

DA 2008 Proposal For 2009/2010 Funding Cycle Outline

Discussion

I mostly followed the order in which these categories were presented in the DA's RFI. The heart and soul of the proposal is Section II, which asks several overlapping questions. In tackling it, I think that sections IIbi-vi be kept as brief as possible. Very short descriptions, bullets, and specific deliverables. The rest of section II can be used to contextualize those goals, metrics, and deliverables. The reporting itself will be based on what we put in IIbi-iv, so that should be tight and smart, but we don't need to explain/justify there. That comes in the next part.

Thoughts and suggestions here?

Throughout the outline I've put questions and tentative suggestions in all caps. These are where I need all of you to make suggestions. There are a set of questions that I think Steve is the best person to deal with so I've listed those here as well as in the body of the outline.

- Steve K Questions

Section III. Governance/Management

- a. Please describe your general governance structure including: board structure and membership, frequency of meetings, and important committees or projects.
- b. Please describe how decision-making processes are structured to include the Board, Executive Director, and members or constituents, where applicable.
- c. Please list your organization's senior leadership and development staff (both in-house and consultant), their backgrounds, and the length of their service in the organization.

From the Appendix

Current Board List
Organizational Chart

The questions for everyone else are in the body of the outline and none are assigned to any particular person. What I need are smart suggestions for specifics and then I can build the language around that. Some of these answers may be contained in the other proposals that have already been submitted (**I have the paper from Lisa Donner, but not from Craig.**), so it is fine to tell me to look there.

Other questions will require new expenditures of brain power.

- I. Cover Page
 - a. Name: Association of Community Organizations for Reform Now (ACORN)
 - b. Sector: Civic Engagement
 - c. Point of Contact: Steven Kest, 718-whatever, skest@acorn.org, 2-4 Nevins, Brooklyn, NY whatever

- II. Mission, Goals and Activities
 - a. ACORN Mission
 - b. Key Goals
 - i. Program
 - 1. Presidential and Congressional Accountability on Key Progressive Issues
 - a. Health Care
 - b. Housing/Foreclosures
 - c. Immigration Reform
 - d. Poverty Reduction
 - 2. Using Electoral Process To Push Progressive Agenda
 - a. 2010 Congressional Elections – Key Districts
 - b. 2010 Leg Elections In Anticipation of Redistricting
 - i. Key States
 - ii. Key Districts
 - 3. WHAT ELSE?
 - ii. Organizational Capacity
 - 1. Refinement of staff recruiting and training program, add words about political organizers trained and sophisticated.
 - 2. Implementation of new program of Board trainings and reorganization of Board committee structure
 - 3. Membership growth – increasing reach of organization, membership density within existing geographies.
 - 4. more sophisticated database/email/communications department (separate)and systems
 - iii. Finance
 - 1. SUGGESTED – i don't know... surviving the current cash crunch? Joking. Mostly.
 - 2. SUGGESTED – outside review of financial systems in light of new needs b/c of exponential growth
 - 3. SUGGESTED – strengthening financial systems
 - 4. SUGGESTED – expanded efforts on internal fundraising
 - 5. small donor pool, member canvass operations
 - 6. expanded development department
 - a. More and better folks, experienced senior staff
 - iv. Collaboration
 - 1. Work with HCAN
 - 2. Work with Half In Ten/CAP
 - 3. Work with WAAA
 - 4. America Votes

