
SAMPLE CASE STATEMENTS

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1. OVERVIEW / WHAT TO INCLUDE IN A CASE STATEMENT

A 'Case Statement' is a document that provides basic information about an organization, program or ministry. It summarizes what the unmet need in the community is, outlines the solution being offered as well as why the organization is most aptly suited to fill that need. In addition to presenting the facts, a case statement should also tug on the heart strings of the reader (as many times donors seek facts in order to support an emotional decision to give). A single story about a life that has been changed as a result of the program can be very impactful in conveying the core essence of a program.

SHARING YOUR STORY - AND MORE! (OR WHAT IS A CASE STATEMENT?)

Harold J Seymour, noted fund-raising pioneer, said: "The case statement is the definitive piece of the whole campaign. It tells all that needs to be told, answers all the important questions, reviews the arguments for support, explains the proposed plan for raising the money, and shows how gifts may be made, and who the people are who vouch for the project, **and** who will give it leadership and direction." That's a lot for one document to do.

The Case Statement is a single document that outlines who the agency is, why it's important, what it does, how much it will cost and how people can help. In some ways it attempts to crystallize the essence of your organization. It also invites people to engage in the mission of the organization.

While the document is certainly an important component of your major gifts program, more important is the process of developing the ideas, concepts and goals of the organization. It's a great opportunity for the key stakeholders in your organization to revisit your shared vision of what the agency is and what it will become.

Here are a few uses of a case statement:

Builds consensus. First, when key stakeholders are engaged in the process, the development of the case helps to build consensus within the organization.

Source materials for other pieces. It can also be used as a source for all campaign materials – and perhaps for your annual campaign as well.

Feasibility Study. Before embarking on a major campaign, many organizations chose to complete a feasibility study to make sure that the project – and amount – is palatable to persons with the propensity to make large gifts. A case statement is used to convey information about the potential campaign to potential supporters.

Conveys organizational credibility. The case statement allows the organization to include information about why they are best suited to address the cause.

Inspirational. And finally, it is essential in providing inspiration to donors who may want to give a major gift to your organization.

WHY DON'T THEY CARE?

I remember thinking, 'why don't they care?' as I was working towards my social work degree. My classmates would come back from their internships and share about people living in poverty, in houses with gaping holes in the roof, ceiling and floor. Learning tips from those who had been in the field a long time. Things like: make sure you go early in the day before the trouble makers wake up. Avoid sitting on anything with cushions (to avoid lice and bugs). If you must sit on a cushion, sit as far forward as possible.

And all around me there were people who seemed to just not care. Have you ever gotten frustrated because others just don't seem to care about the work you are doing?

Let me help you with a little tip: it's not that they don't care. It's more typical that they just don't know. And here's a bonus tip: you can educate them – in fact, it's your job to educate them.

Not in a way that's abrasive or condescending. Not by accusing or yelling or thinking less of them. But, by simply sharing your story in a way that helps them catch up.

As part of your 'case statement' you should include some information about the community needs that are being addressed as a result of your work. This will include some background information about how the issue started becoming a concern, what impact it is having in your community and statistics to back up what you've said. This helps build you and your organization as the experts and it provides back-up information to help educate people who do not have personal experience with the issue you address. In addition, this provides information for your advocates to share and should help simplify your messaging.

Here's an overview of what your case statement should include:

- 1) Needs Statement – talk about the needs of the community you're serving (this is NOT about your organization)
- 2) Program Information – share about how will your program address the needs outlined in the first section and how will it operate
- 3) Agency Information – provide information about why your organization is best suited to address this issue (this could be expertise that the organization has or the leadership of the organization has)
- 4) Cost – provide an overview of what it will cost to implement this program

THE NEED

1. What challenges in the community necessitate the services the organization provides?
2. How many people/families are impacted?

3. Has the need increased recently that necessitates increased funding?
4. Is there a financial cost to the community associated? If so, what is it? (Note – this applies to financial costs that would be incurred by the community if the services were not available – not the financial cost of this program.)

THE PROGRAM

5. What services will be provided by the organization that will address the need outlined in the previous section?
6. What does the program look like (ie what is the staffing level, how many people can be served, what impact does it have on the need addressed in the first section, how many volunteers are there)?

THE AGENCY

7. What is the history of the organization? How did it get started? Who was involved? How has the agency grown over the years?
8. What is the overall agency budget? Where do the revenues come from? How is the funding spent (program vs. fundraising vs. administration)?

Income	2013		2014		2015	
	Amount	Giving Units	Amount	Giving Units	Amount	Giving Units
Individuals						
Direct Mail						
Major Donor						
Other						
Businesses						
Foundations						
Government						
Special Events						

Program Fees						
Other (please specify):						

Expenses	2013	2014	2015
Administrative Costs			
Fundraising Costs			
Program Costs (please indicate program in space below)			

9. How will additional funding through this campaign be used?

10. What are the best kept secrets of your organization?

11. Where do you see your organization in five years?

2. A NEW EMERGENCY SHELTER FOR THE HOMELESS

INTRODUCTION

Dirty from the streets, burdened with past hurts, hungry from lack of food, thirty people came for dinner at a small building on Fourth Street. It was 1991, and the beginning of Agency's work as a soup kitchen. A local attorney donated the space and the Food Foundation provided seed money to buy a stove, cookware, and food. Stepping up its outreach to poor and needy men, women and children in 1994, Agency introduced a food pantry, instituted a drop-in center, and began offering social service referrals.

The spirit of community and a positive attitude characterize Agency. Our mission is to minister to the spiritual, emotional and physical needs of people throughout our community: feeding the hungry, clothing the naked, and ministering to broken lives offering them an opportunity to transform their lives.

