The ALASI Resource Center

An institution to serve the Latino population of Dubois County

ALASI Centro de Recursos

O'Neill
Lead for the Greater Good

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ALASI Resource Center / Dubois County, Indiana

Executive Summary

Overview

Leaders in Dubois County approached the Indiana University Center for Rural Engagement seeking assistance for a Latino Culture Center. A needs assessment and benchmarking study informed the development of a plan to fund and operate a facility that meets the identified need. One nonprofit organization in Dubois County, Asociación Latino Americana del Sur de Indiana - ALASI, is best suited to assume ownership of this endeavor - the ALASI Resource Center.
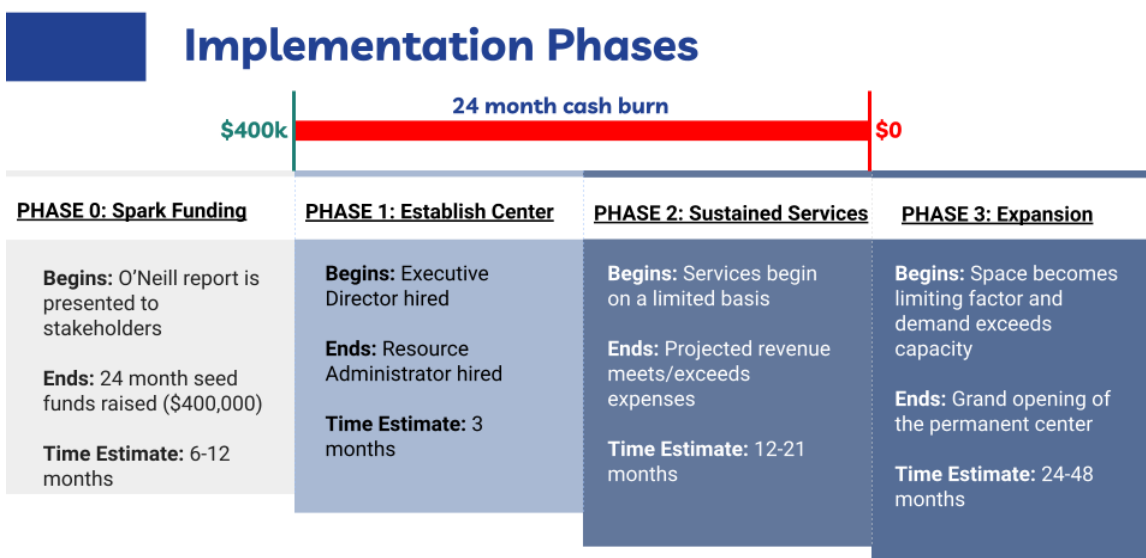
The Problem

According to the needs assessment conducted by the Center for Rural Engagement, Dubois county has a rapidly growing Latino community which accounts for 9.5% of the total population and an increasing percentage of elementary and high school students. This young population constitutes a vital part of the future community, culture, and economy of Dubois county. To understand the problem more deeply, our Capstone team conducted interviews with community members, ALASI leadership, and stakeholders in Jasper and Huntingburg. We were able to identify several themes throughout our interviews and discussions with ALASI leadership. We found that, while non-latino community members are passionate about including the Latino community, there is a gap in services for many Latinos, particularly for immigrants, non-english speakers, and lower income residents; which presents a barrier to their full inclusion. In addition to the language barrier or lack of understanding of specific services, there is also a more general lack of understanding in some cases about the broader system in which those services exist. Many services and resources have been addressed, but coordination and communication remains an obstacle to connecting those resources to end users. Our interviews with these community members and stakeholders revealed common concerns in implementing a resource center that stem from:

- Lack Full Time Leadership
- Lack Capacity
- Volunteers lack coordination
- Lack of effective advertising
- Lack Unity of messaging and direction

The Solution

This identified need calls for a well-organized institution to match Latinos in Dubois County with the resources necessary to attain full inclusion in the community. Ultimately, a physical place where Latinos can go for orientation to available resources will enable those requiring assistance to find what they need.

- Full-Time dedicated staff
- Coordinated, trained, resourced volunteers
- Accessible resources of which community members are aware

Implementation Phases

24 month cash burn

$400k — $0

PHASE 0: Spark Funding

Begins: O'Neill report is presented to stakeholders

Ends: 24 month seed funds raised ($400,000)

Time Estimate: 6-12 months

PHASE 1: Establish Center

Begins: Executive Director hired

Ends: Resource Administrator hired

Time Estimate: 3 months

PHASE 2: Sustained Services

Begins: Services begin on a limited basis

Ends: Projected revenue meets/exceeds expenses

Time Estimate: 12-21 months

PHASE 3: Expansion

Begins: Space becomes limiting factor and demand exceeds capacity

Ends: Grand opening of the permanent center

Time Estimate: 24-48 months

Financial Highlights

- Spark funding - $400,000
- Annual cash burn - $200,000
- Gross Revenue for Sustainability - $200,000
- Gross Revenue for Growth - $350,000

Vision for the Future

After meeting with various Dubois County stakeholders regarding the creation of a center to better serve and engage the Latino population, it became clear that a phased implementation would both deliver immediate support to the community while also planning for future needs of the community and programming expansion. With this in mind, the following section outlines a

variety of services offered at centers identified as relevant benchmarks. In its early days, The Center will lack the capacity to provide all of the services described. We recommend an approach that would enable an extensive array of services once The Center's available financial and human capital allow.

As with other aspects of this plan, we recommend that organizational communications will shift throughout the phases of the business development plan, so a phased marketing communications strategy is therefore necessary. We recommend that ALASI map marketing objectives onto each phase of the implementation strategy so that marketing efforts align with the business activities in each phase. We also recommend the use of tailored messaging strategies for three different target audiences: the Latino Community of Dubois County, Potential Funders, and Potential Volunteers and Network members.

First, a brief overview of the centers we identified as benchmarks is provided. Following, an array of services which meet the top needs of the Dubois County Latino population are discussed. Finally, we recommend that the new center begin with the provision of resource navigation and translation services and consider adding the additional services as The Center grows.

Benchmark Centers

Prior to making any recommendations or creating any plans, benchmarking serves as a way to assess, analyze, and determine which services and programs the ALASI Resource Center should offer. Benchmark centers in research identified two key services and additional programming and services offered. An overview of potential revenue generating options as well as a case study of a benchmark center are provided to help showcase the potential path forward for the ALASI Resource Center.

Benchmark Centers across the United States serve as examples from which the ALASI Resource Center can draw inspiration, proofs of concept, and lessons learned. While conducting our research, we identified a range of comparable Hispanic cultural centers from early stages through large established centers. For example, the Hispanic Resource Center of Teton, Idaho consists of two employees and operates within the larger Community Center of Teton, Idaho.[1] As the name suggests, this center focuses on community resource linkages and translation services, though they also perform cultural heritage dances for the community. Similarly, Westside Community Center in Texas operates out of a local library and offers a variety of cultural classes including cooking, dance, and art classes.[2] Additionally they hold drop-in events where local nonprofits and health agencies come to the center and offer services in Spanish. Educational classes are also provided for youth, those seeking their GED, and ESL learners. While these centers exist in outside communities, they appear to be strong cases of smaller community centers in rural areas and their programing ability even with only 2 staff members.

Larger centers including the Centro Latino in Shelbyville, Kentucky, operate out of their own center and provide all of the previously mentioned resources in addition to housing, immigration, food insecurity, transportation, support groups, child care, and a variety of advocacy programs to assist with things like wage theft or landlord tenant conflict.[3] We recommend establishing a relationship in the future with Centro Latino and using it as a model for future growth. Overall, we used the following centers to serve as examples for this project found in **Table 1**.

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[1] https://www.hispanicresourcecenter.org/
[2] https://newbraunfels.libguides.com/westside
[3] https://centro-latino.org/

TABLE 1 BENCHMARK CENTERS	
Center Name	*Location*
Ohio Hispanic Coalition	Columbus, OH
Su Casa Hispanic Center Services	Cincinnati, OH
United Way Spanish Community Center	Joilet, IL
La Plaza	Indianapolis, IN
Centro Latino	Shelbyville, KY
Multicultural Resource Center	Erie, PA
Centro Latino La Crosse	La Crosse, WI
Hispanic Resource Center	Driggs, ID
City of New Braunfels West Side Community Center	New Braunfels, TX

SHORT-TERM SERVICES

This section will introduce two key services that a majority of benchmark centers provided: resource navigation and translation services. Commonly found as one of the primary services that each center offered, resource navigation and translation services are also short-term services that provide pathways for individuals to find resources and have access to them.

Resource Navigation is among the most widely provided services within Latino cultural centers across the country. In many cases, centers began with the provision of resource navigation alone, establishing additional services as capacity grew. The goal of this service at the centers we benchmarked is to (1) compile a wide array of community resources in a central location and 2) facilitate connections between community centers and resources by eliminating potential language barriers and identifying the most appropriate resource for a given situation. Resource navigation typically bridges the divide for individuals lacking access to the following supports: education, healthcare, government, legal, workforce, housing, and nutrition.

Among the centers we identified as benchmarks, centers typically offer wide-ranging resource navigation services. With the primary goal of connecting individuals who struggle to access community resources on their own, this service depends heavily on translation and interpretation services, to overcome language barriers which often impede immigrants' ability to effectively access community resources. Depending on the center, those providing interpretation and translating services are either paid staff members who have been accredited by the center as a qualified service provider or they are unpaid volunteers.[4] For the purpose of this project, we

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[4] http://www.ohiohispaniccoalition.org/programs

anticipate early translation and interpretation for Latino community members to come directly from the resource officer.

Translation Services are also common among benchmark examples. We recommend an independent contractor model which is common in the field particularly for interpreters. Under this model translators and interpreters can be paid per service provided but will not be considered full time staff with benefits. Certifications are not required to do translation or interpretation services however, many locations do have some form of certification. Certified translators in Indiana are charging a range of prices for their services from $19.28 to $29 per page, or eight to twelve cents per word, depending on the difficulty.[5] In order to become a certified translator the individual will need to pass the American Translators Association exam which costs $525.[6] Interpretation services are generally priced based on request and appear to run from $50 to $145 per hour for in person services. Phone and video services run from $1.25 to $3 per minute. As translation and interpretation can be done without a certification, if the resource officer does not have one, it may not be immediately necessary to obtain one. However, as The Center grows, it may be worth investing in a formal certification in order to justify prices at the high end of the range. It is important to note that our benchmarks categorized legal translation as a separate service with separate price structure.

FUTURE PROJECTS AND SERVICES IN ORDER OF NEEDS ASSESSMENT

Education Services is a broad area and can be condensed to specific categories and services depending on the desired outcome. The most common service is English as a Second Language/English Language curriculum. For some organizations, this has been successfully supported by education grants, usually through their state Department of Education. While The Center is ramping up, we recommend hosting informal conversation practice groups. To encourage Anglo community engagement, conversation practice could be held in both Spanish and English. Free online ESL tools exist and The Center may promote these resources as a way to break into formal ESL training. Over time and as capacity increases, The Center may add on more traditionally structured ESL courses.

Another opportunity that has been seized by many other centers in benchmarking research has been after-school programs and programs targeted at elementary-age students. For example, many resource and cultural centers have targeted programs to support students that have been identified as Limited English Proficiency (LEP) and create an educational approach that utilizes

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[5] https://www.uslanguageservices.com/indiana/indianapolis-translation-services/;
https://www.costowl.com/b2b/translation-services/translation-service-document-cost/
[6] https://www.atanet.org/certification/exam-schedule-and-registration/

both English and Spanish in the content and programming. This was also in tandem with field trips and community excursions to celebrate both Hispanic/Latino and traditional American holidays through familial formats such as festivals. Benchmark after-school programs include nutrition education, physical education, and academic preparation; including English language comprehension, college prep, test prep, and other supplemental education programming. Additionally, truancy prevention programs, centered around familial stability, are common amongst centers.

Summer enrichment programming for youth has been identified in a handful of organizations and centers. This included providing a space for the 8-week summer camp for students of various age groups to build community and engage in a handful of experiential learning opportunities. For example, one summer enrichment program included activities such as: daily lunch and nutrition education; sports and physical education (soccer, Zumba, baseball); music, art, and performance education; and literacy enrichment.[7]

Career Services entail assistance that supports the development and education of individuals in their career journey, whether setting forth on their first career or transitioning to new employment opportunities. Through benchmarking research, career services at various organizations take the form of vocation specific ESL training, individualized career coaching, and appointments to mock interviews.

Resumé generating and editing resources are provided by some benchmark centers as well as cover letter drafting assistance. This has been done in tandem with occupational exploration resources and the use of internet tools such as online hiring boards to find employment opportunities for which many would then provide job application assistance. Additionally, some centers offered programming on computer literacy and the use of word processing applications to better understand how to develop a professional identity in an age of digital interaction.

Health Services is a broad territory that includes different options for treatment and maintenance of physical, emotional, and mental health. Many of the centers identified through research offered some sort of health service, some which were purely educational in nature to fully-fledged case management with a case manager.

Many centers partner with community health resources for drop in screenings provided in Spanish. Some examples include eye exams, cancer screenings, and COVID-19 testing and vaccines. We recommend this as a starting place for expanding healthcare services.

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[7] http://www.ohiohispaniccoalition.org/programs

Adult case management was a service offered by some advanced centers whereby a case manager who is bilingual assists in helping families and individuals to schedule medical appointments, coordinate residential clinical resources, providing translation of medical information, and making referrals to service providers. The case manager acts in this regard as a coordinator and connects individuals with those health resources.

Another service that many centers provided was the medical assistance program whereby they provide transportation of Latino individuals to their appointments, provide translation between the client and the healthcare provider, and prescription medication education and support. There were also services offered such as teen pregnancy education and prevention as well as substance abuse education targeted primarily at younger individuals in middle and high school.

