – it’s a double

edged sword, I think that we certainly aren't like the ACLU where you see people donating up the wazoo because they have a brand and the capacity.”
 (Cynthia Choi, personal communication, April 3, 2018)

Although there has always been a mix of funding between private foundations and government, recently the organization has experienced a shift in funding. Cynthia shared there has been an increase in public funding from the city and state.

“Since 2106 elections, like what shifted and for good reasons and bad reasons, in terms of what's going on with our country right now and current attacks against immigrants. City government has responded well, and we've received an increase in funding to just meet the demands, the growing demands because we support a rapid response hotline, we provide in language, cultural competence services to immigrant communities who are limited speaking, who are vulnerable with mixed status.”

(Cynthia Choi, personal communication, April 3, 2018)

As a result, CAA has recognized the organization's need to grow its Fund Development team and is currently recruiting to fill the position of Development Director in hopes to continue the fundraising momentum and engage new supporters to financially sustain their advocacy work.

Catherine Tactaquin, Executive Director, National Network for Immigrant and Refugee Rights
Interview Date: April 4, 2018

Catherine Tactaquin has been serving as the Executive Director of The National Network for Immigrant and Refugee Rights (NNIRR) for over 29 years. As a daughter of Filipino immigrants, Catherine co-founded The National Network for Immigrant and Refugee Rights as a result of the introduction of the Immigration Reform and Control Act (IRCA) of 1986. Since then, NNIRR has expanded to a “national organization composed of local coalitions and immigrant, refugee, community, religious, civil rights and labor

organizations and activists”, and in 1994 became the first migrant organization to join the World Council of Church in Geneva (Catherine Tactaquin, personal communication, April 4, 2018)

During the interview, Catherine explained that NIRR is currently managed by 2 full-time employees and staffed consists of program interns from local colleges and universities. Due to limited staff, a large majority of the organization’s funding is overseen by Catherine and Jennifer Ferrigno, the Special Projects and Development Coordinator with support fundraising and financial support from their Board of Directors. The National Network for Immigrant and Refugee Rights relies heavily on foundation grants to support client services and educational outreach activities and programs but has seen an increase grassroots fundraising which has gone to fund the organization’s advocacy work.

“It’s been a roller coaster since the (2016) elections. I have to say we thought it was possible but did not anticipate it, the reality of a Trump victory. I remember I had to change my talking points the night of the election on some national radio programs because I saw the polls coming in and realized Clinton is not going to win. For national organizations it’s been keeping up with policy changes and being able to counter some of the narrative and the media. For us, it’s meant putting much more attention to our communications work and social media, and other streams to keep people informed, then for folks on the ground it’s been even more difficult because it’s the phenomenon of immigrant raids and more people being subject to arrests and detention. And the fear, in some places, more open hostilely and it varies around the country so what happens in California is very different than what happens in Mississippi.”

(Catherine Tactaquin, personal communication, April 4, 2018)

Terry Vahen, Director, Filipino Community Center
Interview Date: April 5, 2018

The Filipino Community Center (FCC) was founded in 2004 and is located in the Excelsior district of San Francisco. The Filipino Community Center's mission targets three key issues among the Filipino community: advocacy and education programs, youth development services, and grassroots organizing. As Director, Terry Vahen oversees the organization and is responsible for a majority of fundraising and grant making (Terry Vahen, personal communication, April 5, 2018). Terry also shared he receives management support from several program coordinators and lead program staff support with program specific grants. The Asian Pacific Fund is the legal fiscal sponsor of the Filipino Community Center and is supported by an Advisory Board versus a traditional Board of Directors (Terry Vahen, personal communication, April 5, 2018).

The Filipino Community Center's current funding streams include public funding and private funding through foundations. Terry explained that the city of San Francisco supports 75-80% of the organization's program costs and they do not receive any state funding (Terry Vahen, personal communication, April 5, 2018). Due to restrictions on city funding, FCC advocacy work is supported by community nonprofit alliances and local progressive foundations, including the Levi Strauss Foundation, similar to Chinese for Affirmation Action (Terry Vahen, personal communication, April 5, 2018).

“There's a couple shifts that I have seen. One is similar to this bill threatening to deport millions of immigrants in 2006 and put people out in the streets, then we got funding through the city. The city actually started to enhance its funding and fund the rapid response hotline that exists now in San Francisco and it spread. I think the model we use in San Francisco has now spread across the country. Traditional funding came from the city of San Francisco because the city of San Francisco has taken a particular stance on immigration. Even the current interim Mayor is defending the sanctuary city status of San Francisco.”