Agency's programs and services include:

- **Soup Kitchen** - Our soup kitchen provides an evening meal five days a week and a breakfast Friday morning. In 2005, over 45,000 meals were served.
- **Food Pantry** - Agency operates a food pantry where families and individuals may come once a week to receive a bag of groceries, which should last three to four days. In 2005, 12,000 bags of food were distributed serving an estimated 30,000 people.
- **Food Bank** - Agency operates a food bank that collects food from several food distributors and provides it to food pantries across the state at no charge. Our food bank serves four Counties.
- **Thanksgiving Turkey Drive** - We distribute thousands of turkeys and more than 5,230 food baskets that families, individuals, and community organizations donate. The food is given to families unable to provide their own Thanksgiving meal.
- **Christmas Dinner** – The holidays are some of the toughest times for people who are alone. We provide a traditional meal and gifts to 1,100 adults and children each Christmas.
- **ABC House** – This transitional care program addresses substance abuse issues in a safe environment. Participants stay from 180 days to two years and receive on-site counseling, life skills training, job search assistance, transportation, and assistance with healthcare expenses.
- **Emergency Services Program** – In March 2007, Agency will open its new Emergency Services Program to poor and homeless men in our community. Individuals will receive food, safe shelter, clothing and referrals to community resources as needed.

NEED STATEMENT

The primary objectives of Agency's Emergency Services Program are to:

1. Provide emergency food and safe shelter for homeless men in our community.
2. Provide an environment in which to evaluate men for entrance into Agency's programs.

3. Provide homeless men with clothing, hygiene products, and referrals to other community resources as needed.
4. Provide employment advice and guidance.

Agency's Emergency Services Program will serve poor and homeless men, ages 18 and older, in our community. Agency anticipates that most of these individuals will be unemployed and struggling with some form of alcohol and/or substance abuse. Statistics specific to Agency's service area are as follow:

- ◆ Unemployment – In September 2005, there were 3,300 unemployed individuals in our community.
- ◆ Poverty – In 2000, 16.6% of the population of the County lived under the poverty level.
- ◆ At-Risk of Homelessness – A 1996 study found that there were a number of similarities between people who were homeless and people who were "near homeless." Based on those indicators (incomes under \$6,000, high school degrees or less, living at their current address for less than 6 months), it was estimated that over 60,000 individuals in the state were at-risk of becoming homeless.

Community and volunteer involvement

Agency's backbone is an army of volunteers that come every day to cook, clean, serve meals and hand out groceries. In 2005, over 25,000 volunteer hours were given. Volunteers are an essential part of every program at Agency, and the community is an important factor in the sustainability of the organization.

Volunteers serve Agency in many areas, including: meal preparation and serving; clean-up and maintenance; chapel services; prayer support; transportation; education and tutoring; child care; special events and holidays; office help; financial donations; medical, dental and legal services; food and clothing drives; yard work and landscaping; and mentoring; and painting and remodeling.

Some of our volunteer partners in the community include:

- ▶ **Legal Volunteers:** Through a partnership agreement with Legal Volunteers, volunteer attorneys come on-site once per week for an hour and a half to help clients with various legal issues.
- ▶ **Credit Union** provides on-site personnel to assist clients in preparing income tax return documentation.
- ▶ **Volunteers of America** help clients develop basic reading skills, which is integral to being able to obtain a livable wage job.

Organization's qualifications to carry out the project

Agency's service programs focus on *preventing* homelessness versus sheltering the homeless. Whether an individual has just lost a job, or a family is living below poverty level, or an addiction is consuming every resource, Agency's wide breadth of services and continuum of care approach helps an individual or family from falling through the cracks. Over the past 13 years, Agency's leadership has had the opportunity to study what processes have worked well and which processes can be improved.

Since 1991, Agency Ministries has reached out to the needy in the State by:

- Serving over 780,000 meals and 290,000 families receiving emergency food.
- Supplying 150 tons of food to other food pantries.
- Distributing gifts to 140,000 men, women and children on Christmas Day.
- Supplying 12,000 families with fuel, with each family receiving an average of 50 gallons of gas

Other accomplishments include:

- Agency has sent 210 children to daycare in eight years.
- Agency's medical clinic has helped 780 patients in its year and a half of service.
- Just a month after opening, Agency's out-patient counseling clinic already has 68 regular patients.
- In its year and a half, Agency's long-term recovery program for homeless men and women addicted to drugs/alcohol has:
 - Served 49 residents.
 - 12 have graduated from the program.
 - Two graduates are working full time one graduate is finishing school.
 - Five program residents are working full or part time with no substance abuse.
 - This program has received 16 men and women referred from the Correctional Dept.

How the project will be evaluated

Each individual will be registered by name and social security number or other official document. Individuals wanting more than a few nights at the emergency shelter must agree to Agency's program rules. Daily work assignments will be given and evaluated by staff. Individuals actively engaged in job searches will also be monitored and guided by staff. The Executive Director of Agency will receive monthly reports for evaluation and discussion during staff meetings.

Upon admission, individuals will be evaluated to determine if they are candidates for Agency's long-term, in-house substance abuse recovery program or for Agency's intensive outpatient counseling program. Daily records will be kept for meals served, nights of lodging and types of referrals given.

3. RURAL TOWN MINISTRIES

In the hour after the school bell rings, millions of children and teens are turned out onto the streets with neither constructive activities nor adult supervision. Every day in America, 24 million school-age youth are in need of after-school programs, and an estimated 5 million youth are without any adult supervision during out-of-school time. Most of today's children and youth will spend more time in child care and after-school programs than in formal education.

The need for quality after-school programs has never been greater. Rural Town Ministries is committed to meeting the critical need for quality child care in Rural Town, Florida through its **After-School/Summer Outreach Program**. Rural Town Ministries (Rural Town) is a non-denominational, multi-cultural ministry whose mission is to reach out to the community by offering supportive programs for families, youth and children in Rural Town, FL.

The After-School/Summer Outreach Program (After-School Program) provides a safe, loving and structured environment for children ages 5 to 13 to grow socially and academically. The After-School Program offers a positive and educational after-school alternative for underprivileged children and youth who desperately need encouragement and guidance. The program is offered free of charge and run by caring, dedicated volunteers.

The goal of the **After-School Program** is to keep children safe and out of trouble, to help them learn to get along with others and to succeed in school and in life. Most of the children who attend Rural Town's After-School Program are from single-parent households with a working parent, relative or guardian. The children live in the surrounding neighborhoods of Rural Town, FL, where 30.1% of the population lives below the poverty level.