Immigration Services are highly sought after in communities with high influxes of immigrants. Identified benchmark centers offer a wide array of immigration support services to address the needs of their target populations.

Naturalization classes are offered at many centers to support new immigrants as they embark on the process of obtaining U.S. citizenship. These classes are intended to equip individuals with the knowledge and skills necessary to successfully complete their naturalization process. Curriculum used in these classes typically focus specifically on preparing individuals to be successful in the naturalization process and less on other general skills. In some cases volunteers are used to sponsor new immigrants through the naturalization process. Sponsorship sign up and specific citizen test resources might be a good starting point for this service.

Integration programs are another service many centers provide to new immigrants. Typically, these programs provide individuals seeking a seamless integration into their new community with a host family, who assists in everything from meeting new people to finding a place to live. This one-on-one structure efficiently allows for the provision of the wraparound services necessary for successful and complete integration into one's new community.

Some well-established centers have also been successful in providing low-cost immigration legal services to individuals in need. With legal experts on staff, these centers provide a safe space for individuals to seek legal assistance without fear of retribution. While only a few centers have the bandwidth and capacity to directly provide legal services, others partner with local trusted law firms and direct individuals in need of these services through their resource navigation service domain.

Lastly, a few of the benchmark centers regularly engage in advocacy efforts to address the regulatory and communication barriers that exist for the underserved populations they serve. For
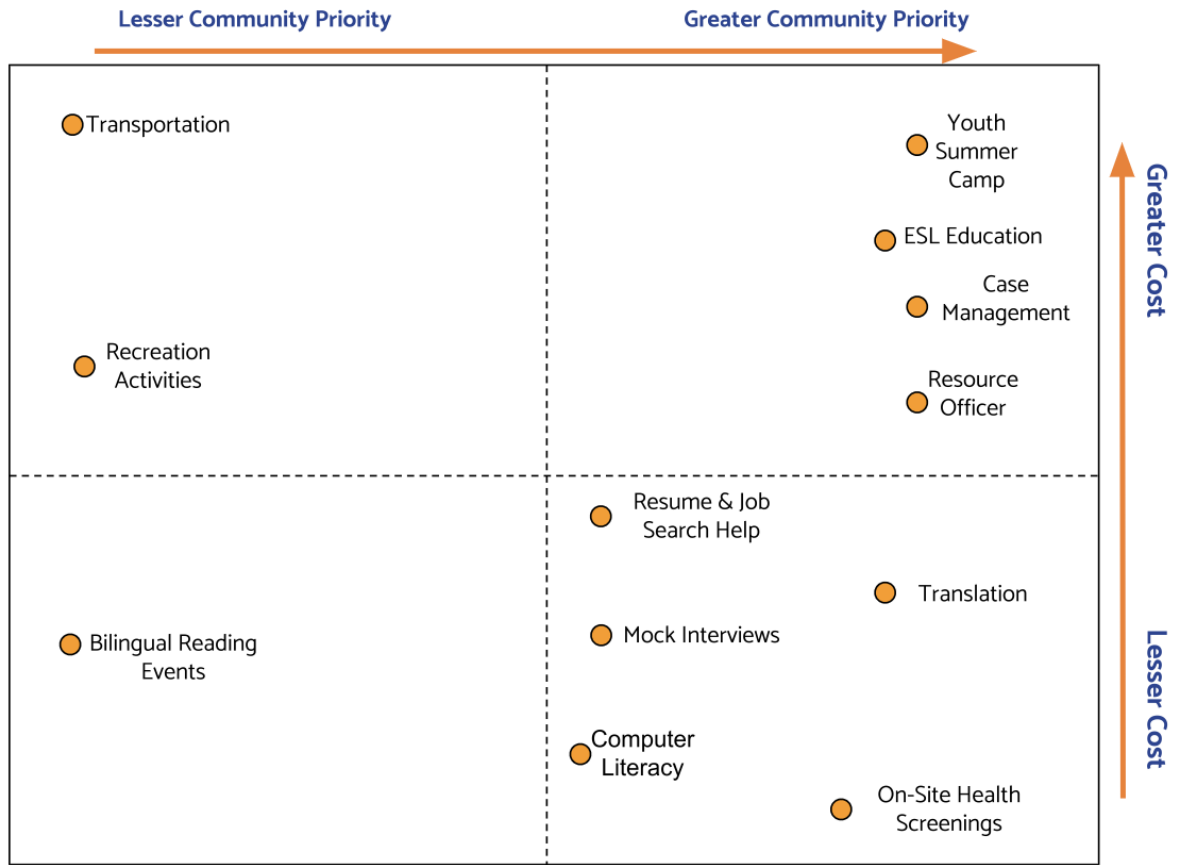
example, some centers work closely with state and federal officials to advocate for policies that address shortcomings that exist within current statute.

Bilingual Community Events refer to special programming held by The Center to enrich the latino community. The current latino festival would fall into this category. The Center could also hold the following programming in Spanish to engage the latino population:

- Salsa classes and dancing events
- Picnic or potluck
- Reading events
- Resource drop in events (health screenings, "Know your rights" sessions)
- Arts and crafts workshops

These programs tend to be informal and require less expertise and funding to run which may make them appropriate for medium term implementation. These bilingual events were selected based on the Latinx Needs Assessment for Dubois County and, additionally, that these events were commonly found at the benchmark centers.

ESTIMATED COMMUNITY-COST MAP

Lesser Community Priority → Greater Community Priority

- Transportation
- Youth Summer Camp
- ESL Education
- Case Management
- Recreation Activities
- Resource Officer
- Resume & Job Search Help
- Translation
- Mock Interviews
- Bilingual Reading Events
- Computer Literacy
- On-Site Health Screenings

Greater Cost ↑ Lesser Cost

REVENUE GENERATION

The benchmark community centers used engaged in the following strategies to generate revenue.

General Revenue Generation
- Fiesta Grande $35 for buffet dinner, music, and silent auction.
- Annual Gala $55 for food and entertainment as well as a cash bar as well as a ceremony to celebrate work and thank donors.
- Salsa and Sangria under the stars
- Drink for cause, partner with a local brewery at their site to donate proceeds to the project. Many food options can work for this.
- Loteria fundraiser $10 for 2 cards, (casino night could also work).
- Soccer tournament $25 for registration

The centers we benchmarked do not appear to have a latino festival. However, we identified the following strategies utilized by the Strassenfest currently to monetize their festival while still providing free community access.

Latino Festival Specific Revenue Generation
- Raffles (donated items from businesses & they can have their name on things.) $5/ticket
- 50/50 raffle $1/ ticket
- Food & Drink sales; wine & beer tastings do well
- Vendor booths: Strassenfest charges $40 per space
- Contests: strassenfest talent show entry fee $10
- 10K run, $15 entrance fee

CASE STUDY: THE MULTICULTURAL COMMUNITY RESOURCE CENTER (MCRC)

About the MCRC

The MCRC is a center located in Erie, Pennsylvania, serving "the Latino, Refugee, Immigrant, and New American populations" in the region through the provision of numerous support services. Established in 1975 with only two full-time staff members and several volunteers, the center has grown exponentially, now boasting more than 100 employees who seek to break down barriers that immigrant populations face. Today, the center is seen as a "one-stop shop" for new and underserved individuals in Erie County.[8]

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[8] https://www.mcrcerie.org/home/about-us/#who

TABLE 2 Community Profile: Dubois County, IN vs. Erie County, PA		
	Dubois County[9]	**Erie County**[10]
Total Population	43,549	269,011
Population Per Square Mile	102.1	339.1
Hispanic/Latino (%)	9.0%	4.8%
Hispanic/Latino (#)	3,919	12,913
Dubois-to-Erie Hispanic/Latino Population, Ratio	1-to-3.3	

Service Domains

- Resource Navigation
- Education
- Career
- Immigration
- Health

Program Services Revenue & Expenses[11]

The MCRC's financial information extracted from the 990 Form provides crucial information regarding their financial status as well as associated costs with programming and service provision. Looking at **Table 3** we are able to identify a few points. The first being that outreach and referral (includes: special services, medical services, legal services, and referrals) drew the most in terms of financial resources while English education required the least amount of financial resources. However, for the former there is a revenue stream of $690,684 followed by employment and training services at $53,892, and then education. I'm

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[9] https://www.census.gov/quickfacts/duboiscountyindiana
[10] https://www.census.gov/quickfacts/eriecountypennsylvania
[11] Multicultural Community Resource Center 990 Tax Form, 2019

TABLE 3 – Services by Revenues and Expenses[12]		
Services	**Revenue**	**Expense**
Case Management (Resource Navigation)	$0	$80,670
Outreach and Referral	$690,684	$1,241,473
Education	$9,100	$13,245
Employment and Training	$53,892	$438,211
TOTAL	**$753,676**	**$1,773,599**

The MCRC also generated a relatively small amount of revenue from fundraising events. Looking at **Table 4**, the MCRC reported generating $39,623 as a result of their fundraising efforts in calendar year 2019.

TABLE 4 – Fundraising Revenue[13]			
Fundraising Event	**Golf Tournament**	**Trivia Competition**	**TOTAL**
Gross Revenue	$33,699	$5,924	**$39,623**

Comparing population, this center here would be $537,454 instead of $1,773,599, which tracks with Centro Latino in Shelbyville Kentucky which has six employees and $549,007. Unclear how many are part time and how many are full time.[14]

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[12] [Multicultural Community Resource Center 990 Tax Form, 2019](#)
[13] [Multicultural Community Resource Center 990 Tax Form, 2019](#)
[14] https://centrolatinocom.files.wordpress.com/2022/04/2cls8043_us_2019_archivetaxreturn.pdf

Business Plan

We offer a business plan structured in four phases, described as phase 0, 1, 2, and 3. This framework is sensitive to ALASI's organizational capacity as it changes through time and its need to demonstrate impacts to secure additional resources. It also leaves room for modification as the vision is clarified, expanded, and realized. While we have specified the conditions and tasks necessary to transition through the phases described, organizational leaders can expect to adjust them continuously as conditions that indicate a need for change emerge.

Each phase is described below in terms of how it begins, the critical tasks involved, and the conditions necessary for transition to the subsequent phase. Each phase description also includes an estimate of costs, revenues, and duration.

Phasing Summary

Phase 0 is the **fundraising** phase. It consists of raising spark funding, organizational restructuring, network development, and groundwork for future establishment of a temporary location with paid employees. We expect Phase 0 to last 6-12 months, and to conclude when sufficient funding exists to hire an executive director.

Phase 1 is the **Center establishment** phase. It consists of hiring a resource administrator to coordinate provision of services, volunteer recruitment, and continued fundraising to enable the delivery of services. We expect Phase 1 to last three months and to conclude when a resource administrator is hired.

Phase 2 is the **services delivery and sustainability attainment** phase. It consists of public opening, limited delivery of services, development of a resource guide, preliminary revenue expansion, and stakeholder and volunteer engagement. We expect Phase 2 to last 12-21 months. It concludes when gross revenue meets or exceeds gross expenses, there is a consistent provision of services, and community buy-in is sufficient to support expansion beyond the existing programming.

Phase 3 is the **vision realization and expansion** phase. It consists of opening a permanent location, increasing programming and services offered, hiring more staff, and reassessing the long-term vision. We expect Phase 3 to last 24-48 months, and to conclude with steady-state operation of expanded programming in the permanent space with adequate staff and financing to sustain it.

Detailed Phasing Outline

Phase 0 - Fundraising

- Phase 0 **begins** when the O'Neill report is presented to stakeholders in Jasper. They are provided with a one-page overview and interested stakeholders receive a complete version of the report on or about 25 August 2022.
- There are six major **tasks** for phase 0.
    - Raise two years of initial operating expenses, $400,000, before continuing to the next phase. Fundraising is the most important task of phase 0, as a spark fund buys dedicated time and focus to establish, build, and sustain The Center for 24 months, laying the foundation for sustainable services and growth.
        - Annual salaries and benefits for the first 2 employees will be approximately $140,000 in total. The Executive Director position will be offered at $60,000 per year and the Resource Administrator will be offered at $40,000 per year. Both receive full benefit packages, which are calculated as 0.4 times the base salary, bringing the ED's total compensation package to $84,000 and the RA's total compensation package to $56,000. (Weltman, 2019) We believe these starting salaries are competitive for the job description and will attract the appropriate talent in the community and surrounding area. The strong job market, and very competitive salaries in the area make it essential to appropriately compensate these positions. If in the opinion of the board of directors, a higher compensation is required, the spark funds will need to be adjusted to reflect that. The remaining $60,000 covers operating, overhead, and programming costs.
        - At this stage, the focus of fundraising should be on corporate and private donors. While grants can be sought at this stage, grant writing requires significant investment of time and expertise, and grants are more commonly awarded to support programming underpinned by existing organizational structure. Private and corporate members of the Dubois County community possess the means and have demonstrated the commitment to supporting their community financially. This will be money well spent.
        - The fundraising will be a joint effort by the ALASI board of directors, Latino Collaboration Table, local elected leaders, and community leaders. ALASI will need to take the lead on coordination and ensuring there is a unified message, and clear method for receiving funds.
    - Restructuring ALASI will enable the operation and management of the resource center. ALASI is currently structured as a vehicle to operate the Latino Culture

Festival. As a starting point, we recommend restructuring the board of directors to include Latino community leaders, the Dubois County Community Foundation, local business representation (and or the Chamber of Commerce), and Vincennes University Jasper.