(Terry Vahen, personal communication, April 5, 2018)

Martha Oestreich, Nonprofit Fundraising Consultant and Capital Campaign Director at Global Fund for Women
Interview Date: April 10, 2018

Martha Oestreich is the Capital Campaign Director at Global Fund for Women and comes with over 20 years of experience in nonprofit fundraising. The expert interview with Professor Oestreich focused the following three main questions:

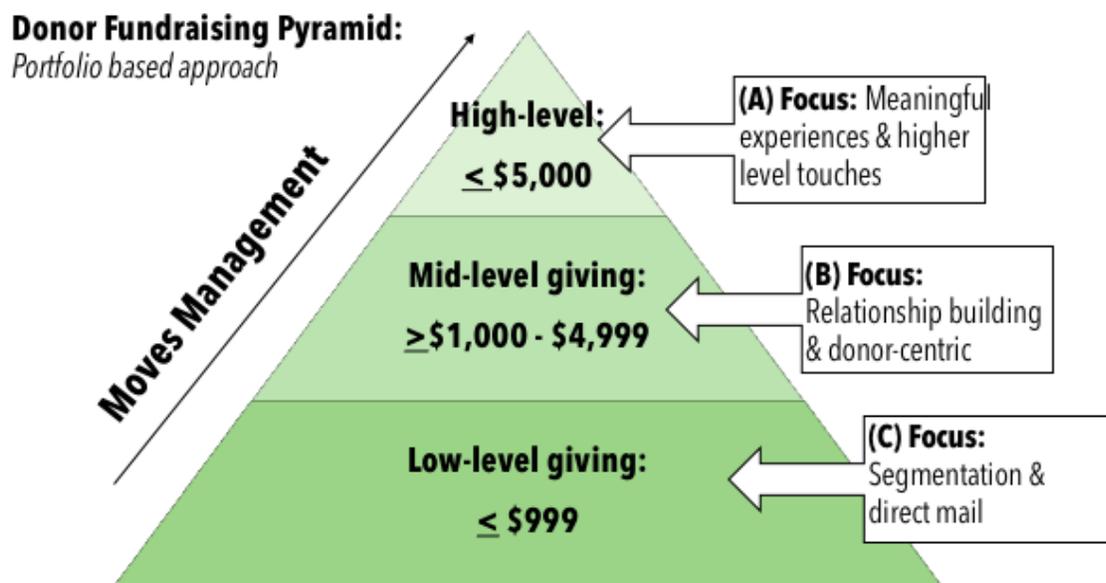
- In your experience, what have been successful funding strategies for organizations to increase their individual donor base and major gift program?
- In your experience, what have been unsuccessful funding strategies for nonprofit organizations?
- In your opinion, what are some myths and misconceptions nonprofit organizations tend to believe or follow related to expanding their funding streams?

During the interview Martha described her fundraising methods for nonprofit organizations and keys to success for expanding an organization's individual donor base, and stated was "the same every time, but the process is different for each organization" (Martha Oestreich, personal communication, April 20, 2018). Throughout the interview Martha shared her development experience with several nonprofits and highlighted three critical elements that should be a part of every organization's fundraising strategies: 1.) Board involvement 2.) Donor management system and 3.) Staff capacity (Martha Oestreich, personal communication, April 20, 2018).

During the interview, Martha also emphasized the importance of following a portfolio-based approach to fundraising. During her experience, she has allocated staff and created positions to focus on specific donor groups to maintain a donor centric method (Martha Oestreich, personal communication, April 20, 2018). Figure 1, represents a donor fundraising pyramid created by the author. The donor fundraising pyramid serves as an

example for community-based organizations to use as a template for fund development staff to donor segmentation to inform fundraising strategies based on their current donor base. In figure #, there are three donor levels to the donor fundraising pyramid: low-level giving, for donors who donate less than \$1000; mid-level giving, for donors who donate between \$1000 and \$5000; high-level giving, for major donors who donate \$5,000 or more. Each giving level of the donor pyramid can be adjusted based the organization's current donor base and budget. The example below was developed based on the average operating budget and individual giving of the three community-based organizations that were interviewed.

Figure 1: Donor Fundraising Pyramid and donor segmentation template for community-based organizations



Expert Interviews: Results

This section includes an overview of the data analysis methods used for the primary data collection.