Children attending Rural Town's After-School Program participate in art projects and physical activities, complete standardized practice test curriculum, and receive academic tutoring. Providing a nutritious snack and healthy evening meal is an important part of the program. According to the National Association for the Education of Young Children, approximately 4 million children under age 12 go hungry each day. Research demonstrates that children who lack adequate nutrition are more likely to have health problems and to have difficulty in school.

Florida's high school completion rate is low at 59%. Only two states (Georgia and Nevada) have lower completion rates (The Manhattan Institute for Policy Research - November 2001 Civic Report). Thus, it is the goal of Rural Town Ministries' After-School Program to strengthen children's academic performance, beginning at the elementary level and continuing through high school. Research has shown that students' regular school-day attendance improved once they began participating in an after-school program, leading to higher academic achievement on standardized tests of math, reading and language arts. Children in after-school programs also made significant improvements socially.

Rural Town Ministries would welcome your partnership in helping us offer this important after-school program for at-risk children and youth. Your support will help us provide:

- healthy snacks and meals,
- computers for learning,
- transportation for field trips,

- books and educational resources, etc.

STATEMENT OF NEED

Rural Town Ministries serves students from the regional area, predominantly from the low-income area immediately surrounding Rural Town. Specific issues facing children growing up in low-income areas include hunger, engaging in criminal or other risky behavior, and exhibiting poor social skills that will limit the child's ability to succeed in life.

POPULATION SERVED

The majority of the 32 children who are currently registered to attend Rural Town's After-School Program come from single-parent homes, or homes where they are taken care of by a working relative or guardian.

Being unsupervised after school is substantially more likely to result in behavior problems for low-income children than for those from middle-income families (*Young Children*, November 1999). Conversely, the families least likely to be able to access after-school programs are low- and moderate-income working families, especially those living in low-income neighborhoods (The David and Lucile Packard Foundation, 1999, "When School Is Out: Analysis and Recommendations). These are often the neighborhoods where crime is highest. The After-School Program specifically targets children from low-income working families.

The children who attend our After-School Program live in Rural Town, Florida and the surrounding area, where 30.1% of the population lives below the poverty level and over 60.3% are not in the labor force. The population is ethnically diverse: 32.5% are African American, 65.3% are White, and 2.3% are Hispanic. The remaining are multicultural (two or more races) or other (Census 2000). Another report by The Manhattan Institute for Policy Research (November 2001 Civic Report) indicates that only two states (Georgia and Nevada) have lower high school completion rates than Florida.

HUNGER

According to the National Association for the Education of Young Children, roughly 4 million children under age twelve go hungry each day. Research demonstrates that children who lack adequate nutrition are more likely to have health problems and to have difficulty in school. A long time passes between lunch and suppertime, leaving many children hungry when they arrive at Rural Town's After-School Program. Hungry children cannot benefit as fully from physical and educational activities.

After-school snacks help children receive the nutrition they need to learn, play and grow. The snacks also help attract children to participate in supervised activities that are safe, fun and filled with learning opportunities.

Suppers are increasingly important to the children we serve because more and more children are spending longer hours in our After-School Program while their parents are working. The children then require more sustenance than the snack provides to sustain them throughout the afternoon and early evening. The food we provide has become a significant part of our budget. We rely on cash donations to purchase the food and snacks as well as in-kind donations from local food retailers, businesses, churches etc.

Our After-School Program provides a loving, safe haven where volunteers, retired teachers and peer graduates from the program are available to offer structured recreational and educational experiences. In addition, the students are served a healthy snack and evening meal each day, which are important to their nutritional and developmental needs. The steady provision of nutritious meals throughout the week helps their disposition for learning during school.

CHILDREN AT-RISK: CRIME AND RISKY BEHAVIOR

According to www.fightcrime.org, the after-school hours of 3 p.m. to 6 p.m. are when experts believe kids are most likely to:

- Become victims of violent crime.
- Be killed by household accidents or other accidents.
- Get hooked on cigarettes.
- Experiment with other dangerous drugs.
- Engage in sexual intercourse and girls are most likely to become pregnant.
- Get hooked on video games that too often provide training for violent behavior.

Being unsupervised after school puts kids at greater risk of truancy, poor grades, mental depression and substance abuse (Pediatrics, July 1993). The more hours young people spend on their own and the earlier the age at which they begin doing so, the greater the risk (Society for Research in Child Development). For example, sixth graders who had been frequently unsupervised after school during the first through third grades were socially less competent and had lower grades than a comparison group (Merrill-Palmer Quarterly, "Patterns of After-School Care in Middle Childhood: Risk Factors and Developmental Outcomes").

Children from unstable homes are more likely to go down a destructive path such as alcohol abuse, crime, etc. However, research has shown that after-school programs greatly reduce the prospect of children and teens becoming involved in behaviors that can negatively influence and potentially ruin their lives as well as the lives of others. Studies now show that after-school programs can:

- Reduce juvenile crime and violence.
- Reduce drug use and addiction.
- Cut other risky behavior like smoking and alcohol abuse.
- Reduce teen sex and teen pregnancies.
- Boost school success and high school graduation.

Two new studies by *UCLA's National Center for Research on Evaluation, Standards and Student Testing* found that after-school programs improve graduation rates and academic achievement. And if a quality after-school program can help youth stay out of trouble, chances are good that they will stay out of serious trouble the rest of their lives. Thus, after-school programs ultimately reduce not only juvenile crime but adult crime as well.

The After-School Program provides a structured environment for children, the majority of whom come from unstable homes. As noted in the research above, this structure can reduce the risk of engaging in criminal and other risky behaviors.

POOR SOCIAL SKILLS

Research has shown that poor social skills (i.e., poor interpersonal skills and low self-esteem) are common characteristics of juvenile offenders (1993 Spring issue, Journal of Extension). Arthur McLin, of Arkansas State University, conducted a study that shows that “many juvenile offenders grow up with below average interpersonal skills for dealing with others in a socially appropriate manner.”