- The board of directors must prepare for the hiring of an Executive Director by reviewing and adjusting (where necessary) the ALASI mission and principles to align with the reorganization, developing a job description, key performance indicators, and work relationship with the board of directors. This will greatly assist in hiring the right fit and lay a foundation for future hires. In order to assist, we prepared a proposed update to the ALASI mission and principles (Appendix A), and a sample job description (Appendix B) which the board of directors can use as they see fit.
- Establish the Community Resource Network, consisting of volunteers, community leaders, service providers, and other interested parties. This will be a resource coordinated and established in Phase 0, which will evolve throughout all phases. Human capital will be as important as financial capital to make The Center a sustainable asset to the community.
- A temporary facility will be secured. This will be in a public building or other no-cost option. Vincennes University Jasper has provided early indications that they can offer an indefinite free space for The Center. The City of Huntingburg has also tentatively offered a refurbished space. The City of Jasper has been approached about potentially offering a no-cost refurbished space as well. Clients and stakeholders have expressed a preference for Jasper as The Center location, due to existing infrastructure and resources there, the higher Latino population and frequency that other Dubois County residents travel to Jasper to shop. In any case, the identified space should be secured with a contractual or no/low-cost lease agreement to ensure stability through Phase 2. Initial recommended points of contact are listed below:
    - Vincennes University Jasper (POC Christian Blom; 812,481.5907)
    - Jasper Mayor Dean Vonderheide (Contact information available at https://www.jasperindiana.gov/department/index.php?structureid=16)
- In addition to the Board of Directors, a Board of Advisors or Friends of ALASI, will be established. They will serve as volunteers in support of the board of directors and the mission of ALASI. They will be a resource of knowledge, advice, community connections, and can serve as an advocate for ALASI in the public square.

- Phase 0 will be **complete** when ALASI has reached its spark fundraising goal of $400,000. At this point, ALASI can look to hire its first full-time employee, the Executive Director for The Center.

- The estimated **duration** for Phase 0 is six to twelve months. This timeline assumes that interested stakeholders will be proactive about applying for grants and pursuing potential donations.
- There are no estimated **costs** to ALASI during Phase 0, as it is dependent on volunteer efforts to raise spark funding. The Center's success will rely on the volunteer work to submit grants and solicit donations in this stage, until funding can be secured for a professional Executive Director to be hired.

Phase 1 - Center Establishment

- Phase 1 will **begin** when an Executive Director is hired. The transition between phase 0 and phase 1 occurs once $400,000 is raised and the first full-time employee is hired. The Executive Director assumes responsibility for fundraising, grant-writing, programming, and day-to-day operations of The Center. We anticipate phase 1 to last three months.
- There are three major **tasks** for Phase 1.
  - The Executive Director will hire a full-time Resource Administrator. The Resource Administrator will be a front-facing position that directs the Latino community to county and city resources, as well as match them with volunteers.
  - Volunteers will be recruited. Volunteers will mostly be acting as sponsors for new immigrants or people who have recently moved to Dubois County. Sponsors will help new community members acclimate to life in Dubois County and introduce them to the community. Volunteers may also fill other roles, such as helping non-English speakers make calls or assist with job placement.
  - Fundraising efforts will continue and need to be with a high level of focus and intensity as financial sustainability is dependent on significant increases here. This will include developing sponsor relationships, continuing relationships with donors, and developing sources of revenue. At this stage, the Executive Director should take charge of expanding revenue sources, and begin developing opportunities through grants.
- Phase 1 will be **complete** when the Resource Administrator is hired.
- The estimated **duration** of Phase 1 is three months.
- The estimated **cost** of this phase is $36,000. Because this phase is only three months, this phases costs are prorated from a year's Executive Director salary ($21,000) and overhead ($15,000). There should be no costs for physical space because they will be staying in the no-cost location.

Phase 2 - Services and Sustainability

- Phase 2 **begins** when Center services are initiated on a limited basis.
- Phase 2 consists of the following critical **tasks**.

- A Latino Community Resource Guide will be compiled. The Executive Director and Resource Administrator will collaborate to create a resource guide for community members. This guide will include a registry of services in the community and an associated point of contact who is recommended to interface with Spanish speakers.
- The Resource Guide will be distributed. The Resource Guide will be delivered to key community members, posted on the ALASI website, and given to new residents who come to The Center to seek services.
- The ALASI Resource Center will open to the public in the no cost location.
- Limited services will begin. The Resource Administrator will have appointments and be available on the phone during normal business hours. The Resource Administrator will also work to match volunteers to Center visitors seeking assistance. ALASI will continue their programming via The Center, including the Latino Culture Festival.
- Marketing will begin to advertise The Center's services to the Latino Community. The Executive Director will work to ensure that The Center's location and the services available are known to the Latino community of Dubois County. Messaging will be distributed in digital and physical media, leveraging social media, institutional, and word-of-mouth networks.
- The Resource Administrator will track services provided and their impact. Key Performance Indicators (KPI) will be established and tracked by the Executive Director under the supervision of the boards of advisors and directors. The impact will be continually reported back to the boards, stakeholders, and interested community members.
- Volunteers will be assigned under the coordination of the Resource Administrator. Volunteers will continue to be recruited and people who have recently moved to the area will be made aware of the services offered in cooperation with existing governmental and non-governmental touch points such as schools, realtors, landlords, employers, and utilities. The extent of volunteer involvement with each family will be determined by each family's needs and the Executive Director's strategic plan for volunteer retention.
- Partnerships with stakeholders will grow. For example, corporations who donate to The Center have an interest in recruitment for manufacturing jobs, so the resource administrator can let job-seekers know about available positions or plan a recruitment event. The Center can also include donors on materials or put up plaques to recognize them. The Center will need to be proactive about reaching out to new potential stakeholders and asking current stakeholders to connect them to new interested parties.
- Translation services will begin on a part-time basis according to need. People or businesses who need translation services will be referred to The Center and pay a

specified rate per page or word. The benchmarking study revealed translation costs to be $19.28 to $29 per page. This can be contracted to bilingual people in the community who will be paid for their work at a recommended wage of $15 per hour, with revenue exceeding wages used as a source of revenue for The Center. In order to professionalize this service, translators should undergo translation training, which is roughly $100 for a certification.

- ○ The Latino Cultural Festival will generate revenue for The Center. Latino Festival does not currently provide a revenue stream, but similar festivals and events demonstrate the potential such events present for revenue generation while still maintaining free access for the community. An individual involved in revenue, sponsorship, or overall management of other regional festivals and events should be invited to the Board of Advisors to assist the monetization of Latino Cultural Fest. The Strassenfest board of directors may be a useful partner early on. While hesitancy to monetize a traditionally revenue neutral event may exist, it is possible to maintain maximum inclusion of individuals or organizations of humble means while generating revenue, sponsorship, and advertisement for the ALASI Resource Center.
- ○ Consideration should be given to offering an additional festival or event roughly offset by six months from the existing festival. This presents another opportunity for revenue generation, and advertisement of services provided by ALASI. There are numerous holidays, or cultural events/activities which could serve as the basis for this new event. The services and revenue generation of ALASI needs to be a year round focus for the community and a single public event is not enough.
- ○ Community events will expand. While The Center is designated as a space for Latino community members, part of the vision of The Center is to increase inclusivity, multicultural activity participation, and cultural competence throughout Dubois County. The Center will have some programming meant to appeal to Latino and non-Latino community members alike, encouraging multicultural social engagement in Dubois County.
- ○ Sustainable revenue generation and coalition building will be prioritized. As the 24-month period of operations resourced by spark funding draws near its end, financial sustainability must be achieved through other revenue streams to maintain provision of services and facilitate expansion. At this stage, the Executive Director needs to prioritize strategies for sustainable funding and coalition building to ensure the continued existence and success of the Center.

- Phase 2 will be **complete** when the following conditions are met.
  - ○ Projected gross revenue meets or exceeds gross expenses. Growing only after this occurs is a best practice to ensure long term sustainability (Wright, n.d.).

- - There is, in the view of the board of directors and executive director, a consistent, sustainable, and measurable provision of services. Detailed record keeping on KPIs is essential to justify expansion at this stage.
    - Results and revenue will garner sponsor support for an increased budget, attract new stakeholders, improve the probability of securing additional grants, and foster community buy-in for the long-term vision of The ALASI Resource Center.
- The estimated **duration** of Phase 2 is 12-21 months. Based on human resource and operating costs of $200k per year and a 3-month Phase I, spark funding can sustain Phase 2 for a maximum of 21 months. Extending beyond 21 months would require additional revenue/fundraising, and advancing to Phase 3 will require revenue (donations, grants, and earned) that exceed costs.
- The estimated **cost** of Phase 2 is $200,000 annually. This will be increasingly offset by revenues generated from translation services, revenue generating programming, and other fundraising activities.
    - Salaries with benefits for the Executive Director and Resource Administrator total $140,000.
    - The remaining $60,000 includes:
        - $14,500 for program-related services
        - $6,000 for office administration
        - $23,000 for fundraising
        - $16,500 for management and general incidentals

Phase 3 - Expansion

- Phase 3 **begins** when space becomes a limiting factor and demand for services and programming exceeds capacity. At this point, space expansion will accompany programmatic and service expansion.
- Phase 3 includes the final **tasks** necessary to achieve the long-term goals of The Center, working toward the vision of a large space that offers more services and programs to the community.
    - Additional office space will be located. To expand adequately, The Center will need to identify a larger facility that can accommodate more employees, volunteers, and community members. When needs for services begin to exceed the no-cost space, The Center can look for a space to rent or buy, ideally partnering with a benefactor to identify an existing structure to lease or buy at low cost. This space will ideally be in Jasper, where clients and stakeholders have expressed preference due to pattern of life factors. Specifically, Huntingburg and other Dubois County residents more commonly travel to Jasper than Jasper residents travel to other areas of the County. This decision will be made by the board of directors in coordination with community leaders.

- ○ Translation services will expand to a robust program with at least one full-time employee. There is a large demand for translation services in Dubois County, and this will become one of the steady revenue streams for The Center.
- ○ Additional staff will be hired. This staff will include the full-time translator, maintenance staff, and other part-time staff who provide additional services.
- ○ Program offerings and revenue sources will expand.
- ○ Bilingual events will be hosted. As the scope of The Center grows, community buy-in must expand to keep up with it. To this end, there will be more events that appeal to a bilingual audience.
- ○ The possible need for a satellite location will be explored. Because Dubois County includes significant Latino populations outside Jasper, need for an additional space may exist elsewhere in Dubois County. For instance, if Jasper is the location of the main space, Huntingburg might host a satellite location.
- ○ The Board of Advisors, Board of Directors, and Executive Director will reassess the vision for The Center. As the vision of The Center is realized, leadership and stakeholders will reexamine where its impact is greatest and what further evolution is appropriate to deliver the greatest value to the community.
- **Completion** of Phase 3 constitutes the realization of the existing vision for the ALASI Resource Center. Formulation of and transition to a "Phase 4" may be appropriate or even necessary, but lies beyond the scope of this plan. There are three critical conditions to complete Phase 3.
  - ○ The grand opening of the permanent space will mark the culmination of the phase.
  - ○ Projected gross revenue will meet or exceed increased gross expenses. At this point, sustainable financial capability should be comfortably achieved with funding for expanded programming or additional contingencies each successive year.
  - ○ Human resources are sufficient to operate expanded space. The success of The Center will depend on the people running it, and a larger Center will require additional employees.
- The estimated **duration** of Phase 3 is 24-48 months. This will be the longest phase as The Center steadily grows into what it was envisioned to be.
- The estimated **cost** of Phase 3 is $350,000 annually. This accounts for additional employees and overhead, though it is offset by increased revenue streams. In addition to salaries and general costs, this includes a rough estimate of $48,000 per year to account for the costs of a new physical space such as rent, utilities, and renovations.

PHYSICAL SPACE

Given The Center's mission to provide a gathering place with in-person services for the Latino community, the evolution of the physical location is critical. The consensus of ALASI and stakeholders is that the ideal location is in Jasper rather than Huntingburg or another town in Dubois County, due to the frequency with which residents from around the county visit for shopping or other purposes, and the lesser frequency with which Jasper residents travel to another town in Dubois County. The following revisits each phase with a focus on the physical space:

- In Phase 0, the initial office space is in the process of being located and appropriated for The Center. Ideally, this office space is offered at no cost and is in a public building or university. There are multiple options for this. At present, Vincennes University Jasper has been identified as the most likely location. They believe that they can offer an office space for free or very low-cost for an extended period of time. The City of Huntingburg believes that they could offer a refurbished small space at no cost, and the City of Jasper may be willing to offer a similar option.
- In Phase 1, the initial office space has been procured and set up with a desk, telephone, computer, and printer for the Executive Director.
- In Phase 2, the initial office space will be open to the public for limited services. It will need an additional desk for the Resource Administrator and two chairs for clients. A conference room would be ideal but may not be available in the spaces offered. In the absence of a dedicated conference room, it would be preferred if the owner of the initial space is open to occasionally lending larger rooms to The Center for Board of Directors, Board of Advisors, volunteer, and community meetings, though larger spaces could likely be secured for one-time or episodic use via Vincennes University Jasper, City of Jasper, or City of Huntingburg.
- In Phase 3, options for an expanded space that can be acquired at low cost will be explored. Jasper is likely the preferred location for this space for reasons discussed above, but patterns of use by residents of other towns during Phases 1 and 2 should be noted when determining optimal location for the permanent facility. Renovations will be needed to fit the needs of the Center. This phase ends with the grand opening of a permanent space for the ALASI Resource Center.
- While the focus of effort through Phase 3 should be establishing a permanent physical location, patterns of use may reveal the need for a satellite or secondary location in a secondary population center. This would require increased capacity from a funding and organizational resource perspective, so any movements toward opening a second location should be undertaken cautiously; and only when long term financial, organizational, and human resources are sufficient to support such an endeavor.