- 5. Catalist
- 6. CAP
- v. Measuring Activities And Impact
 - 1. contacts with electeds and policy makers, public officials, corporate leader
 - 2. growth in media hits
 - 3. media impressions
 - 4. forums, meetings, rallies, public actions
 - 5. staffing stuff, hiring and firing
 - 6. cci expansion and review,
 - 7. canvass growth
 - 8. small donor development
- vi. Metrics and Benchmarks
 - 1. members, membership growth, training
 - 2. THIS IS WHERE THE NUMBERS COME IN. PAST “METRICS” INCLUDE: MEMBERSHIP GROWTH, OFFICE EXPANSION, LEADERS TRAINED, ORGANIZERS TRAINED AND PROMOTED, MEETINGS WITH ELECTEDS, RALLIES, PRESS EVENTS, STUDY RELEASES, PRESSURE CAMPAIGNS, ETC. HOW SPECIFIC DO WE WANT TO GET?
- c. How Will Goals Be Influenced By New Administration
 - i. I THINK WE SAY THAT PROGRAMMATIC GOALS STAY THE SAME, BUT THE STRATEGIES AND TACTICS ARE INFLUENCED BY POLITICAL REALITIES, A BIG ONE OF WHICH IS THE ADMINISTRATION, ESP FOR FEDERALLY-ORIENTED ACCOUNTABILITY CAMPAIGNS. THOUGHTS?
- d. Principle Programs/Activities For 2009/2010
 - i. Basic Community Organizing
 - ii. Basic Electoral Participation (DO WE MENTION APALs? I DON'T WANT TO.) DIMINSIHIGN OF PAID PROGRAMS WITH LESS FUNDING OF VR IN NEXT TWO YEARS. CALL WITH CLARE ON WHAT WE WANT TO SAY HERE.
 - iii. Issue-Based Campaigns (Outlined above) ENGAGING MEMBERS
 - iv. These are the same activities we've done since day one.
- e. How Are These Activities/Programs Related to Priorities Stated Above
 - i. I BELIEVE THEY MEAN THEIR FUNDING PRIORITIES IN CIVIC ENGAGEMENT. I'VE INCLUDED A ROBUST LIST AT THE END OF THIS OUTLINE, BUT HERE ARE THE CATEGORIES:
 - 1. Tools
 - 2. Collaborations
 - 3. Key Constituencies
 - 4. Structural Reform
 - 5. Local and State-Based Organizing
- f. Principle Constituencies

- i. low- and moderate-income
- ii. people of color
- iii. urban
- iv. OTHERS?
- g. Collaboration Plans With Other Orgs
 - i. Rehash the stuff from above.

III. Governance/Management – THIS WHOLE SECTION SHOULD BE A STEVE K/ZAP PRODUCTION

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- b. Please describe how decision-making processes are structured to include the Board, Executive Director, and members or constituents, where applicable.
- c. Please list your organization’s senior leadership and development staff (both in- house and consultant), their backgrounds, and the length of their service in the organization.

IV. Technology, Innovation, and Communications

- a. Overall Communication and Tech Plans
 - i. Experimenting with large list of e-mails and text opt-ins for text, use first for November and then two years to hone.
 - ii. expanding tech staff
 - iii. ASK CHARLES FOR IDEAS ON THIS/WRITE THIS SECTIONS.
 - iv. CALL CENTER IN NOLA – MANAGED BY FIELD
- b. New Communications and Tech Capacity Building Plans – DO WE HAVE SUCH THINGS?
- c. New Tech Tools
 - i. Salsa
 - ii. Text Messaging
 - iii. Provo Members from VR and other Canvasses
 - 1. Communications Strategy
 - 2. Mobilization Strategy
 - 3. Integration of two tools above into work with provo members and “traditional” members
 - iv. SALESFORCE? I DON’T KNOW WHAT’S GOING ON WITH THAT, IF ANYTHING - BRENNAN

V. Finances And Fundraising

- a. Budget Narrative
 - i. Expected budget for each year – WHO CAN HELP ME FIGURE THIS OUT?
 - ii. Relationship between budget and programmatic goals
 - 1. I THINK THIS IS WHERE WE TALK ABOUT HOW WE INVEST IN ORGANIZERS TO CARRY OUT THE WORK AND HOW MEMBERS DO A LOT OF THINGS. WE