Interpersonal skills are linked to emotional stability. Juvenile probation agencies in California, Illinois, Montana, and Wisconsin rank emotional stability very high (#2) on their list of needs juveniles have that could potentially keep them out of the criminal justice system.

Children, especially adolescents, crave excitement and activities with their peers. If they cannot find it in programs organized by responsible adults, they become far more likely to find it in gangs and other dangerous associations. In many neighborhoods, children without after-school safe havens are easy prey (1995 William T. Grant Foundation Annual Report).

After-school programs have helped low-income children develop social skills and learn to get along with their peers, attributes which are strongly associated with school achievement, adult success, and reduced risk of delinquency and crime (Society for Research in Child Development). Quality after-school programs provide not only immediate reductions in crime, but also positive experiences which have a significant and lasting impact on the attitudes, values and skills of participating children.

PROJECT DESCRIPTION

The **After-School Program** currently has 32 at-risk students registered. These students are recommended by counselors, teachers and school principals from the community. In addition, 40-50 students are served during the summer sessions. The primary focus of the After-School Program is to provide a quality extended after-school and summer program in a safe and nurturing environment at no charge to the at-risk student population. The program is offered to all students and their families, regardless of race and/or creed. Twenty-seven out of the 32 registered children are from the community and are not church members. The children come from the following schools: Rural Town Middle School, North County Intermediate School and North County Primary School.

The After-School program runs from 3-6 p.m. daily, Monday through Thursday, although volunteers often stay later with children whose parents/caregivers are late leaving work. Activities include arts and crafts, physical education activities, and academic tutoring. Children participate in spelling games, word searches and other educational activities that are designed to help them learn in an exciting and fun way.

The After-School Program also provides students with homework assistance and character-building sessions in small and large group settings, as well as one-on-one sessions. Each session aids in social and emotional development. For large group sessions, the children are divided as follows: Kindergarten through 1st grade; 2nd through 3rd grade; 4th through 5th grade; and 6th through 8th grade.

Group Sessions Build Social Development

Group settings teach the children acceptable behaviors and manners and to respect their peers and mentors. The group sessions are divided according to grade levels and allow for time to share and discuss problems, ideas and issues.

Individual Time with Mentors Build Trust

Individual time allows the child to develop a bond with the mentor and provides the child with an opportunity to develop trust with an adult. Students win with improved academic success and reduced at-risk behavior. The mentors receive the benefit of knowing that they've made a difference in the life of a child.

The After-School Program also hosts movie night once a month. Movie night is held every fourth Tuesday night from 6:30 to 8:30 p.m. and provides a fun, safe weekend alternative for children and youth.

The summer program, which runs during the month of June each year, has two daily sessions: 9a.m.-noon and 1-4 p.m. Enrollment generally runs between 40 and 50 students. This past summer there was a special emphasis placed on: reading; abstinence; non-use of alcohol, tobacco and drugs; nutrition; and exercise.

Students enrolled in the summer program have the opportunity to go on four field trips for educational purposes. In addition, fun incentive trips are offered for children who exceed in the program.

The After-School Program strives to help children develop appropriate social skills. Moral development through understanding everyday manners will have a lasting impact upon the children who participate in this program, as well as have a ripple effect in the surrounding community. From eye contact to a basic handshake to appropriate manners at a dinner or job interview, proper manners are a necessity in life. Children in our program receive daily lessons that help teach good manners and help them develop good social skills.

The After-School Program directly impacts our neighbors in the City of Rural Town and the surrounding neighborhoods in the county by providing programs specifically geared to meet the needs of at-risk children, the majority of whom live in single-parent homes. Children have an opportunity to learn vital life skills that will offer them an opportunity to transcend their circumstances.

Through the loving guidance of Christian mentors, each child will learn that he or she is uniquely blessed and has a valuable skill or talent to contribute to society. Given the economic statistics of the neighborhoods where most of our children live, acquiring these basic life skills will have a positive effect on the immediate and specific local neighborhood. Our students will have an opportunity to learn the necessary skills to make transforming changes in their own lives and neighborhoods.

The Community College Reach Out Program and Rural Town Ministries are in the process of forming a collaborative partnership for the After-School Program. The college has donated a math study portion of the FCAT to help students prepare for this test. In addition, students from the college will be volunteering as tutors at Rural Town Ministries.

EVALUATION AND EVIDENCE OF SUCCESS

The After-School Outreach Program enables us to link students to mentors and open doors for community service to inner-city youth. The After-School Program has made the students more responsive to educational exploration. Since opening in 2005, the After-School Program has helped 29 inner-city students improve their academic grades, learn respect (both for self and others), self-control, temperance, increase their reading ability, and learn about nutrition, good health, and exercise.

Specifically, success will be measured by the following:

- * Progress checks on a weekly basis with before and after support documents
- * Conferences with parents for feedback and input with a support document
- * Student interviews for feedback and input with a support document

ABOUT RURAL TOWN MINISTRIES

Rural Town Ministries is a non-denominational, multi-cultural ministry whose mission as a church is to reach out into the community offering supportive programs for families, youth and children in Rural Town, FL. Rural Town Ministries, formerly Church of The Living God, incorporated under its new name in 2003 and currently has a congregation of 200 individuals. The original church was founded in 1970, and the new name reflects our broad outreach to serve the community and surrounding areas.