REVENUE GENERATION

Achieving an ambitious spark funding goal. To move from phase 0 to phase 1, the ALASI Resource Center will need to increase the organization's overall revenue, leading to at least $400,000 in available funds. This will enable the hiring of an executive director and an additional staff member responsible for program administration and outreach. This increase in revenue will also enable the administration of services and the development and implementation of new programs. Although this goal may initially seem lofty, we have identified four key recommendations to help the ALASI Resource Center increase revenue:

1. **Cultivate a financial support network.** Work to establish and cultivate formal relationships with local private sector organizations and private foundations to supplement those revenue sources.
2. **Capitalize on opportunities to earn revenue.** Increase revenue to ALASI's operating fund through festivals, events, services, and fundraisers.
3. **Build the endowment.** Though the endowment may not be the source of spark funding, it will be necessary to sustain The ALASI Resource Center's long-term health. Work to continue to invest and build the ALASI Endowment through the Dubois County Community Foundation, leveraging partnership with The Community Foundation staff. This should eventually create an annual giving program to sustain ALASI's finances.
4. **Apply for competitive grant opportunities.** Discussed in greater detail later in the report, competitive grants will become an increasing proportion of The Center's funding once it has demonstrated value to the community. Developing relationships with grant administrators, understanding the landscape of available grants (particularly those focused regionally or on Latino community services), and becoming familiar with grant application best practices will allow ALASI to maximize this revenue source.

Strategy 1: Creating and Cultivating Relationships with Private Sector Organizations and Private Foundations that will form a financial support network

One of the most significant opportunity areas for revenue generation is a network of invested individual and corporate donors. Creating and cultivating relationships with local private sector organizations and private foundations. Dubois County communities include a number of large companies which maintain strong reputations in the community, employ large workforces consisting primarily of area residents, and demonstrate dedication to their community. Nationally, corporate giving accounted for 4% of total giving in the United States in 2021, totaling over 21 billion dollars (Clolery & Wright, 2022).

Corporate giving depends both on the needs of the nonprofit organization, the capacity of companies to give, and the degree to which they believe their charitable giving advances their interests or vision. There are eleven ways that corporations typically give (Shang & Sargeant, 2016):

- Cash Donations - Corporations can make cash donations to ALASI to help fund programs, events, or operations. Cash donations can be processed either through ALASI's general bank account, or donations can be processed through the ALASI endowment through the community Foundation.
- Donations of Stocks and Shares - similar to cash donations, corporations can transfer donations of stocks or shares in their company to a nonprofit organization. Corporations may choose to make gifts in the form of stocks or shares for tax purposes.
- Publicity - Corporations can help share the mission, services, and activities of ALASI to help increase community awareness. Using their network, they may be able to reach different segments of the Dubois community that ALASI could not reach on its own.
- Gifts of Products and Services - This can be beneficial when planning an event or activity. A common example of this would be a local restaurant or grocery store providing food or supplies at or below cost to help the organization save money when organizing events in the community.
- Staff Time - When planning an event or organizing a particular service, ALASI may need the support of others in the community to assist. In this situation, corporations may advertise the volunteer needs of ALASI to its employees. Corporations may also be able to devote staff time to assisting with specific programs or outreach. If ALASI is working on developing a program geared towards workforce education or training, an employee from a local corporation may take time during work hours to assist in this process if it helps to meet their specific workforce needs.
- Sponsorships - As mentioned above, we recommend increasing revenue from sponsorships to help boost the overall revenue of ALASI. In exchange for publicity on signs, t-shirts, or other promotional materials, corporations may be willing to help sponsor particular events or programming.
- Employee Fundraising - Corporations also may organize their own fundraisers among their employees at work to benefit local nonprofit or community organizations. Building relationships with local organizations, particularly the employees responsible for initiating corporate giving programs is the best way to help create opportunities for employee fundraising.
- Workplace Giving - Some corporations may sponsor a workplace giving program where donations are voluntarily deducted from payroll to go towards particular causes that are important to its employees or the community as a whole.
- Employee Matching Gifts - Sometimes corporations will offer a matching gift program to their employees for each gift made to certain non-profit organizations.

- Workplace Events - Depending on the type of company or organization, they may allow a non-profit to use physical space for specific activities or events. This saves the nonprofit from having to pay to use specific locations for events like event spaces, parks, or restaurants.
- Workplace Collections - Employees at corporations sometimes take up collections for various causes in the community in their workplace. A common example would be a parent selling candy bars or another product to their co-workers to benefit their child's school or athletic teams.

No matter the type of corporation, there are many different ways for corporations to give. Some corporations may choose to give in multiple ways, others may choose to only give in one way. Regardless, as ALASI is building relationships with local corporations, we recommend identifying specific ways that corporations can help ALASI. This will help identify specific ways that corporations can get involved.

From the onset of phase 0, ALASI can begin to assemble a list of potential local corporate sponsors. Local corporations or organizations that have expressed an interest in helping to further ALASI's mission, those with significant capacity to give, and those whose own interests would be advanced by support for ALASI should be among the first engaged.

1. Identify **-** The first step to establish these key relationships is to identify potential partners. The ALASI Resource Center should first identify a list of potential corporate partners and assess each to determine which companies would most likely find interest in a partnership (Shang and Sargeant, 2010, 449). Considering the size of the local community in Dubois County, the first step in identifying potential corporate partners should be to work with existing relationships that ALASI, its members, and community partners (the Latino Collaboration Table, contacts within local government, etc.) already have to initially build out this list. To reach organizations outside of that sphere, we recommend comparing the ultimate goals of this community resource center (translation services, immigration support, workforce training, etc.) with the current needs of local corporations. If the goals of this new resource center match the needs of local corporations, this is an ideal situation to foster a relationship that positively impacts both parties. If a local corporation has a vested interest in the outcomes of the organization, they are more likely to want to build a relationship and be involved. In our conversations with stakeholders, many referenced the various needs of local corporations that could be addressed by a Latino resource center. Based on those conversations, it seems like this would be a great way to begin connecting with those corporations.

2. Ethical/Values Check **-** Once a shortlist of candidates has been assembled, ALASI should perform a values check to ensure that the organizations they are reaching out to align with

their values and mission. Four dimensions for nonprofits to assess when reviewing potential private company partnerships (Russel, 2020):

- Values: Do the values of the mission of the ALASI Resource Center align with the values, practices, and mission of the corporate partner(s)?
- Brand: How will this relationship impact the brand of both organizations involved in the relationship?
- Objectives: Are there similarities in objectives for both organizations? Do both organizations benefit from this relationship? How would this relationship benefit the ALASI Resource Center, and how would this relationship benefit the partner(s)?
- Structure and Geography: Are both organizations located in the same region or city? Do they understand the region's socioeconomic, cultural, and issues? When a list of organizations has been compiled that reflects the values, brand, and objectives, ALASI should begin to reach out to these potential partners.

3. Approach - After the ALASI Resource Center has determined which corporate partner(s) will be a good fit, they should make contact with the potential corporate partner(s). How ALASI and their representatives choose to make contact (phone call, email, personal contact, etc.) depends on their representatives' existing relationships with the potential corporate partner(s). Given the close connections of the Dubois County community, current stakeholders may already be connected to key leaders within prospective donor companies. Networking will be vital in maximizing those relationships.

4. Build Relationships - Building a relationship with a private company or private foundation is like building a relationship with a person. More time spent interacting and developing that relationship will improve the likelihood of garnering support. The ALASI Resource Center should work to establish and maintain regular touchpoints with their potential corporate partners by inviting them to events, scheduling face-to-face meetings, and even potentially inviting representatives from those private organizations to volunteer or fill board-level leadership roles.

When establishing those relationships, attention should be paid to creating a collaborative and reciprocal relationship where both organizations benefit. Just like in personal relationships, this must also be a give-and-take relationship.

5. Assessment and Feedback - Assessing the relationship regularly to ensure that it remains balanced and in the interest of ALASI to continue. We recommend scheduling quarterly, semi-annual, or annual meetings to evaluate relationships and ensure that both parties are satisfied with the relationship. During these meetings, both organizations should discuss ways to adjust or improve the relationship to ensure mutual benefit.

Strategy 2: Capitalizing on opportunities to earn revenue

Earned revenue can prove an important source of funding for general operations. The most significant opportunity to earn revenue at present is the Latino Cultural Festival. While charging for admission to the event is one way to earn revenue from the Cultural Festival, any move to do so should be evaluated against the possibility that it may adversely affect participation, particularly among the members of the community ALASI aims to serve. Even without charging admission, the cultural festival can generate significant revenue through performance for donation, raffles, competitions, food and beverage sales, corporate sponsorship, booth registration fees, etc. To avoid charging admission, we recommend the following:

- Translation services – The flagship revenue generator for The Center is translation services for Dubois county. There is heavy demand and can be steady income.
- Increasing event sponsorship – Some may sponsor in exchange for advertisement on festival materials, vendor booths rentals, or sponsorship of specific events or activities.
- In addition sponsorship, Latino Cultural Festival might generate revenue through games, raffles, food and beverage sales, or direct solicitation of donations.

In addition to the Latino Cultural Festival, we also recommend generating revenue through other cultural events such as salsa dancing lessons, cooking classes, art galleries, or any other event showcasing local Latino culture. These events will also help to create more opportunities to celebrate local Latino culture and provide education opportunities for non-Latino members of the Dubois County community.

Strategy 3: Building and Supporting the ALASI Endowment Through the Dubois County Community Endowment

- The ALASI Endowment through the Dubois County Community Foundation was established in 2014, and its purpose is to provide sustained financial support to ALASI over the long-term. Endowment funds operate under a specific set of rules to help ensure that funds will be available each fiscal year. First, donations are processed into the fund where they are kept to collect interest, this is known as the principal or corpus of the endowment. Each year that principal is invested, and that investment creates income that becomes spendable to the organization. Each year, the Community Foundation will make around 4 – 4.5% of the total endowment funds available to ALASI. As the ALASI Endowment continues to grow, the investment income also grows. This guarantees a consistent source of revenue to enhance the expanding programmatic initiatives of the organization and can also cover related operational expenses. Its growth helps to ensure the long-term sustainability of the organization.
- Building the endowment should be a long-term focus for ALASI, but the endowment should not be the sole focus in the short-term to help the organization reach the $400,000

goal to pass from phase 0 to phase 1 since the principal amount in the endowment cannot be used.The primary focus should still be on strategies 1 and 2 listed above, and those efforts should be supplemented with the growth of strategy 3 - growing the ALASI Endowment. Strategies 1 and 2 assist in creating funds that are readily available for use to ALASI over the short-term, while strategy 3 helps to create a consistent, smaller stream of revenue over the long-term.

- Along with creating a consistent form of revenue for the organization, another benefit of the endowment is the partnership formed with the Community Foundation. Since ALASI will not have paid, full-time staff members until the completion of phase 0, ALASI volunteers can work together with representatives from the Community Foundation to identify donor prospects in the community and cultivate those relationships over time. This partnership should help to alleviate some of the fundraising burden on the ALASI volunteers while also benefiting the Community Foundation by helping to grow the overall investments of the Community Foundation.
- In addition to creating a potential donor list, ALASI should also work in conjunction with the Community Foundation to create a giving page on their website that highlights, explains, and provides a link to the ALASI Endowment giving portal on the Community Foundation's website.
- Over time, ALASI and the Community Foundation should also work together to establish an annual giving plan to supplement both the ALASI Enowment and the general operating fund of ALASI. This way both ALASI and the Community Foundation see both short-term and long-term benefits of the partnership. The annual giving plan can include yearly mail or email campaigns, a designated day of giving, or other fundraising activities dedicated to growing this annual fund.
- Once the ALASI Resource Center moves from Phase 1 into Phase 2, the organization will have greater financial resources at their disposal. To preserve these resources, we suggest that the organization enact the following policies to boost the endowment fund:
  - Require all ALASI board members to contribute financially to the ALASI Endowment. Requiring board members to give is proven to help increase board participation and ensure their experience as board members is more meaningful, while also signaling to others in the community that the organization's leadership is fully invested in the organization and its mission (Lapin, 2018).
  - The ALASI Resource Center should build a line item into each yearly budget to make an organization donation to the ALASI Endowment Fund through the Dubois County Community Foundation. This helps to ensure consistent growth of the endowment. This should only be done once the organization has reached phase two.

Strategy 4: Applying for competitive grants

Ideally, the fundraising strategies outlined above annually sustain ALASI and the ALASI Resource Center; dependence on grant funds is inherently risky since there is no guarantee of securing an award. However, grants represent potentially "game-changing" possibilities. Any grants secured in Phase 0 or Phase 1 can be seed money toward the $400,000 required to hire an executive director and resource administrator, essential pieces that must be in place before the ALASI Resource Center can move into Phase 2. Securing grant funds in Phase 0 or Phase 1 would significantly accelerate the implementation timeline of the ALASI Resource Center.

Beyond Phase 2, grant funds represent opportunities to expand ALASI and The Center programmatically. Grant funds would provide the necessary infusion of resources required to move from Phase 2 to Phase 3, in which the ALASI Resource Center is expanding from a temporary space into a permanent location and providing an expanded suite of services to the Latino community. Throughout Phase 3, grants may fund or offset costs to develop or expand projects. As ALASI and The Center move into Phase 4, grant funds would likely be required to infuse support for an additional round of significant capital expansion.

GRANT WRITING TOOLKIT

Overview

Earned revenue, corporate sponsorships, the Community Foundation endowment, and private donations will help ALASI generate base-level revenue to cover operational expenses. However, securing grant funds will allow the ALASI Resource Center to expand programmatically.

Especially as The Center progresses to later and increasingly expensive phases, grant funds will likely comprise a more significant portion of annual revenue. Therefore, securing grants is an essential function of the new Executive Director.