Figure 2 represents a SWOT analysis of the three expert interviews conducted with nonprofit executives from Chinese for Affirmative Action, The National Network of Immigration and Refugee Rights, and The Filipino Community Center. Each quadrant of the SWOT highlights overlapping information that was collected during each interview. Once the common weaknesses and opportunities were identified, a gap analysis was conducted to narrow the focus of the project's outcome and generate recommendations to support the organizations' next steps to increasing unrestricted funding through individual donations. Figure 3 illustrates the gap analysis that was created. Both the SWOT and gap analysis were used to inform this project's specific recommendations described in section 6.

Figure 2: SWOT Analysis of expert interviews with nonprofit executive leaders

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff are passionate about working with clients • Staff believe in their organization's mission • Receives funding from the city of San Francisco for programs & services • Receive private foundation funding to support advocacy work • Current and existing community partnerships 	<ul style="list-style-type: none"> • City funding is restricted to programs and direct services • Limited staff capacity • Competing priorities for staff • Organizations not receive federal or state funding • Donor retention post 2016 elections

<ul style="list-style-type: none"> Organizations saw a surge in donations post 2016 elections 	
<p>Opportunities</p> <ul style="list-style-type: none"> Expand current individual donor base Expand current private foundation funding Organization growth and capacity building (i.e. programs and services offered) Hire development staff Build partnerships among community organizations Expand current community partnerships Expand advocacy work Engage new individuals in organization's work 	<p>Threats</p> <ul style="list-style-type: none"> Proposed presidential budget and federal program reductions Current Presidential administration's negative rhetoric and messaging about immigration Immigration Policy Reform Relations with foreign countries Proposed border between the U.S. and Mexico Organizations competing for funding (i.e. city funding, private foundations, individuals)

Figure 3: Gap analysis

Future State	Current Situation	Next Actions/Proposals
Expand current individual donor base to increase unrestricted funding to support advocacy work.	Bay Area immigrant serving organizations rely heavily on city funding to support their programs and direct services causing a restriction on funding for advocacy work.	Design an adaptable funding model that meets an organization's need to expand individual giving (based on their current operating budget).

Section 6: Recommendations

This section discusses recommendations for community-based organizations serving immigrant communities and the nonprofit sector. These recommendations aim to support an organization's fundraising capacity and provide strategies to increase

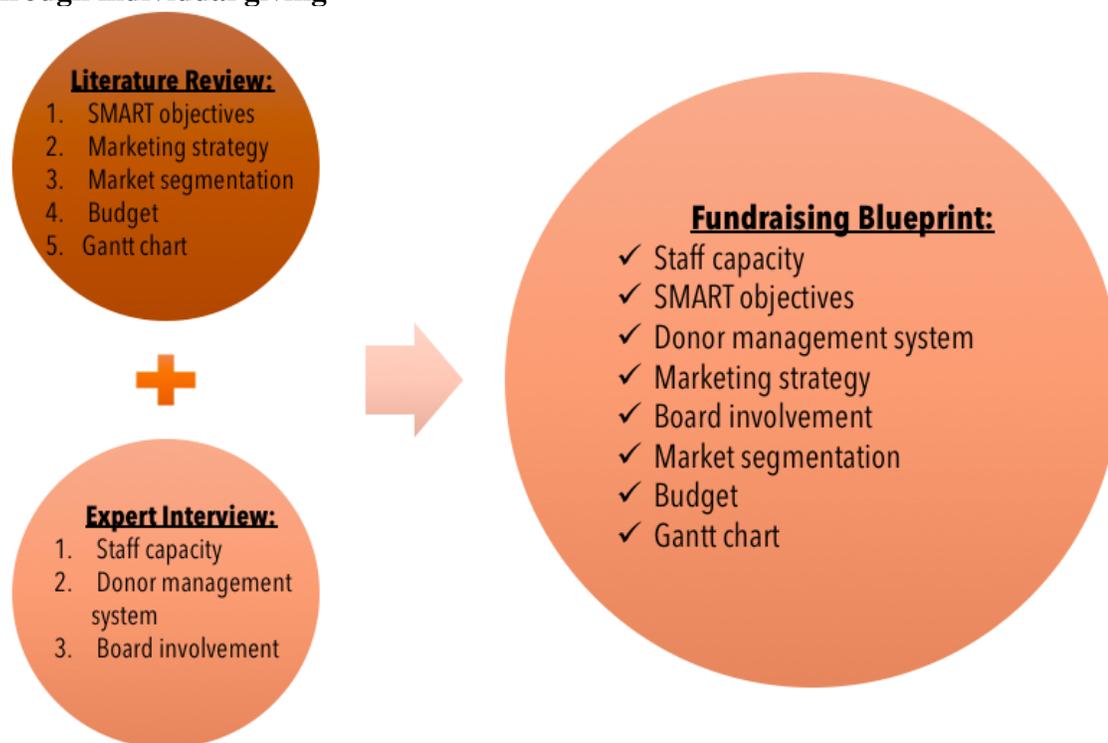
unrestricted funding through private sources. *The Fundraising Blueprint* can be adapted into an organization's current approach or act as a guide for new fundraising strategies. Additionally, *The Fundraising for Advocacy Toolkit* is intended to supplement fundraising activities related to *The Fundraising Blueprint*.