COMMUNITY OUTREACH PROGRAMS

1. Rural Town Ministries offers several programs to the community for all age groups.
2. A teen program is offered every Tuesday evening to all teenagers and helps teach them to express themselves in a positive way. Special instruction is given in the areas of public speaking, planning, self-esteem enhancement, character, dealing with peer pressure and creating steps to achieving their goals.
3. A children's program is offered one night a week throughout the year to children and helps teach them to express themselves in a positive way. Special instruction is given in the areas of public speaking, planning, self-esteem enhancement, character, dealing with peer pressure and creating steps to achieving their goals.
4. GED Classes are offered on-site by a staff member from the Community college on a weekly basis (the average age for GED students is 20).
5. Food Bank and Clothing Assistance provides over 150 food baskets each month to hungry families, as well as during Thanksgiving and Christmas holidays. Private individuals and businesses in the community take part in contributing food items to families in need. Each year the number of food boxes distributed to families increases. In 2005, we averaged 150 food baskets per month and distributed 240 food boxes to needy families during Thanksgiving and Christmas.
6. Housing and Utilities Assistance is provided to families on an emergency basis with a six-month-to-re-apply provision.
7. Youth Explosion is a special program for children and youth to help them discover their unique talent and to encourage them to live life successfully by making positive choices. The events are conducted in the Spring and Fall at the Park in Rural Town. The purpose of Youth Explosion is to reach youth through an exciting event and to show them that life can be fun and enjoyed in positive ways. Parents are also an important part of the event as it focuses on family values and helping parents be good role models for the youth. Live entertainment, Christian rappers, and other performers ignite the stage with music, dance and a Bible-based message. Free barbeque chicken, hot dogs and soft drinks are served.
8. The After-School Program was created from a critical need arising from concerned community citizens. We now provide this program to 25 children ages 5 to 13.

9. Pre-Marriage and Marriage Counseling and Workshops Pre-marriage counseling and workshops are offered to prevent the need for marriage counseling later, and to strengthen and empower the family unit as well as the marriage.
10. Transient Ministries provides food and other needed supplies to the homeless traveling alongside I-75.
11. Entrepreneurs Ministry reaches out to small business leaders to support them in their business and provide Biblically based guidance.

COMMUNITY COLLABORATIONS

Our Food Bank program operates three days per month and involves the participation of hundreds of volunteers and many local businesses, such as Hungry Howie's and a local car dealership. Volunteers give approximately 2,304 hours each year in support of the Food Bank. Examples of food items donated to give to families includes fruit, vegetables, juice, and milk.

The City Of Rural Town enthusiastically supports our Youth Explosion event that has been held annually in the Park. Following the past year's success of 500 youth participating in each of these two events, the City of Rural Town has requested that we conduct three Youth Explosion events. McDonalds, Burger King, Wendy's and Winn-Dixie are among the many contributors to this successful annual event.

FUNDRAISING AND SUSTAINABILITY

One-hundred percent of the funding to operate the After-School Program is raised from private contributions. Our funding is entirely dependant on the community individuals and businesses who support the After-School Program. This is the first time Rural Town Ministries has reached out to private foundations whose purpose matches our goals to have a positive impact on youth and children. The Rural Town staff and Advisory Council of the After-School Program will conduct several fundraisers throughout the year to raise awareness and support for operating the program. In addition, Pastor Tony Jones and other leaders from Rural Town Ministries will conduct public speaking presentations to local businesses and neighborhood groups who are looking to support important projects in the community.

BUDGET

Itemized below is the annual budget for the 2005-06 After-School Program at Rural Town Ministries. Included in the line item "Program Expense" are the costs associated with purchasing 15 computers for the After-School Program to help students with academic programs in math, reading and comprehension. The grant awarded by the <<Foundation>> will be applied to these expenses along with the meal program received by the children during their participation.

INCOME

Individual Contributions	\$14,612
Corporations	\$ 5,000

Foundations	<u>\$35,520</u>
TOTAL	\$55,132

EXPENSES

Payroll	\$18,000
Benefits (24%)	\$ 4,320
Rent	\$ 12
Utilities	\$ 4,800
Phone	\$ 1,200
Insurance	\$ 3,500
Office Supplies	\$ 6,000
Technology (licenses and software)	\$ 2,000
Food/snacks	\$ 4,800
Transportation	\$ 2,000
Incentives (special trips and rewards for good behavior)	\$ 1,500
Books	\$ 1,000
Field Trips/Activities (4 trips plus costs of activities requiring special materials)	<u>\$ 6,000</u>

SUBTOTAL	\$55,132
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Additional Capital Items Needed to support the After-School Program:

15 Computers	\$ 3,500
1 – 20-Passenger Bus	\$35,000
TOTAL	\$ 93,632

4. ABC INNER CITY MINISTRIES, INC.

At a fundamental level ABC Ministries is addressing the pervasive hopelessness which maligns our community and countless urban communities across our country. This hopelessness gives rise to a seemingly endless cycle of poverty, the effect of which evidences itself in drug exploitation and usage, poorly educated residents, sexual irresponsibility, crime in its various forms and, ultimately, death. ABC Ministries takes this commodity of hope in its intangible form and transforms it into tangible expressions like tutoring and mentoring programs, recreation, healthy meals for children and providing a values based private school education for children who would ordinarily be unable to afford it.

Throughout our entire organization rests a firm conviction that the strategy which will yield the greatest return on the fiscal, human resource and spiritual investment is providing a high quality value based education for children from impoverished families. This includes the necessity to assist parents in modeling the value of education for their children.

Anticipation is building for a vital renovation project for our facilities. This \$200,000 project will update and enhance our educational facilities. This does not include retrofitting the cafeteria with \$70,000 of new kitchen equipment. The facelift for our 19,612 square feet of space has the entire ABC Ministries community beaming with excitement.

Since 1992, ABC Ministries has touched over 20,000 family members per year through our various programs. In our first ten years we served 155,329 hot lunches and 9,817 dinners. This is a total of 165,146 hot meals served to those in need. 42,996 food boxes were distributed, which fed 87,003 individuals within families. Hot meals have been served to over 21,000 children through our Kid's Café program. ABC Ministries has consistently been an excellent steward of its financial resources through the use of volunteer labor. In our first ten years 118,247.75 hours in volunteer service were exercised through ABC Ministries. Over our history, we have rehabilitated over twenty homes providing much needed housing for those who are in need.

This positions ABC Ministries, through its emphasis in administering excellence in urban education models, to give hope in tangible ways. We encourage children to use their God given talents to bring about permanent and positive growth in their families and community. Thank you for your investment in providing tangible hope for brighter futures.

Hear the words of the prophet Isaiah (58:6-12):

⁶ Is not this kind of fasting I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke?

⁷ Is it not to share your food with the hungry and to provide the poor wanderer with shelter – when you see the naked, to clothe him, and not to turn away from your own flesh and blood?