To support ALASI and the new Executive Director in securing grant funds, we have compiled a Grant Writing Toolkit. This section provides the following:

- External resources to provide wraparound grant-writing training.
- Step-by-step starter kit to equip existing grant writers and train new grant writers.
- Timeline of available grants aligned with a phased rollout of the ALASI Resource Center.
- Planning templates and stock application materials that can be customized as new grants are identified. The following are included in the report:
    - Logic Model (Appendix D)
    - Budget Template (Appendix E)
    - Demographic Data Collection (Appendix F)
    - Project Execution Plan (Appendix G)
    - Objective-Measure-Activities (Appendix H)
    - Letter of Support (Appendix I)
    - Feedback Solicitation Email (Appendix J)
    - Reflection Protocol (Appendix K)
    - Email of Inquiry (Appendix L)

External Resources

Grant writing is more likely to be successful if best practices and techniques are followed, a full examination of which exceeds the scope and depth of this toolkit. ALASI's Executive Director and others involved in grant writing should consider acquainting themselves with best practices for grant writing through the following external resources:

- NonProfit Ready's Free Online Grant Writing Classes[15]
- Candid's Free Synchronous and Asynchronous Grant Writing Training[16]
- Purdue Extension's Beginner's Guide to Grant Writing Program
- Regional Opportunities Initiatives Grant Writing Fellowship (stay in contact to see if the Fellowship will be offered again in 2022)
- *The Nonprofit Grant Guidebook* by Jamie Levy (recommended by IU grant writing professors)
- *Winning Grants Step by Step: The Complete Workbook for Planning, Developing and Writing Successful Proposals* by Tori O'Neal-McElrath (recommended by IU grant writing professors)
- The Center for Rural Engagement at Indiana University[17] is also an excellent resource. The O'Neill School of Public and Environmental Affairs has grant writing classes in which students work with a community partner to draft grant applications for an actual project. If you are interested in partnering, contact them on their website[18] or Jacob Simpson at jacdsimp@iu.edu.

Finding Grant Opportunities

Grant funds do not represent "free money." Instead, a successful grant award represents a strategic alignment between an organization and the grantor - an organization articulates compelling community needs that the grantor believes can be addressed with grant funds. The grantor believes the organization is the best to address the need. Therefore, an organization should not search for a grant, then design a project. Instead, an organization should identify a community need, create a project solution to address it, and then look for mission-aligned grantor agencies. Tying project ideas to the long-term impact they will have on the community will give donors a clear picture of their anticipated return on investment, increasing your likelihood of securing a grant.

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[15] https://www.nonprofitready.org/grant-writing-classes
[16] https://learning.candid.org/topics/proposal-writing/
[17] https://rural.indiana.edu/
[18] https://rural.indiana.edu/contact/index.html

Before spending time searching for and applying for grants, consider the questions below. Your organization should be able to answer "yes" to each of these questions before applying for grants:

- Can you clearly articulate a community need that winning a grant would address?
- Do you have the expertise and flexibility with your organization to implement the project if funded?
- Have you explored other revenue options?

The table below provides a list of grants that could be good fits for the ALASI Resource Center. View appendix C for a more detailed table of grant opportunities. Each grant is aligned to various phases of the implementation cycle and rated based on impact and viability. The impact is based on estimated potential award, and viability is based on cursory research on the grantor's mission, the grantor's geographic and programmatic areas of focus, and the grant opportunity's relative competitiveness. We encourage ALASI to reach out to each grantor agency to assess impact and viability firsthand. To locate additional grant opportunities, you can browse the Foundations Directory, which should be available through your local library or through Indiana University.

TABLE 5 - Grants to Consider							
Grantor	**Estimated Award**	**Application Deadline**	**Suggested Application Phase(s)**	**Viability**	**Impact**	**Pre-Application Action Steps**	**Website URL**
Smithville Foundation	Varies upon request. In 2021, the Foundation awarded $840,000 across all projects.	August - September	Phase 2 or 3	High	Medium	Contact Amanda Flora to determine availability of funds.	https://smithvillefoundation.org/grant-application/
Indiana Commission on Hispanic/Latino Affairs	$3,000	September - November	Phase 3	High	Low	Email the contact to learn more about the grant process. It is suggested that this grant be used for a targeted program expansion in Phase 3.	https://www.in.gov/ichla/grant-applications/
Pacers Foundation	Average grant is $3,500.	Rolling (January 1, April 1, July 1, and October 1)	Phase 3	High	Low	Complete the fund consideration form (https://pacersfoundation.org/grants-apply/). This may be a good fit for a specific program expansion in Phase 3 or beyond.	https://pacersfoundation.org/grants/
Lilly Endowment	Varies upon request.	None	Phase 2 or Phase 3	Medium	High	Mail in an application inquiry packet to determine if Lily would like you to pursue an application.	http://www.lillyendowment.org/
Clowes Fund, Inc	Most first time grants are in the range of $20,000 over one year.	November	Phase 1, 2, or 3	Medium	Medium	Contact Elizabeth Casselman to confirm grant availability. Submit a preliminary proposal by November 1 (https://www.clowesfund.org/application-process). Consider applying for this grant during fundraising rounds of Phases 0 and 1, or use for programmatic expansions in later phases.	https://www.clowesfund.org

TABLE 5 - Grants to Consider (Continued)							
German American Bank	Varies upon request.	None	Phase 1, 2, or 3	Medium	Medium	Reach out to the contact listed, or leverage community networks to identify the right person within German National Bank to talk with about a partnership during any of the implementation phases.	https://germanamerican.com/about/local-efforts/
Lumina Foundation	Varies upon request.	None	Phase 3+	Low	High	Complete the Lumina Foundation Partner Survey to connect with a Grant Officer to determine if ALASI may be a good fit for this grant. This request will likely need to be for an ambitious education-centered initiative.	https://www.luminafoundation.org/
League of United Latin American Citizens (LULAC)	Varies upon request.	Grant dependent	Phase 3+	Low	High	Explore whether membership to LULAC could be a good fit for ALASI. Sign-up for email updates to learn of new grant opportunities that directly align to the ALASI Resource Center.	https://lulac.org/funding/
Herbert Simon Family Foundation	Varies upon request.	None	Phase 2 or Phase 3	Low	Medium	Herbert Simon Family Foundation is an invite only funder and does not accept unsolicited grant applications. Reach out to the contact listed in this row to determine if ALASI should apply. This Foundation may be too focused on Central Indiana, but it is worth an inquiry.	https://www.cicf.org/about-cicf/funds-and-foundations/family-funds/the-herbert-simon-family-foundation/

Building Relationships with Grantors

It is helpful to cultivate strong relationships with potential donor organizations. Start relationships with foundations by reaching out and describing the ALASI Resource Center. Talking with donors can provide valuable insight into their priorities and preferences. Reach out to them far ahead of time in anticipation of applying for a grant. This relationship-building may happen through community meetings, informational webinars, emails, or phone calls. Taking such steps will increase the likelihood of securing a grant by building bonds of trust with the organization and can also result in obtaining technical advice on how to put together more competitive applications.

The following grant distributing agencies are potential options for ALASI. Sign up for their newsletters, reach out to a point of contact to ask questions, and attend any information sessions they offer. This will set ALASI up to be a strong applicant.

- Lily Endowment: Ronni Kloth, Communications Director, 317-924-5471
- Herbert Simon Family Foundation: Email HerbertSimonFamilyFoundation@cicf.org, or call Clayton De Fur at 317-634-2423
- Indiana Commission on Hispanic/Latino Affairs: Email info@ichla.in.gov or call 1-800-457-8283
- Smithville Charitable Foundation: Email amanda.flora@smithville.com, or call 812-935-2283
- League of United Latin American Citizens: View contact list at https://lulac.org/about/contact_us_listing/, or call the national office at 202-833-6130.
- Clowes Fund, Inc: Elizabeth A Casselman, Executive Director, 317-833-0144 or email staff@clowesfund.org
- Pacers Foundation: Call the office at 317-917-2540, or email foundation@pacers.com

Additional details about grant opportunities from each of these organizations and others can be found in the appendices.

Templates and Materials Overview

While exact application requirements will vary from grant to grant, most grants contain similar sections - you will have to provide a background on your organization, a description of your community need, a description of project outputs and outcomes that will occur if you receive grant funds, an outline of how you will budget and expend funds you receive, and likely some indication of how you will report program activity.

We have provided planning templates and stock application material to help ALASI prepare grant applications. Some of the templates and material have been populated with a submission to the [Lily Endowment](#) in mind, assuming the grant would provide ALASI with the seed money to expand from Phase 2, where the ALASI Resource Center is operating from a rented space to Phase 3, where the ALASI Resource Center is expanding into a physical location and providing an expanded suite of services to the Latino community. The following templates and materials, found in the appendices of this report, can be customized for any grant application:

- **Logic Model (Appendix D):** A logic model is a framework for mapping a program's activities to the desired impact. Many funders request the use of this framework specifically.
- **Budget Template (Appendix E): :** The budget template is a listing of grant expenses. You will be held accountable for these line items if you secure the grant, so it may be helpful to reach out to vendors for various cost estimates. The budget should be accompanied by a budget narrative, which should justify how each expense line was determined and why each expense line is essential to the project's success.
- **Demographic Data (Appendix F):** Many grantor agencies request demographic data for the populations the grant will reach. We propose using an ALASI Resource Center Intake Form, provided via this [google form link](#), to collect information from each person you serve through the ALASI Resource Center. By using the google form, you can export results to an Excel table for quick analysis. If you do not wish to use an automated form, you may also manually log this information in an Excel sheet, which has been included as an attachment in the report submission.
- **Project Execution Plan (Appendix G)**: A Project Execution Plan (PEP) is a high-level strategy valuable document for project alignment. We recommend completing a PEP with ALASI leadership in a collaborative working session, then letting the grant writer grab key language directly from the PEP to plug into the actual grant application.
- **Objective-Measure-Activities Template (Appendix H):** This template is a helpful planning tool to help articulate formative and summative metrics associated with your program activity. These metrics should map cleanly to outputs and outcomes stated in the logic model and Project Execution Plan. An example is included in the attached resource.
- **Letter of Support from Elected Representatives (Appendix I):** Letters of support for a grant proposal from elected representatives may help convince a grantor agency of the viability and importance of the project. We have provided a list of elected representatives for Dubois County, to whom we recommend sending an email with the draft letter of support enclosed. ALASI may ask the representative to provide any edits they see fit, then send the signed letter to ALASI. ALASI may include the signed letter in their grant application.

- **Feedback Solicitation Email (Appendix J):** It often takes several attempts to win a competitive grant. It is important to use rejections as an opportunity to learn and grow. You may use this email template to request general feedback from the grantor agency.
- **Reflection Protocol (Appendix K):** Use these discussion questions to reflect on why a grant application may not have succeeded, so you are better positioned to secure future grant funds.
- **Email of Inquiry Template (Appendix L):** Use this email template to help build a relationship with the grantor and to help determine whether the grant opportunity is a good fit for your organization. We suggest customizing the email as much as possible to reflect genuine interest from ALASI.

LOGIC MODEL

Overview

A logic model is a graphic representation, or road map, of how an institution will achieve its desired outcomes. Ultimately, most funders want proof that an organization has made an impact. This justifies the investment they have made in your vision. Logic models help organizations design evaluations to provide evidence of their effectiveness. Beyond demonstrating accountability to an external audience, logic models can also guide internal decision-making. Below (and in Appendix D) you will find the model we have created for ALASI. We developed it based on the Latinx Needs Assessment conducted by ALASI in partnership with The Center for Rural Engagement in 2021[19] and the original logic model[20] created at a community stakeholder retreat in 2021.

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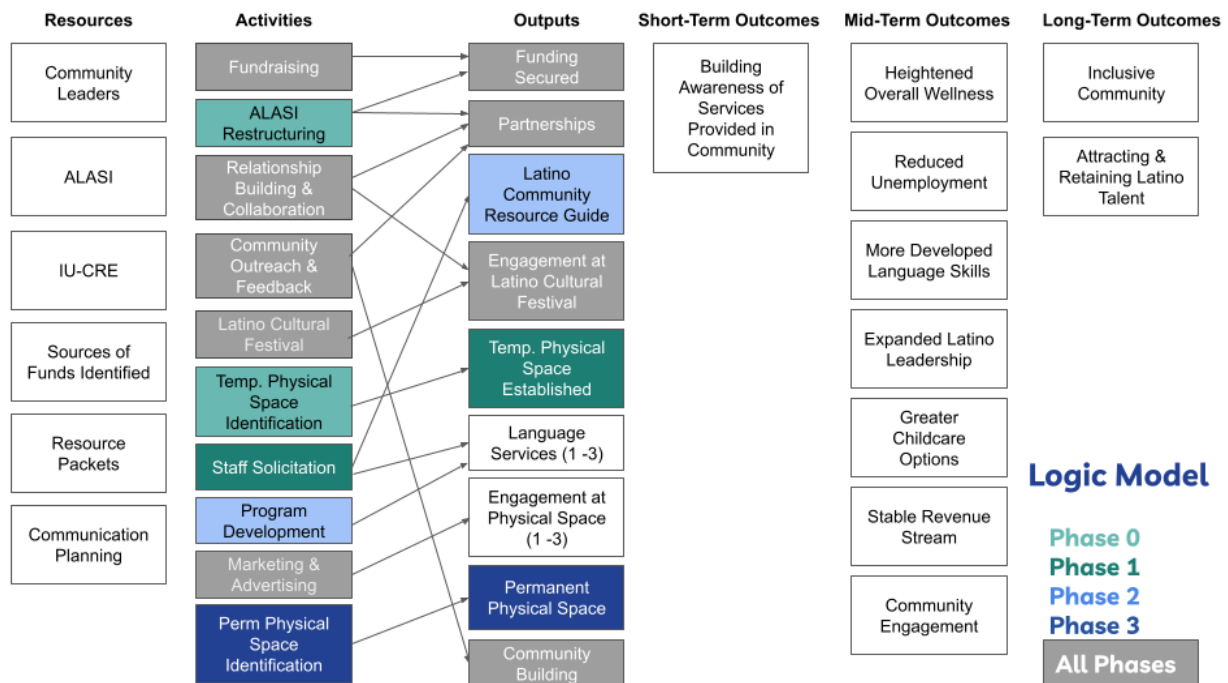
[19] Latinx Needs Assessment: Dubois County, Indiana
[20] 2021 Culture Center Logic Model

Logic Model Narrative

Logic models generally show how a combination of **resources, activities,** and **outputs** leads to specific **outcomes**. We will briefly discuss these four elements as they relate to the model we created.