The Fundraising Blueprint, seen in Figure 4, is a recommendation based on 5 key fundraising elements collected from the literature review and 3 essential components shared from the expert interview with Martha Oestreich. Five key components included: establishing fundraising goals in the form of SMART Objectives, developing a marketing strategy, establish a moves management process based on marketing segmentation, maintain an accurate fundraising budget and follow a Gantt Chart template to create a flow of the year for the organization that will support and inform the fund development team's work. The expert interview with fundraising consultant, Martha Oestreich also revealed three key components (also seen in Figure 4) for successfully increasing donor retention and expanding an organization's individual giving program. First an organization must assess their own growth capacity which will be reflected in their staff's capacity, then an organization must invest resources in purchasing a donor management system and lastly, an organization must create an environment where their Board of Directors are involved in fundraising.

Figure 4 illustrates the fundraising strategy created by the author to increase unrestricted funding for advocacy efforts through individual giving. The Fundraising Blueprint is comprised of the following 8 essential elements:

- Staff Capacity – Paramount
- SMART Objectives – SMART objectives are specific, measurable, achievable, realistic and timely. At many organizations, the senior leadership team is responsible for identifying both programmatic and fundraising goals. When discussing fundraising goals, it is crucial that management collaborates with fund development staff to create short-term and long-term objectives. The organization's fund development staff are responsible for implementing and executing strategies to achieve fundraising goals.
- Donor Management System – A donor management system is critical for a fund development team to track and maintain accurate donor information. Additionally, a well-kept donor management system can be used to inform management on annual giving totals and compare year to year donation information. Suggested donor management systems include Salesforce and Raiser's edge and may vary based on the organization's need and budget allotted for fundraising software.
- Marketing Strategy – The marketing staff are responsible for communicating an organization's message and mission to external stakeholders. A sound marketing strategy is essential when an organization is looking to increase their community engagement and attract new supporters.
- Board Involvement – A nonprofit's Board of Directors are fundamental to an organization's fundraising approach. Best practices for fundraising include requiring Board members to be active fundraisers and advocates within their network.
- Marketing Segmentation – Prior to developing a marketing strategy an organization should invest time and resources connected to segmenting their target audiences. Identifying target audiences allows the marketing and fund development team to strategize a moves management system. Moreover, through donor segmentation marketing staff are connect with current and prospective supporters in their preferred method, ensuring messages and opportunities are received.
- Budget – Best practices related to fundraising, include an accurate budget and dashboard summaries that be can be shared with staff and Board members. An up to date budget is critical when creating an organization's fundraising strategy. An organization's financial health help staff determine upcoming fundraising needs and can dictate the goals of an organization. Lastly, the budget enables fund development and marketing staff to budget for costs related to fundraising, including, all items related to marketing expenses and donor engagement events.
- Gantt Chart – A Gantt chart is a structured format and template that staff can use to create an organization's flow of the year. The Gantt Chart should include all fundraising events, volunteer opportunities, staff meetings, deadlines related to grants (i.e. internal and external reporting deadlines) and any other key dates for the organization.

Figure 4: Fundraising Blueprint: Strategy to increase unrestricted funding through individual giving



In addition to *The Fundraising Blueprint*, it is recommended that the *Fundraising for Advocacy Toolkit* shown in Figure 5 accompanies an organization's fundraising strategies. The *Fundraising for Advocacy Toolkit* includes the following 5 essentials for a community-based organization:

- Peer to peer fundraising tips for donors to support fundraising for an organization among their network of friends and family
- Ready-made fundraising templates such as emails and letters that can be stored in Dropbox or Google Drive and is accessible to all staff and volunteers
- Social media collateral package including sharable videos and links
- Marketing collateral for direct mail or for supporters to share through email to prospective supporters and donors
- A crisis communication plan for staff and volunteers to follow in the event that news needs to be rapidly shared with the community and their clients (i.e. Immigration raids, ICE activity and political protests).