⁸ Then your light will break forth like the dawn, and your healing will quickly appear; your righteousness will go before you, and the glory of the Lord will be your rear guard.

⁹ Then you will call, and the Lord will answer; you will cry for help, and he will say: Here am I. If you do away with the yoke of oppression, with the pointing finger and malicious talk,

¹⁰ and if you spend yourself in behalf of the hungry and satisfy the needs of the oppressed, then your light will rise in the darkness, and your night will become like the noonday.

¹¹ The Lord will guide you always; he will satisfy your needs in a sun-scorched land and will strengthen your frame. You will be like a well-watered garden, like a spring whose waters never fail.

¹² Your people will rebuild the ancient ruins and will raise up the age old foundations; you will be called Repairer of Broken Walls, Restorer of Streets with Dwellings.

It is the prophet's proclamation which gives urgency, inspiration, motivation and justification to the vision, mission, and values of ABC Ministries.

VISION:

Our vision is to raise a generation of people who are spiritually, intellectually, physically and emotionally equipped to use their God-given talents to develop permanent and positive growth in their families and community.

MISSION:

ABC Ministries is a faith-based organization dedicated to revitalizing impoverished communities in Central Florida through programs that empower and enable the economically disadvantaged.

VALUES:

The most important aspect of ABC Ministries is found in our values, or, why we do what we do. These include the belief that (1) mankind was created in the image of God, (2) education is central to change, and (3) trust and accountability must be exhibited.

ASSESSMENT OF NEED

ABC Ministries, a non-profit corporation, is located in the center of the residential area that surrounds a local street notorious for prostitution, drugs and other crime. This neighborhood is characterized by poor housing conditions, dirt roads, open drainage ditches, and a lack of sanitary sewers. The area covers approximately 130 blocks and is located primarily in County. Because it is just a mile and a half from downtown, the area is uniquely urban in its location and social problems.

Poverty and Hopelessness - Nearly 40% of area residents live below poverty level and 56% live in rented homes. The community's average per capita income stands at only \$13,138 compared to the national average of \$31,632 (2003).

High Crime Rate – This area of town has long been a major crime problem for both the City and the County. The surrounding low-income neighborhoods coupled with the declining commercial property and the proliferation of bars and adult entertainment businesses provide an environment which promotes criminal activity ranging from drug trafficking, prostitution, rape and murder. Statistics show that the seven “top” crimes of the City are committed 6-10 times more often in this area.

Drug Use - In 2003, there were 1,331 drug related arrests in the City. While no specific data is available for our target area, it is interesting to note that, this area is the only site in the City that has received funding from the Federal government to fight crime and drug related problems. It is also officially designated as a high crime, high drug abuse site.

Poor School Performance - Elementary Schools in this area have an average of 89% of the student population receiving Federal lunch programs, a poverty indicator. Each of these schools have been rated either D or F by the Department of Education of the State, as noted in the Report Card on Schools. A middle and high school serving this area have both received D ratings.

Family Breakdown - Studies indicate that 80% of children in this neighborhood come from single-parent homes - mostly single mothers. These children are deprived of male influence in their lives. With most single parents struggling for survival, and most grandparents waning in physical strength, these children are mostly unsupervised, unchallenged, and neglected.

EDUCATIONAL MODEL – A SYSTEMS APPROACH

A few years ago, a ninth grader came to the After School program looking for assistance with his homework. After a few minutes of working with him, the tutor realized that he was at about a third grade reading level. Over time, it became apparent that (1) there were many just like him and (2) we would need to try a different approach if we wanted to empower and equip disadvantaged residents.

A new model to impact the community needed to be identified and developed. In the mid-80's a handful of agencies throughout the United States recognized this need for change. These agencies, independently of each other, began comprehensive programs that offered education for child, sibling(s) and parent(s). This model recognizes that (1) education is the only way to make a long-term impact, and (2) family involvement is essential for the success of the child.

EDUCATION

In October 1993, the Boston Globe reported that “low-income children who get a firm, values-based education will be able as adults to break the cycle of poverty in which they are trapped.” The Children’s Trend Data Bank website states that “Young adults who have completed higher levels of education are more likely than those who have not to achieve economic success.”

PARENTAL INVOLVEMENT

Several studies over the past five to ten years have identified parental involvement as key to a child’s learning. The Winter 1998 edition of Education, an article by Jean Houck stated: “Systemic approaches are recognized as the one way to be sure of long-term positive results in dealing with problems of children.” In March 1998, an article in The Elementary School Journal by Peter L. Mangione and Timothy Speth, identified family involvement as the most important component to assure successful transitions for children birth through 8 years of age.

The model that has developed at ABC Ministries has followed this approach, creating an environment of learning and hope, versus an environment of despair and hopelessness. The private Christian school provides a full-day of education focusing on academic excellence. The after school program provides tutoring, mentoring programs, and fun activities for school children, their siblings, and for children from the community. Their passion for learning can be contagious! And finally, a program for parents so that they can be a learning role model for their children, be better advocates for their family, and find employment

that pays a living wage. All three components work together to build stronger communities one child, one family, one community at a time.

PROGRAMS

Private Christian School: Opened in the Fall of 2002, the school's goal is to provide a quality, educational experience for low income children of this target area and other area communities. Student's tuition is partially funded by scholarships (if the families qualify). These funds are administered by a private foundation that was established specifically for this purpose. Instruction is currently offered in all fundamental subjects in grades kindergarten through grade six. This private school is a Biblically based, classical curriculum, Christian day-school. The children participate in daily chapel services and in other appropriate religious activities.

Children's Learning Center: To supplement neighborhood school systems, ABC Ministries provides an after-school program for the youth of this community. Programs offered in the Learning Center are reading and math tutoring, homework assistance, computer lab, mentor program, dance program, and teen volunteer leadership program. Additional programs include sports, arts and crafts, and educational field trips. The ABC Ministries gymnasium provides indoor basketball, volleyball and other activities keeping the children safe from the streets. An adjacent park provides accommodating playground equipment and sports field for appropriate activities. The After School and Mentoring program now assists 150 kids per week.