Resources include the human, financial, organizational, and community resources ALASI has available to complete its work.[21] For instance, the resource packet we have compiled in the report appendix contains, among other things, a toolkit to help ALASI fundraise and obtain grants at various phases in its development as an institution. The list we have provided in the model is not exhaustive, and we encourage ALASI to consider other resources it can tap into to execute the plan we have potentially laid out.

Activities consist of the work ALASI will perform to serve the community and produce measurable outputs.

Outputs typically need to be quantified and tracked for accountability purposes. As ALASI grows and seeks more funding, it will need to implement an increasingly sophisticated data collection process to capture this information.

In the logic model, linkages between an activity and its associated output are represented with arrows. Please note the model does not show every possible activity-output pair. A small number of activities and outputs were identified to minimize visual clutter while representing some of the major pairs. The colors indicate the phase of each activity and output should occur according to the business plan. Our recommended slate of activities aligns with the priorities community stakeholders identified; we believe they will help ALASI meet the needs of the Latino community. However, ALASI may choose to undertake more or fewer pursuits based on the evolving needs of its constituency. In this section, we will provide a brief summary of some of our proposed activities and their corresponding outputs. We also make some suggestions about how ALASI could measure selected outputs. This can serve as a template for developing objective statements, a key part of writing grant proposals. Additionally, tracking outputs can be part of a strategy of internal evaluation, yielding important information about the success of organization activities.

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[21] https://www.esu.edu/ospr/documents/15-16/Introduction_Logic_Models.pdf

- **Relationship Building & Collaboration (All Phases)**
  - Across all phases, ALASI will need to consistently build relationships with partners in the community. This will make the establishment of The Center a possibility and ensure its future sustainability once it is a reality.
    - Example output: Increased engagement at the Latino Cultural Festival
    - Example measures: attendance, number of sponsors, number of vendors, volunteer hours

- **Program Development (Phases 2 and 3)**
  - In phase 2, ALASI will begin the provision of a few, limited services, such as translation. At this point, the organization will not have the capacity to meet the more involved needs of the Latino community. As such, ALASI will refer those cases to partners in the Latino Community Resource Guide. However, in phase 3, ALASI will expand its service offerings and handle more of these cases in-house.
    - Example output: ESL classes
    - Example measures: student attendance, number of classes, number of volunteer hours

Outcomes represent the goals ALASI hopes to achieve through its programming. They can be categorized as either short-, mid, or long-term. We envision the short-term outcome will primarily occur during the first two phases of the model. It involves increased awareness of the various services provided by community organizations. The resource administrator hired during phase 1 and the Latino Resource Community Guide compiled in phase 2 will be instrumental in this process.

Mid-term outcomes describe the effects of Latinos having greater access to essential services, which many currently lack. These would primarily occur in phase 2 and beyond. For example, the proposed Latino Resource Community Guide could connect Latinos with childcare providers, broadening their options.

Ultimately, ALASI has expressed a desire to create and sustain an inclusive community in Dubois County. This happens when "citizens and members feel safe, respected, and comfortable in being themselves and expressing all aspects of their identities"[22]. Thus, Latinos must feel a sense of belonging without needing to abandon the parts of themselves that make them distinct from the broader Anglo community. One way in which ALASI could advance this mission in the future would be through language exchange programs wherein Spanish and English speakers help each other develop skills in their respective languages. However, no single organization or entity can create this environment without sustained effort from multiple stakeholders. The

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[22] What is a Welcoming and Inclusive Community?

proposed Center is a step in that direction, as it will involve strengthening current partnerships and forging new ones.

Finally, many community stakeholders mentioned the importance of making Dubois County an even more attractive place for Latinos to live and remain. The skill development, heightened physical and mental wellness, and increased economic opportunities Latinos will experience as a result of The Center will lead to this outcome. Additionally, we see an interplay between the primary long-term outcome–creation of an inclusive community–and this one. During our time in the community, some residents discussed the retention of bilingual, highly educated Latinos who grew up in Dubois County as part of a long-term development and sustainability strategy. A socially cohesive[23] and economically vibrant Dubois County would help in this endeavor.

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[23] UN: Perspectives on Social Cohesion

Communications Plan

Sensitivity to Community Needs is central to a successful communications plan, and in this case, essential to ensuring the safety and trust of the served community. Communications and media about the Resource Center are necessary to ensure its success, sustainability, and growth. **It is, however, paramount that The ALASI Resource Center does not threaten the safety or well-being of any member of the Latino Community.** For this reason, care must be taken to ensure that social media, public material, and personal information of community members is safeguarded. Some members of the Latino Community may not want their image appearing in such materials due to their immigration status or privacy concerns, and these preferences should be honored to the maximum extent possible.

Objectives of organizational communications will shift throughout the phases of the business development plan, so a phased marketing communications strategy is therefore necessary. We recommend that ALASI map marketing objectives onto each phase of the implementation strategy so that marketing efforts align with the business activities in each phase. We have created a list of our proposed objectives for each respective phase and present this list below.

Phase 0:

- Build early awareness of The Center to generate interest and support from:
    - Potential funders.
    - Potential translation service clients.
    - Potential Latino Resource Network members.

Phase 1:

- Maintain interest and establish two-way relationships with
    - Funders
    - Clients
    - Latino Resource Network members.
- Build early awareness in the Latino community about the services that The Center will begin to provide in Phase 2.

Phase 2:

- Generate awareness of services to drive traffic to The Center from current Latino residents and recent immigrants.
- Generate awareness of resource guides to increase secondary traffic to Latino Resource Network members.
- Generate awareness of translation services to drive revenues from local businesses.

Phase 3:

- Maintain awareness of existing revenue-generating services (translation).
- Generate early awareness of new revenue-generating activities.
- Generate awareness of new non-revenue-generating services.
- Raise awareness of The Center in the Anglo community to build interethnic relationships.

Target Audiences:

We recommend that the Resource Center employ a strategy that differentiates and tailors messaging to speak directly to multiple target audiences. By speaking directly to the needs, interests, and objectives of each audience, The Center can convey its value to satisfy the varying objectives at each implementation stage. We have compiled a list of the three key groups that the Latino Resource Center should target, and provide our recommendations below for effective messaging strategies to speak to each target audience.

Latino Community of Dubois County

- Recent Latino arrivals to Dubois County who present an urgent need to access medical care, education, employment, and other related services, but face barriers associated with language, immigration status, and unfamiliarity with community resources and services.

- Established Latino residents of Dubois County who face language and immigration status barriers, but have developed social connections that decrease the urgency for assistance.

Communications targeted at this group should be delivered in Spanish, and should *inform* about the services offered at The Center. These communications should specifically focus on the provision of information, minor assistance, and The Center's ability to connect users with individuals who provide direct support in the community.

Messaging Strategy: "The Center is where you go to get the information that you need."

Potential Supporters

- Large industrial entities in Dubois County, primarily in Jasper, who have a vested interest in the integration of Latino residents into the existing community.

    - This segment will be the primary target audience for the promotion of revenue-generating activities in Phase 2.
- Non-profit organizations in the area that have a history of funding similar organizations or initiatives.
- Local government bodies that have demonstrated early interest or support for the launch of a Latino community center.
- Individuals of political or financial means in the community.

Communications targeted at this audience should *inform* about the vital role that The Center can (Phases 0-1) and does (Phases 2-3) play in integrating Latino residents into the wider Dubois County community. Communications should also *persuade* this audience that the social and economic returns from The Center are strong enough to warrant financial, social, and political support.

Messaging Strategy: "The Center connects the Anglo and Latino communities and helps Dubois County thrive!"

Volunteers

- Established Latino or Anglo residents of Dubois County who are bilingual in English and Spanish, and who are adept at navigating a system designed for native English speakers.

- Individuals who are Latino or Anglo and who have experience working through the U.S. immigration process.

Communications targeted at this audience should *inform* about the need that The Center can fill in the community, *and* about the need that volunteers can fill for The Center. Communications targeted at this audience should also *persuade* this audience that volunteering with The Center is the best way to uplift the Latino community.

Messaging Strategy: "The Center is a place where you help lift up your community."

Brand Assets:

Branding concept: To accomplish its marketing objectives, we recommend that the ALASI Resource Center utilize color schemes, logos, and promotional materials that reflect the ALASI brand to communicate services, existing organizational information, and services offered at the Resource Center. These created assets will allow for easy implementation of services, increased organizational awareness within the community, and distribution of Resource Center information.

Website: Recent website revitalization efforts provide all Dubois County residents access to information about the ALASI Resource Center, contact information, social media access, information about recent events, and services provided such as the new Resource Center. New updates have increased the value of the website which now allows for bilingual access, greater accessibility for all populations, and user-friendly navigation. The website also houses links to all social media sites and recent blog posts to continue engagement across all platforms.

Community Resource Guide [Appendix M]: The goal of the community resource guide is to offer a comprehensive list of partners, people, and organizations within Dubois County that can provide assistance and advice for accessing new Latino community members to essential services. Many of these services are essential for full participation and inclusion in the community. These include services ranging from personal finance, youth organizations, and childcare.

Individuals and organizations listed in the guide, referred to as the Latino Resource Network, will provide Latino community members necessary contact information to access services. New Latino community members will identify the service in which they need assistance in the guide and contact the individual listed under the resource. The community member will serve as an advocate for the Latino community member to access these services.

Resource Guide Flyer: In order to share information about the community resource guide, a flyer will be distributed within the community. The flyer shares simple information in English and Spanish about the newly created guide, where to access the guide, and contact information for the ALASI Resource Center. The tangible nature of the flyers will allow community members to physically access information which will increase interest. Additionally, the tangible nature of the flier will eliminate technological barriers to Resource Center materials such as lack of access to wifi and/or technology.

Press Release [Appendix N]: The newly created press release shares information about the opening of the ALASI Resource Center as well as expectations for services and impact to the community. This simple, editable communication tool will enable The Center to deliver its story to local media efficiently .

Tactical Outreach for Generating Awareness:

In order to generate awareness to the previously defined audiences, it will be essential to consider the most appropriate avenues to meet people where they find their information. This will differ depending on the group. The diverse mix listed below will provide a comprehensive tactical approach in order to generate widespread awareness.

Latino Resource Network: In order to leverage the Latino Resource Network, we have provided a template with basic needs and spaces for community members to provide the contact information of knowledgeable individuals in the community. In particular, these should be community members who have Spanish-speaking capabilities. We suggest printing a version of this template and distributing it to key individuals at centralized institutions. The following list is a starting point for this dissemination.

- Rossina Sandoval
- Christian Bloome
- ALASI staff member
- Church leaders (Sister Juanita)
- Library information desk
- Dennis Tedrow
- Eber Menjivar
- Detective Jesus Monarrez

Social Media:

- **Facebook:** With the common usage of Facebook throughout the Dubois County community, this will continue to be a platform that can be leveraged as further awareness is generated. In particular, there will be a multi touchpoint strategy in which content is

published across organizations' social media channels. For example, if a link to the revamped ALASI website is provided on the ALASI Facebook page, we also recommend that this same link be shared on pages where other community members might be present. This would include, but not be limited to, Facebook pages for the city, churches, schools, etc.

- **Instagram:** As a platform centered around the usage and sharing of images, Instagram is an additional platform that can help to raise awareness. Links to relevant sites are not able to be linked in an image's description, but it can be hosted in the bio of the site where you can direct users. Instagram would be best utilized during events where intimate interactions with the community are documented and shared to leverage excitement and support. Furthermore, other users should be encouraged to share this information on their own pages. This will expose the content to a larger audience if there are users who may not follow the organization but do follow this particular individual.

Word of Mouth: As one of the key strengths to leverage within the Latino community, it will be important to remember the value of spreading information via word of mouth. This tactic will be supported by tangible paper flyers and other items which can be given from one member to another. In the case that the cost of printing is a barrier to more widespread distribution, paper assets are still valuable as other community members are able to take pictures of the flyer on their mobile phones for example.

Community Institutions: Institutions where community members gather will be a part of widespread community awareness. These institutions would include schools, community bulletin boards, churches, grocery stores, etc. Information should be displayed in common areas in both Spanish and English in order to be as accessible as possible.

Evaluation

Website: Our website recommendations and updates will allow the site administrator to track unique site visitors and other metrics, including: traffic source (the website that directed a user to The Center's website), city-level geography of site visitors, and the number of views that each page of the website receives. These data will allow ALASI to assess which channel, if any, media channel is most effectively directing users to their website; which city in Dubois County is supplying the most visitors to the website; and which content page on the site is sought most by users. These insights can be used to tailor future communications strategies to address users that have been underreached in previous campaigns.

Social Media: One of the social media channels that we have recommended, Instagram, provides analytics that will allow ALASI to monitor the number of engagements, number of impressions, and trends in followers. These analytics, particularly the metrics about account followers, will allow ALASI to assess the degree to which awareness-generating activities fulfill their objectives. Upward trends in engagements (how many times a post is interacted with) and impressions (how many times a post is seen) can also serve as indicators of successful

communications campaigns. Facebook provides sophisticated metrics that can provide insights about audience interests, hobbies, lifestyles, and demographic descriptions; but we recommend that ALASI focus on the standard metrics of engagement that include likes, shares, and comments for their business page and posts.

Latino Community Resource Guide: We recommend that ALASI assess the effectiveness of marketing efforts surrounding the resource packet by monitoring the number of names and resources added to the list.

Timeline

We have created a marketing implementation timeline that will align marketing efforts at each implementation stage with the marketing objectives that we have recommended. This alignment between tactics and objectives will facilitate the steady growth of the ALASI Resource Center and its brand without exhausting the capacity of a new organization with limited resources.

Phase 0

In Phase 0 of the communications plan, ALASI will need to build awareness in their target audiences through several different channels. These channels include:

- **ALASI Website**: The revisions to the ALASI website that we have recommended provide the foundation for a strong brand image. It is important that traffic to the website increases during this phase so that the target audiences become aware of the ALASI brand and the ALASI Resource Center. We recommend that ALASI share the link to the website through all owned social media channels and encourage Latino community members to visit the site.