PROBABLY ALSO NOTE THAT SOME ELECTORAL PLANS ARE CONTINGENT UPON SPECIFIC ELECTORAL FUNDING. THOUGHTS ON FRAMING ARE GREATLY APPRECIATED. KW: ANTICIPATED BUDGET IS PROBABLY INSUFFICIENT TO MEET PROGRAM GOALS AND TAKE ADVANTAGE OF OPPS TO WIN THINGS IN CAMPAIGNS. MORE RESOURCES = GREATER EXPASION AND MORE OPPORTUNITIES TO PASS GOOD POLICY, BUILDING MORE CAPACITY FOR FUTURE ELECTIONS AND ISSUE CAMPAIGNS.

2. \$1 MILL BEEFING UP COMMUNICATIONS SPENT A, B, C, D
 3. BULK GOES TO ORG AND CAPACITY BUILDING = INCREASED HUMAN CAPACITY AND IMPACT ON CAMPAIGNS AND PUBLIC POLICY GOALS.
 4. NEXT TWO YEARS IS GOOD TIME FOR MARGINAL SPENDING TO HAVE EXPONENTIAL PUBLIC POLICY IMPACT. TAKE FULL ADVANTAGE OF THIS HISTORIC OPPORTUNITY.
- b. Fundraising and Revenue Generating Strategy
- i. Emphasis on internal fundraising
 1. Canvass
 2. Fairs
 3. Banquets
 4. Adbooks
 5. SMALL DONOR STUFF
 - ii. Membership dues and importance of
 - iii. External fundraising
 1. Grants
 2. MARKETING AND OUTREACH SERVICES NEIGHBWORKS, EITC TYPE STUFF (ATABC), LENDING OUTREACH, ETC. LOOKING FOR NEW OPPS TO DO THE SAME THING FOR 2009 2010, LEVERGES CORE COMPETENCIES AND COVERS BIGGESTS EXPSNESE.
- c. Do We Have Cash Reserve/Endowment
- i. Hahahahahahaha!
 - ii. Nope
 - iii. Nyet
 - iv. Nein
- d. What Strategies Will We Use To Sustain Work We Take On If DA Funding Decreases Over Time?
- i. Reiterate commitment to internal fundraising
 - ii. If electoral work, we would probably scale back according to available resources
 - iii. OTHER IDEAS ABOUT THIS REPSONSE – DA FUNDING HELPS CREATE A CAPACITY ON STRENGTHING INTERNAL

SYSTEMS AND IF WE ARE SMART AND LUCKY THIS CAN HELP US DEAL WITH.

VI. Appendix

- a. Current Board List – Steve K.
- b. Organizational Chart – Steve K.
- c. Strategic Plan – (only if available)
- d. Financial Template – WHO DO WE GIVE THIS TO?
- e. Diversity Worksheet – WHO GETS TO FILL THIS OUT?
- f. Audited Financial Statements From The Two Previous Years (2007 and 2006) – If available. I'M ASSUMING THAT 2004-05 IS AS CLOSE AS WE GET HERE, BUT IF WE HAVE MORE RECENT THAT WOULD BE GREAT.

Civic Engagement Funding Priorities (For IIe above)

Tools: The best electronic tools available to facilitate organizing. This includes an enhanced voter file as well as online organizing tools and services.

- **Collaboration:** Achieving efficiency and effectiveness in voter mobilization work through collaboration and coordination of the players in civic engagement in strategic geographic areas.
- **Key Constituencies:** Key constituencies- this includes groups or tables that are focused on building power through indigenous leadership/community organizing capacity connected to electoral and issue advocacy work, among progressive and rising progressive audiences: in particular Latinos and young people, and also including African Americans and unmarried women.
- **Reform:** Working toward transformative structural reforms of our democratic process that will increase voter participation among progressive constituencies.
- **Local and state-based organizing:** Developing local leadership and building an indigenous progressive local infrastructure. This could include the training and development of community organizers, both through training programs and social change work around a specific issue.