Summer Day Camp: ABC Ministries provides a learning rich Summer Day Camp program comprised of spiritual service principles, academic review, tutoring workshops, musical productions, service work projects, recreational events and field trips.

Adult Education Program: The Adult Education Program equips the adults of the community with necessary life skills, such as parenting, nutrition, financial management, job and computer skills. Our aim is to help families reach a level of self-sufficiency, where they are no longer dependent on other sources to meet their physical needs.

Kids' Café: Provides a healthy meal for children who otherwise may not be provided for. Studies show a healthy meal enables children to achieve higher in academics, sports, and other activities. Kids' Café is a program affiliated with the Food Bank and is funded jointly with a local foundation.

ABOUT THE ORGANIZATION

When the congregation decided to relocate, they wanted to leave a positive influence in this neighborhood. ABC Ministries opened its doors for ministry in June of 1992 as a compassionate ministry center of the church formerly located here.

The effort started with a program to provide meals for the homeless and low income residents. The feeding program soon developed into a large scale food distribution effort. Donated used clothing was also made available to those having need.

In addition to the food and clothing distribution program, an after school program was developed for area elementary school age children. Eventually the program grew and was expanded by adding a program for middle school and high school kids. In 1995, ABC Ministries opened a gym to provide an after school

recreation program for kids in a safe environment. With time and growth they combined these programs into what is now our After School Youth Education Program and Mentoring Program.

From the beginning, ABC Ministries became involved in a community restoration effort that included the renovation of homes around ABC's location. We accomplished this in cooperation with a bank, a Foundation, and a Neighborhood Improvement Corporation. Through this revitalization program twenty homes received varying degrees of repair or were completely renovated. The ultimate goal of this effort was to assist local families become homeowners.

In April 1998, a daily hot meal program was started, designed specifically for the children of the community. It is operated with the funds and donations of food from several generous sources, including the Food Bank and a local foundation. We serve a hot meal to an average of 35 children per day.

In October 2000, an Adult Education program was added to provide instruction to any and all adults in the areas of basic computer skills, financial management, parenting skills, cooking and nutrition.

In October 1999, the current executive director assumed the leadership of ABC Ministries. The board and staff recognized the need to not only rebuild the physical structures of this area, but to also restore the people. The main emphasis of ABC's efforts has now shifted to an emphasis on educational programs that include the whole family. It is our belief that teaching the whole family to function on its own is an effective method of revitalizing the community. The results will have a positive and long term effect – for both the families and the community.

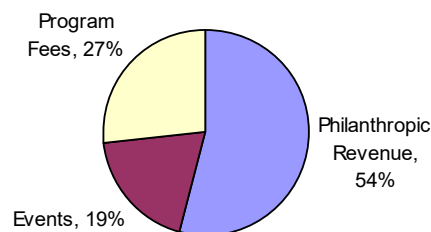
The school was started in 2002 with a vision for providing children who would not otherwise afford it with a private Christian school education. Our mission is to give these children an education marked by academic excellence and Christian values in a safe and orderly environment. We believe that central to the accomplishment of this mission are smaller class sizes and more individualized attention for each child.

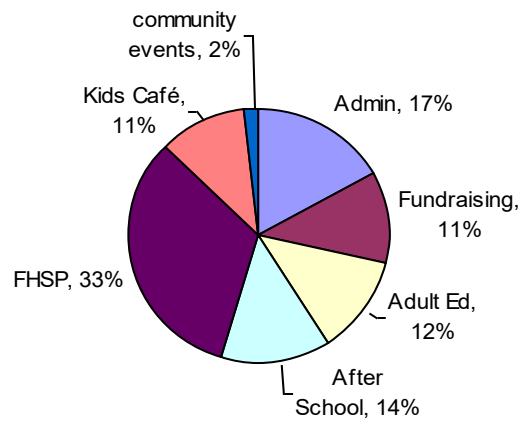
BUDGET

The projected budget for Fiscal Year 2004 – 2005 is \$595,000. The majority of funding is raised through philanthropic sources including individuals, corporations, and churches. Additional funding is raised through special events, the Children First Scholarship Program, and other program fees.

Expenses

Income





5. YOUTH SHELTER

Most of the time, I slept outside or something, like right by the canal. And then another time I slept on my best friend's porch because she wasn't home and I couldn't get into her house. And I slept in an abandoned apartment. My friends would like sneak me into their houses and let me take a shower and they would sneak me food—unnoticeable amounts. - Kelly

I was homeless with only God to show love to. No one, I mean no one should have to be like I was. I had nobody to run to. I felt an emptiness inside me that could not even be described. I felt like I was a nobody. - Ed

Before I came to the Youth Shelter, I never had anyone take time with me, to look me in the eye and say, "You matter. You can learn, grow, and be someone." - Emily

The nights they were the worst. Imagine 2:00 a.m., you're hungry, tired, sitting on the concrete that's going to be your bed, worried about your shoes being stolen in you're lucky enough to get to fall asleep. Imagine morning about three hours later, stiff, sore, no bathroom, no breakfast, but you think, at least you're alive. - Jonathan

COMMON PRESENTING PROBLEMS:

- 100% are homeless—with family conflict, drug and alcohol abuse, and family violence as the most common causes
- 85% did not sleep at their parents/guardian's home the night before arrival
- 64% were not living with their parent/legal guardian consistently for the last year
- 61% of youths with runaway histories had one or more runaway episodes at age 14 or younger
- 39% of youths with runaway histories had out-of-home experiences ranging from two weeks to four months
- 35% of youths with runaway histories ran away five or more times
- 84% report current or past abuse
- 31% were kicked, hit with fist(s) or bitten more than ten times by a parent / guardian
- 54% were shot at or stabbed
- 38% were forced to have sex at least once
- 80% are from single-parent families
- 80% have health problems—with respiratory conditions, injuries, and skin disorders most prevalent
- 71% have used drugs—their drug use is significantly higher than among other American teens; most come from families that abuse drugs and alcohol
- 33% are depressed or have mental health concerns
- 72% of youth without a high school diploma have dropped out or are not attending school; 76.5% have eighth grade or lower reading skill

- 85% are unemployed

GOALS:

I bound myself by oath. I made a covenant with you and you became mine. Ezekial 16:8

The Youth Shelter Project is a short-term crisis-intervention program. With that in mind, we are 100% successful in meeting the immediate needs of the kids who come to us. For those kids who are interested, more long-term help is available including employment assistance, GED classes, transitional housing, etc. But Youth Shelter is a voluntary program. Kids come and go by their own choice—so we can measure only if they fulfilled their plan before leaving. Over a third do.