Figure 5: Fundraising for Advocacy Toolkit



Section 7: Conclusions

Although the findings of this study show that while California and the city of San Francisco support organizations that provide services to immigrant communities, funding is limited to programs and does not support advocacy efforts. Furthermore, it suggests that there is no direct correlation between the amount of public funding an organization receives and its advocacy efforts. However, the results of this project should be considered in the context of the following limitations:

- Limited academic research on the current administration. The Trump administration has been in office for 16 months therefore, the long-term effects of negative rhetoric about immigrants have not been determined while hypothesizes have been proposed.
- The presidential budget has not been approved. Proposed program eliminations and budget reductions are unknown at this time; therefore, it is unclear how it will affect funding for nonprofit organizations.
- Time constraints due to project deadlines caused conflicts with potential expert interviewees' availability. Additionally, several organizations expressed interest

to participate, however, due to the current political climate they have been experiencing higher than normal activity.

Future research is recommended and should include a comparison study of major cities and their public funding allotted for immigrant services, as well as statewide public funding.

This project concludes that regardless of the presidential administration it is pivotal for community-based organizations and nonprofits serving immigrant communities prepare themselves for shifts in public funding related to policy change especially during extremely uncertain times.

“As funders, providers, and advocates pivot to face what is almost certain to be a dramatically different funding and political environment, some lessons from history may be instructive:

- Invest in ideas and messaging
- Protect tax-exempt organizations doing political education
- Consider personal donations part of a mass movement
- Anticipate growing need and decreasing revenues
- Bridge the urban-rural divide, but monitor policy implementation”

(Dunn, 2017)

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Appendix A: Expert Interview Questions for Chinese for Affirmative Action

The interview questions listed below were shared with the interviewee beforehand per their request. The interview followed a semi-structured format.

Cynthia Choi, Co-Executive Director, Chinese Affirmative Action
Interview Date: March 23, 2018

1. Describe your organization's current funding strategies?
 - a. At Chinese Affirmative Action, is there a division of funding streams between direct services (community building programs) and advocacy work? Are there any restrictions on funding?
2. At your organization, who is responsible for developing and maintaining funding strategies?
3. Historically, how has your organization seen a shift in funding streams during a change in administrations?
 - a. Please describe if/how your organization has restructured as a result.
4. Describe how your organization has seen a shift in funding streams since the 2016 elections.
5. Describe if/how your organization has been affected by the current administration's policy changes?
 - a. And are they related funding?
 - b. If or how the organization has shifted its funding strategies as a result?

Appendix B: Expert Interview Sample Questions

The interview questions listed below were shared with the interviewee beforehand the interview. The interview followed a semi-structured format.

1. Describe your organization's current funding strategies?
2. At your organization, who is responsible for developing and maintaining funding strategies?
3. Historically, how has your organization seen a shift in funding streams during a change in administrations?
 - a. Please describe if/how your organization has restructured as a result.
4. Describe how your organization has seen a shift in funding streams since the 2016 elections.
5. Describe if and how your organization has been affected by the current administration's policy changes?
 - a. And are they related funding?
 - b. If or how has the organization has shifted its funding strategies as a result?

Appendix C: Expert Interview Questions for Martha Oestreich

The interview questions listed below were shared with the interviewee beforehand the interview. The interview followed a semi-structured format.

Martha Oestreich, Nonprofit Fundraising Consultant and Capital Campaign Director at Global Fund for Women

Interview Date: April 10, 2018

1. In your experience, what have been successful funding strategies for organizations that are interested in increasing their individual donor base and major gift program?
2. What have been unsuccessful funding strategies for nonprofit organizations that you have worked with?
3. In your opinion, what are some myths and misconceptions nonprofit organizations tend to believe or follow related to expanding their funding streams?

Author's Bio

Adriana Guerrero is the Development Coordinator at Alternatives in Action. Adriana holds a degree in Psychology from Arizona State University and a Master's in Nonprofit Administration from the University of San Francisco. Over the last decade she has worked in numerous academic environments including public and private schools where she has had the opportunity to instruct and collaborate with students and staff from various backgrounds, cultures and languages. Adriana has 10 years of experience as a youth development worker and 4 years teaching English as a certified instructor. She is bilingual in Spanish and her passions include traveling and creating safe spaces for young people to be creative and be themselves. In her free time, Adriana enjoys cooking, hiking and relaxing at Lake Merritt with friends and her dog, Nova.