- **Social Media:** During the initial phase of the communications plan, a consistent social media presence is key for generating brand awareness. We propose that ALASI include the Dubois Community Foundation donation link for the ALASI Endowment in all social media posts on all social media channels, and update the bio section of all social media pages to include this link. Content should also be shared frequently to post progress updates for donors, community supporters, and the Latino community. Social media posts should also be used to advertise the opportunity for individuals to volunteer and to become Latino Resource Network members.

- **Community Engagement Events:** ALASI should plan and execute community engagement events at free or low-cost spaces to engage with potential funders. These events should be centered around the need in the community and should promote the way that ALASI can fulfill this need through the ALASI Resource Center. Potential funders and community stakeholders should be invited to this event through social media channels, email, and face-to-face invitations. All event dates should be included on social media channels and on the ALASI website.

- **Job Posting:** In order to fill the Executive Director position, ALASI will need to promote the job posting on all owned media channels, including: the ALASI website, Facebook, Instagram, and any additional social media channels. The job posting should also be shared with community job boards, employment centers, and universities. Larger job boards such as LinkedIn, Indeed, and Glassdoor should also be used to promote the open position.

Phase 1

In Phase 1 of the communications plan, ALASI will need to maintain engagement with targeted audiences and begin to inform about the services that the ALASI Resource Center will provide. As ALASI nears the launch of the ALASI Resource Center, all marketing materials and channels should be updated to include a consistent name (ALASI Resource Center). Our recommended tactics during this stage include:

- **Community Engagement Events:** A primary objective of Phase 1 is to increase awareness of the services that the ALASI Resource Center will provide. Community engagement events such as town halls with the Latino community are a powerful way to explain in detail ALASI's plan for implementing services with the ALASI Resource Center.

- **Job Posting:** In order to fill the Resource Officer position, ALASI will need to promote the job posting on all owned media channels, including: the ALASI website, Facebook, Instagram, and any additional social media channels. The job posting should also be shared with community job boards, employment centers, and universities. Larger job boards such as LinkedIn, Indeed, and Glassdoor should also be used to promote the open position.

- **Social Media:** ALASI should maintain their strong social media presence throughout Phase 1, and should continue to include links to donation pages and progress updates in their social media content. Social media content in Phase 1 should begin to advertise and promote the Latino Resource Network, and ALASI's plan to provide connection services through the ALASI Resource Center. Early members and member organizations in the Latin Resource Network should be encouraged to share content from the ALASI social media channels during this phase to increase awareness among both potential users and potential network members.

Phase 2

In Phase 2 of the communications plan, ALASI will need to maintain awareness and engagement with the ALASI brand in addition to generating awareness of the ALASI Resource Center opening. It is necessary to engage with multiple audiences during this stage because the ALASI Resource Center will begin offering resource connection services to pro-bono clients (the Latino

community) and revenue-generating translation services to paying clients. We recommend the following tactics during this Phase:

- **Distribution of Latino Community Resource Guide:** Key individuals in the Latino community, including Latino Resource Network members, should be provided with copies of the Latino Community Resource Guide.

- **Latino Community Resource Guide Flyer:** The flyer advertising the Latino Community Resource Guide should be posted in key locations in the community to drive traffic to the Latino Resource Center. These locations include but are not limited to:
  - Hispanic Churches
  - Local Schools (Southridge, Jasper High School, Northeast Dubois Jr/Sr High School, etc.)
  - Latino-owned Businesses
  - Larger employers

- **Press Release:** In order to increase awareness of the ALASI Resource Center in the broader Dubois County community and to maintain awareness in established target markets, we recommend that ALASI revise and distribute the press release exemplar that we have included in the appendix of this document. If effective, this activity will generate earned media attention and allow the ALASI Resource Center to generate awareness in a wider audience.

- **Social Media and Website:** Social media activity remains a key marketing activity during Phase 2, but content in this phase should be focused specifically on the opening of The Center and the services that The Center can provide to both paying and non-paying clients. The ALASI website should be updated to include an inquiry form for businesses and other paying clients to submit requests for translation services. Social media content should also invite Latino clients to document or review their experience using the services provided by the Latino Resource Center and the Latino Resource Network.

- **Translation Services Flier:** A flier should also be developed to advertise the translation services that we are recommending the ALASI Resource Center to provide. This flier should be distributed to employers in Dubois County who have contacted ALASI in the past regarding translation services.

- **Community Engagement Events:** During this phase, community engagement events should be centered around increasing traffic to the ALASI Resource Center. Examples of community events that we recommend include open houses, community dinners, and festivals.

Phase 3

Phase 3 of the communications plan will likely be subject to change based upon the conditions of the ALASI Resource Center during Phase 3 of the business plan. Market conditions may change and ALASI marketing resources may develop beyond the anticipation of this report. At the time of writing, we recommend that ALASI focus communications around brand awareness and the reinforcement of success through the following tactics:

- **Social Media:** ALASI should continue to utilize social media channels such as Instagram and Facebook to promote the ongoing activities at the ALASI Resource Center, as well as to introduce new revenue-generating services to our recommended target audiences. As this phase will occur after an extended period of operation, it will become possible to share success stories of former and current clients who have been able to take advantage of the connection services that The Center offers. Sharing these stories on social media channels will reinforce the positive brand image and maintain support levels from funders and political allies.

- **Community Engagement Events:** During this stage of the communications plan, community engagement events will serve to maintain awareness, focus on developing issues in the community, and celebrate the previous successes of the ALASI Resource Center. Examples of community engagement events that we recommend include: town-hall or listening events, festivals to celebrate Latino culture, and awards nights to celebrate those who have contributed their time or resources to the success of The Center.

Recommendations

- Use tailored messaging strategies for three different target audiences: the Latino Community of Dubois County, Potential Funders, and Potential Volunteers and Network Members.
- Prioritize the development of the Latino Resource Network and the distribution of the Latino Community Resource Guide during Phases 0 and 1.
- Implement the recommended changes to the ALASI website.
- Maintain a strong social media presence and evaluate the effectiveness of social media campaigns using the analytic tools provided by Facebook, Instagram, and Squarespace.
- Use community engagement events and the Latino Community Resource Network to gain awareness through word of mouth.

Conclusion

In this report, we have offered recommendations to support a phased approach beginning with the establishment of an organizational underpinning to facilitate growth and ultimately arriving at a permanent ALASI Resource Center that delivers a broad array of services to the Latino community of Dubois County. To achieve that vision, we recommend ALASI first develop a network and gather the financial resources necessary to sustain the organization through its early stages, and begin to deliver services with limited scope so as to enable long-term expansion. We recommend prioritizing the hiring of an Executive Director to advance organizational objectives by establishing a supportive network of business, local government, and other community leaders; attaining a firm understanding of benchmark organizations by engaging similar organizations elsewhere; and raising the capital necessary to move through the phases. Soon thereafter, we recommend hiring a Resource Administrator who can commence delivery of services and provide development and oversight of volunteers. Early services should remain simple – resource navigation and translation. Only once financial resources are available on a sustainable basis do we recommend The ALASI Resource Center move from a temporary low or no cost location to a more permanent facility; and only after reaching this point should services and programming be expanded. We recommend a communications plan to support the phased approach to the ALASI Resource Center's establishment, with specific messages targeted to key audiences in each phase.

The plans and recommendations offered in this product represent a deliberate approach toward an ambitious goal. Obstacles and challenges are certain to emerge as ALASI and other participants move toward the vision imagined by Rossina, Christian, the ALASI Board of Directors, and the community leaders who informed this proposal. It offers a starting point from which torchbearers of the ALASI Resource Center can carry the vision forward.

Under the leadership of a capable Executive Director, Resource Administrator, and Boards of Directors and Advisors; and with the support of a generous community and committed volunteers; The ALASI Resource Center can be a place that enables full inclusion of Latinos in the Dubois County community, facilitates celebration of Latino Culture, and promotes a vibrant, thriving Dubois County.

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Appendices

Appendix A: Proposed ALASI Mission and Principles

All changes are based on the existing mission and principles on the legacy website, and were discussed with the current Vice President Evelyn Rivas.

Service - Leadership - Community - Celebration

Our vision is a vibrant diverse community in Southern Indiana where every Latino thrives and enjoys civic engagement in the community.

ALASI was founded in 2008 by visionaries Luis Dubon, Moises Basilio, and Ernesto Garcia who saw a need for Latino representation in our community. They worked with local organizations and government to elevate the Latino voice in the community.

Guiding Principles
ALASI operates as a 501(c)(3) non-profit, which is dedicated to improving the lives of Latinos in Southern Indiana.

Service - Organizing service of and by Latino community members
Leadership - Promote Latino leadership in community and government positions
Community - Supporting an integrated and diverse community
Celebration - Celebrating and preserving Latino traditions and culture

Appendix B: ALASI Executive Director Job Description

Asociación Latino Americana Del Sur De Indiana (ALASI)
Executive Director Job Description

Please send your resume to the official HR committee email address at alasiindiana@gmail.com. ALASI is located at Vincennes University Jasper in Jasper, Indiana. ALASI operates as a 501 (c) (3) non-profit which is dedicated to improving the lives of Latinos in Southern Indiana. The Executive Director is the key management leader of ALASI. The Executive Director is responsible for directing the administration, programs and strategic plan of the organization. Other key duties include fundraising, marketing, and community outreach. The position reports directly to the Board of Directors.

GENERAL RESPONSIBILITIES:
1) Board Governance: Works with the board in order to fulfill the organization mission.
● Responsible for leading ALASI in a manner that supports and guides the organization's mission as defined by the Board of Directors.
● Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.

2) Financial Performance and Viability: Develops resources sufficient to ensure the financial health of the organization.
● Responsible for the fiscal integrity of ALASI, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.
● Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
● Responsible for fundraising and developing other resources necessary to support the ALASI mission.

3) Organization Mission and Strategy: Works with the board and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.
● Responsible for implementation of ALASI's programs that carry out the organization's mission.

● Responsible for strategic planning to ensure that ALASI can successfully fulfill its Mission into the future.
● Responsible for the enhancement of ALASI's image by being active and visible in the community and by working closely with other professional, civic and private organizations.

4) Organization Operations. Directs and implements appropriate resources to ensure that the operations of the organization are appropriate.
● Responsible for effective administration of ALASI operations.
● Responsible for the hiring and retention of competent, qualified staff.
● Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.

Professional Qualifications:
● Written and spoken fluency in English and Spanish
● A bachelor's degree, or related educational background, is preferred
● Transparent and high integrity leadership
● Five or more years management experience
● Solid, hands-on, budget management skills, including budget preparation, analysis, decision-making and reporting
● Strong organizational abilities including planning, delegating, program development and task facilitation
● Ability to convey a vision of ALASI's strategic future to staff, board, volunteers and donors
● Knowledge of fundraising strategies and donor relations unique to nonprofit sector
● Skills to collaborate with and motivate board members and other volunteers
● Strong written and oral communication skills
● Ability to interface and engage diverse volunteer and donor groups
● Demonstrated ability to direct and collaborate with staff
● Strong public speaking ability

Actual Job Responsibilities:
1. Planning and operation of the annual budget.
2. Establishing employment and administrative policies and procedures for all functions and for the day-to-day operation of the nonprofit.

3. Serving as ALASI's primary spokesperson to the organization's constituents, the media and the general public.

4. Establish and maintain relationships with various organizations throughout the state and utilize those relationships to strategically enhance ALASI's Mission.

5. Direct Latino Culture Festival, which includes supervising Latino Culture Festival Chairperson, coordinating with community leaders, and establishing revenue targets.

6. Report to and work closely with the Board of Directors to seek their involvement in policy decisions, fundraising and to increase the overall visibility of ALASI throughout Southern Indiana.

7. Supervise, and collaborate with organization staff.

8. Strategic planning and implementation.

9. Direct organization Board and committee meetings.

10. Direct marketing and other communications efforts.

11. Review and approve contracts for services.

12. Manage maintenance of the Americana facility and its operating systems.

13. Other duties as assigned by the Board of Directors.

Salary: $60,000 + benefits (401k, employer provided healthcare, paid vacation, paid sick days, and holidays).

The successful candidate(s) for this position will be subject to a pre-employment background check. ALASI is an Equal Opportunity Employer.