For the kids who don't stay with the program, we hope that our caring and respect have made a difference in their lives. These kids are not necessarily unsuccessful—they're simply "unknowns." We don't have any way of tracking what happens to them unless they get in touch with us, however, many have written or called to tell us how much we meant to them when they were really down and no one else would help.

A sower went out to sow his seed. And as he sowed, some seed fell on the path and was trampled, and the birds of the sky ate it up. Some seed fell on rocky ground, and when it grew, it withered for lack of moisture. Some seed fell among thorns, and the thorns grew with it and choked it. And some seed fell on good soil, and when it grew, it produced fruit a hundredfold. Luke 8: 5-8, NAB

ABOUT YOUTH SHELTER:

We currently reach more than 300 kids a day on the streets, in crisis shelters, transitional housing projects, and community service centers making Youth Shelter the single, private agency that provides direct care to the greatest number of runaway and homeless youth in the State.

Youth Shelter is affiliated with an international organization that was incorporated in 1972, formalizing a ministry to street kids started in 1969 by a small group of volunteers with a simple vision: runaway and homeless kids should not be alone and on the street, hungry and dirty, sleeping in alleys and abandoned buildings, prey to danger and exploitation.

Here's the history of Youth Shelter in our City:

- 1995:
 - Initiation of needs assessment and street outreach
 - Development of Employment Assistance Project
- 1996:
 - Opening of Youth Shelter Community Service Center

- Expansion of Runaway Prevention Project to County public and private middle and high schools
- 1999:
 - Inauguration of transitional housing project
 - Purchase of a shelter site in unincorporated County
- 2000:
 - Groundbreaking, renovation, and opening of the Youth Shelter program
 - Fifth Anniversary of services in the area

Keep on keeping on. What you have done for me is so big, but I can't help thinking about the kids who will come after me. I don't know why families and kids get so broken up, but I do know that the Youth Shelter Program is God's hand in healing. - Matt

If anyone had told me a year ago that I could be going to college, I would have said, 'You must mean some other Kim,' but I scored so high on my GED that I got a scholarship. Imagine that. - Kim

I was once in the Rights of Passage program. I am now a registered nurse and going on to get my master's. I don't know where I would be without the Youth Shelter Program. - Nigel

PLEASE HELP

The community of believers was of one heart and mind, and no one claimed that any of his possessions was his own, but they had everything in common. Acts 4:32 NAB

Contribute Financially

- Monthly sponsorship
- Youth Shelter Innkeepers
- Memorial gifts to honor friends or loved ones

Donate Essentials

- Hygiene supplies
- Clothing – most of our kids wear adult sizes, and they need casual items, like jeans and sneakers plus business attire for job interviews and work
- Baby items for the kids of our kids

Volunteer

- Work behind the scenes to support our mission
- Work directly with our kids (training and 6-month commitment requested)
- Pastoral ministry

Build Awareness

- Arrange for a speaker for your church, fraternal, business or youth organization

- Invite your associates for a tour

Pray for Homeless Youth

6. OTHER RESOURCES

Winebrenner Seminary Case Statement

<http://www.winebrenner.edu/Portals/47/Documents/Case%20Statement%20with%20cover.pdf>

Case Statement Samples from Ahern Communications, Ink.

Tom Ahern is probably the best person to imitate (if you were going to imitate someone's case statements). Included on his website are sample case statements from a diverse group of organizations including a symphony, school, zoo, hospital, women's fund and hospice.

www.aherncomm.com/download.php

The Campaign for Bucknell Case Statement

<http://www.bucknell.edu/giving-to-bucknell/the-case-for-support/the-case-statement.html>

Capital Campaign Basics from Harold Grinspoon Foundation

Includes information regarding case statements.

<http://www.jcamp180.org/knowledge-center/fundraising/capital-campaigns.aspx>

Tannery Arts Center Capital Campaign Case Statement

<http://tanneryartscenter.org/case-statement/>

Mayo Clinic Case Statement

<http://www.mayo.edu/pmts/mc7100-mc7199/mc7116-32.pdf>

United Way of Cass County 2015 Campaign Case Statement

<http://www.unitedwayofcasscounty.org/blog-entry/29-05-2015/2015-campaign-case-statement>

Always Being Made New: The Campaign for the ELCA

This campaign is our moment to look toward the future of this church and boldly respond to the needs of the world with a living, daring confidence in God's grace. This five-year, \$200 million campaign will help our church grow in communities of faith, form new leaders, welcome our neighbors, overcome malaria, confront hunger and poverty, accompany our global...

<http://www.elca.org/Resources/Campaign-for-the-ELCA>

Tips on Writing Your Case for Support from LittleGreenLight.com

<http://www.littlegreenlight.com/blog/tips-on-writing-your-case-for-support>

Camp Woodstock Campaign Flier

<http://www.campwoodstock.org/wp-content/uploads/2014/12/2015-Annual-Campaign-Case-Statement.pdf>

8. ABOUT KIRSTEN

Kirsten Bullock, CFRE, MBA is an author, speaker and fundraising consultant who works with entrepreneurial nonprofit leaders to help them involve more people in their organizations and raise the money they need. She earned her designation as a Certified Fund Raising Executive in 2002 and is also a certified DISCflex coach. Since 1995, Kirsten has worked with health care organizations, social service providers, national and local ministries, and international membership associations. She is an AFP Master Trainer and has presented for the Indiana Library Federation, Business First (Louisville), Kairos Prison Ministry International, Boys and Girls Clubs of America and many other local, regional and national groups. Kirsten holds a Bachelor's Degree in Social Work and a Master's of Business Administration.