Appendix C: Timeline of Grant Opportunities

Grantor	Estimated Award	Deadline	Suggested Application Phase(s)	Description *(from grantors' websites)*	Viability	Impact	Pre-Application Action Steps	Website URL	Contact
Smithville Foundation	Varies upon request. In 2021, the Foundation awarded $840,000 across all projects.	August - September	Phase 2 or 3	The Smithville Charitable Foundation funds projects related to education, health, relief of poverty or distress, and arts and culture. The Foundation does not fund operating expenses.	High	Medium	Contact Amanda Flora to determine availability of funds.	https://smithvillefoundation.org/grant-application/	amanda.flora@smithville.com (812) 935-2283
Indiana Commission on Hispanic/Latino Affairs	$3,000	September - November	Phase 3	The Commission on Hispanic and Latino Affairs is a non-partisan state agency working toward economic, educational, and social equality, including the promotion of cooperation and understanding.	High	Low	Email the contact to learn more about the grant process. It is suggested that this grant be used for a targeted program expansion in Phase 3.	https://www.in.gov/ichla/grant-applications/	Info@ichla.in.gov ; 1-800-457-8283
Pacers Foundation	Average grant is $3,500.	Rolling (January 1, April 1, July 1, and October 1)	Phase 3	The Foundation awards grants and contributions to Indiana-based nonprofit organizations that focus on food insecurity, education, mentorship, diverse business engagement, and building bridges with public safety, with a particular emphasis on youth and the communities that support them. Typically	High	Low	Complete the fund consideration form (https://pacersfoundation.org/grants-apply/). This may be a good fit for a specific program expansion in Phase 3 or beyond.	https://pacersfoundation.org/grants/	Telephone: 317-917-2540 Email: foundation@pacers.com

				grants are NOT awarded for general operating expenses, capital campaigns, infrastructure improvements or event support.					
Lilly Endowment	Varies upon request.	None	Phase 2 or Phase 3	The Lily Endowment generally considers proposals in three areas of interest: community development, education and religion. They also pursue initiatives that benefit youth and that promote the causes of philanthropy and volunteerism.	Medium	High	Mail in an application inquiry packet to determine if Lily would like you to pursue an application.	http://www.lill yendowment. org/	Ronni Kloth, Comm Director 317-924-5471
Clowes Fund, Inc	Most first time grants are in the range of $20,000 over one year.	November	Phase 1, 2, or 3	The Clowes Fund, a family foundation, seeks to enhance the common good by encouraging organizations and projects that help to build a just and equitable society, create opportunities for initiative, foster creativity and the growth of knowledge, and promote appreciation of the natural environment.	Medium	Medium	Contact Elizabeth Casselman to confirm grant availability. Submit a preliminary proposal by November 1 (https://www.clow esfund.org/applica tion-process). Consider applying for this grant during fundraising rounds of Phases 0 and 1, or use for programmatic expansions in later phases.	https://www.cl owesfund.org	Elizabeth A Casselman Exec Dir, Telephone: 3178330144, E-mail: staff@clowesfund .org

German American Bank	Varies upon request.	None	Phase 1, 2, or 3	German American Bank does not have formal grants, but they do have a history of partnering with community nonprofits, including a Latino Resource Center.	Medium	Medium	Reach out to the contact listed, or leverage community networks to identify the right person within German National Bank to talk with about a partnership during any of the implementation phases.	https://german american.com /about/local-ef forts/	Contact form: https://germanam erican.com/about/ contact/
Lumina Foundation	Varies upon request.	None	Phase 3+	Lumina Foundation believes that education provides the basis for individual opportunity, economic vitality, and social stability. Lumina's grantmaking is primarily proactive in nature. In other words, a large majority of our grants are awarded to partners solicited by the foundation based on their unique capacities to leverage large-scale systemic change.	Low	High	Complete the Lumina Foundation Partner Survey to connect with a Grant Officer to determine if ALASI may be a good fit for this grant. This request will likely need to be for an ambitious education-centere d initiative.	https://www.l uminafoundati on.org/	partnersurvey@lu minafoundation.o rg
League of United Latin American Citizens (LULAC)	Varies upon request.	Grant dependent	Phase 3+	LULAC's programs revitalize Hispanic neighborhoods from within by creating grassroots programs in over 1,000 Hispanic communities served by LULAC Councils. LULAC provides	Low	High	Explore whether membership to LULAC could be a good fit for ALASI. Sign-up for email updates to learn of new grant opportunities that	https://lulac.or g/funding/	View contact list at https://lulac.org/a bout/contact_us_l isting/, or call the national office at 202-833-6130

				grants for specific areas of impact, which change over time.			directly align to the ALASI Resource Center.		
Herbert Simon Family Foundation	Varies upon request.	None	Phase 2 or Phase 3	Herbert Simon Family Foundation has been providing support for organizations in hopes of creating more equitable, sustainable and vibrant communities with an emphasis on Central Indiana. The foundation promotes social justice in Central Indiana in the areas of arts & culture, basic needs, environment and climate change, and social justice.	Low	Medium	Herbert Simon Family Foundation is an invite only funder and does not accept unsolicited grant applications. Reach out to the contact listed in this row to determine if ALASI should apply. This Foundation may be too focused on Central Indiana, but it is worth an inquiry.	https://www.cicf.org/about-cicf/funds-and-foundations/family-funds/the-herbert-simon-family-foundation/	HerbertSimonFamilyFoundation@cicf.org, or call Clayton De Fur at 317-634-2423

Appendix D: Logic Model

Resources
- Community Leaders
- ALASI
- IU-CRE
- Sources of Funds Identified
- Resource Packets
- Communication Planning

Activities
- Fundraising
- ALASI Restructuring
- Relationship Building & Collaboration
- Community Outreach & Feedback
- Latino Cultural Festival
- Temp. Physical Space Identification
- Staff Solicitation
- Program Development
- Marketing & Advertising
- Perm Physical Space Identification

Outputs
- Funding Secured
- Partnerships
- Latino Community Resource Guide
- Engagement at Latino Cultural Festival
- Temp. Physical Space Established
- Language Services (1 -3)
- Engagement at Physical Space (1 -3)
- Permanent Physical Space
- Community Building

Short-Term Outcomes
- Building Awareness of Services Provided in Community

Mid-Term Outcomes
- Heightened Overall Wellness
- Reduced Unemployment
- More Developed Language Skills
- Expanded Latino Leadership
- Greater Childcare Options
- Stable Revenue Stream
- Community Engagement

Long-Term Outcomes
- Inclusive Community
- Attracting & Retaining Latino Talent

Logic Model
- Phase 0
- Phase 1
- Phase 2
- Phase 3
- All Phases

Appendix E: Budget Template

(Title of Program) Program Budget			
Expense Category	**Cost**	**Other Funding Sources**	**Subtotal**
Salaries (Include Title and FTE/PTE)			
			$ -
			$ -
			$ -
Benefits (total of all staff allocated to the grant)			$ -
Subtotal Salaries	$ -	$ -	$ -
Other Expenses			
Technology (laptop, wireless, etc.)			$ -
Supplies (pens, clipboards, paper, etc.)			$ -
Transportation/Mileage			$ -
Training Expenses (space, food, etc.)			$ -
Training Materials			$ -
Marketing/Outreach Materials			$ -
Other (please specify)			$ -
Other (please specify)			$ -
Subtotal Other Expenses	$ -	$ -	$ -
Total Program Budget *(Salaries + Other Expenses)*	$ -	$ -	$ -

Appendix F: Demographic Data Collection

We recommend using this [google form link](#) to collect information from each person you serve through the ALASI Resource Center. In the google form, you can export results to an Excel table for quick analysis. If you do not wish to use an automated form, you may also manually log this information in an Excel sheet, which has been included as an attachment in the report submission.

Participant	Zip Code	Age	Race	Ethnicity	Gender	Marital Status	Education	Employment	Household Income	Veteran

Appendix G: Project Execution Plan

PROJECT OVERVIEW

PROJECT NAME:	

OPPORTUNITY
What is the problem you are trying to solve and why is it a priority to address? Provide 2 - 3 sentences briefly describing the opportunity or challenge.

PROJECT DESCRIPTION
What are you proposing to do? Provide 1-2 sentences/bullets briefly describing the purpose of the project.

PROJECT / LEARNING INTENTIONS
What do you hope to accomplish and/or learn by the end of the project/grant opportunity (e.g., desired results/benefits, learnings, objectives)?

EQUITY, DIVERSITY & INCLUSION (ED&I)
How does this project, if any, advance ED&I goals (e.g., focuses on populations/communities with disproportionately high rates of food insecurity, engages a minority vendor)?

MEASURES
How will you know if you are successful by the end of the project? Describe the measurable outcomes/goals of the project (e.g., outcomes, success criteria, KPIs).

PROJECT SCOPE	
SCOPE *What activities are included or not included in the scope of the project?*	**DELIVERABLES** *List deliverables that will be produced (i.e., tangible outputs, work products or artifacts).*
In Scope: *Out of Scope:*	

GENERAL PROJECT INFORMATION						
Primary Contact(s) / Project Lead(s):						
Priority / Imperative:		**Focus Area:**		**Project Stage:**		
Estimated Start Date:		**Estimated Completion Date:**		**Duration:**		
Primary Focus is ED&I? (Y/N)				**Within Fiscal Year Budget? (Y/N)**		

PROJECT BUDGET				
Line items	**FY22**	**FY23**	**FY24**	**TOTAL**

PROJECT TIMELINE		
PROJECT STAGE / KEY MILESTONES *Outline Project Development Process stages and/or high-level milestones.*	**DURATION**	**ESTIMATED TIMING**

PROJECT TEAM			OTHER STAKEHOLDERS
Name	**Role / Organization**	**% Time**	**Stakeholder Group (Internal or External)**

Appendix H: Objective-Measure-Activities (OMA)

FY23 Marketing and Communications

Objectives *What do we want to achieve?*	Measures *(How will we measure progress toward our Objectives?)*	Activities *(What we are doing to do: projects, operations, tasks to advance measures)*
Connect with individuals to elevate Latino voices through storytelling that builds empathy and shifts perception.	• Identification of Latinos in need within the county. • Increase number of Latino stories to share • Increase percentage of brand content and messaging • Increase media partnerships (radio, newspapers, etc.)	• Develop a strategy and content to increase trust, cultivate and expand relationships with Latino and broader community • Improve and expand Spanish Language content across digital experiences and marketing to engage Latinos.
Use marketing channels, content, and digital experience to connect Latinos to resources they say they need to thrive.	• Latino experience • Identify opportunities to improve website accessibility and speed for users	• Develop tracking sheet, surveys,etc to track Latino experience • Develop survey to gage the accessibility and speed for community members • Engage key stakeholders to develop a plan and build roadmap to improve digital experience

Objective #1
Connect with individuals to elevate Latino voices through storytelling that builds empathy and shifts perception.

Measures *(How will we measure progress toward our Objectives?)*	Activities *(What we are doing to do: projects, operations, tasks to advance measures)*
• Identification of Latinos in need within the county. • Increase number of Latino stories to share • Increase percentage of brand content and messaging • Increase media partnerships (radio, newspapers, etc.)	• Develop a strategy and content to increase trust, cultivate and expand relationships with Latino and broader community • Improve and expand Spanish Language content across digital experiences and marketing to engage Latinos.

Objective #2

Use marketing channels, content, and digital experience to connect Latinos to resources they say they need to thrive.

| Measures
(How will we measure progress toward our Objectives?) | Activities
(What we are doing to do: projects, operations, tasks to advance measures) |
|---|---|
| • Improve Latino experience
• Identify opportunities to improve website accessibility and speed for users | • Develop tracking sheet, surveys,etc to track Latino experience.
• Conduct Rapid Cycle Tests to improve Latino experience
• Develop survey to gage the accessibility and speed for community members
• Engage key stakeholders to develop a plan and build roadmap to improve digital experience |

(Insert Title)

| Objectives
What do we want to achieve? | Measures
(How will we measure progress toward our Objectives?) | Activities
(What we are doing to do: projects, operations, tasks to advance measures) |
|---|---|---|
| Insert Objective 1 | • (Insert Measures for Objective 1)
• (Insert Measures for Objective 1)
• (Insert Measures for Objective 1) | • (Insert Activities for Objective 1)
• (Insert Activities for Objective 1)
• (Insert Activities for Objective 1) |
| Insert Objective 2 | • (Insert Measures for Objective 2)
• (Insert Measures for Objective 2)
• (Insert Measures for Objective 2) | • (Insert Activities for Objective 2)
• (Insert Activities for Objective 2)
• (Insert Activities for Objective 2) |
| Insert Objective 3 | • (Insert Measures for Objective 3)
• (Insert Measures for Objective 3)
• (Insert Measures for Objective 3) | • (Insert Activities for Objective 3)
• (Insert Activities for Objective 3)
• (Insert Activities for Objective 3) |

Objective #1
(Describe objective here) - What do we want to achieve?

Measures *(How will we measure progress toward our Objectives?)*	**Activities** *(What we are doing to do: projects, operations, tasks to advance measures)*
• (Insert Text Here) • (Insert Text Here) • (Insert Text Here) • (Insert Text Here)	• (Insert Text Here) • (Insert Text Here) • (Insert Text Here) • (Insert Text Here)

Objective #2
(Describe objective here) - What do we want to achieve?

Measures *(How will we measure progress toward our Objectives?)*	**Activities** *(What we are doing to do: projects, operations, tasks to advance measures)*
• (Insert Text Here) • (Insert Text Here) • (Insert Text Here) • (Insert Text Here)	• (Insert Text Here) • (Insert Text Here) • (Insert Text Here) • (Insert Text Here)

Appendix I: Letter of Support Template

[date]

Lilly Endowment, Inc.
c/o Program Office
2801 North Meridian Street
Post Office Box 88068
Indianapolis, Indiana 46208-0068

To Whom It May Concern:

It is with great enthusiasm that I recommend the Asociación Latinoamericana del Sur de Indiana's (ALASI's) application to be granted Lilly Endowment community development funds. As a representative of Dubois County in the [Indiana General Assembly/U.S. Congress], I have seen firsthand the significant impact that ALASI has had in improving the lives of our Latino population.

According to recently collected data, the Dubois County Latino population is growing rapidly. Within the Southwest Dubois County School Corporation, for example, Huntingburg Elementary School's Latino population recently grew from 20% to 46%. Additionally, Southridge Middle School and Southridge High School experienced increases from 13% to 36% and 11% to 27%, respectively. Other schools within the corporation are experiencing similar trends. These increases have exacerbated the need for support services in Dubois County to bridge the divides that hinder Latino individuals from accessing crucial resources within the community.

The ALASI Resource Center will serve as a "one stop shop" for Latino individuals within Dubois County, connecting individuals in need with community resources. Additionally, translation services, educational resources, and cultural celebrations will promote diversity and inclusion within the County and aid this population in seamlessly integrating into our community. With a stated goal of supporting projects that remove the barriers faced by minority populations in Indiana, this project aligns well with the Lilly Endowment's mission in funding community development projects.

I sincerely believe in ALASI's ability to bring the ALASI Resource Center to fruition and, therefore, ask that you give special consideration to their funding request. If I can serve as a resource to your team as you consider their application, please do not hesitate to contact my office. I look forward to hearing of your final decision soon.

Sincerely,

NAME
TITLE
ORGANIZATION

Appendix J: Feedback Solicitation Email Template

(for learning from grant rejections)

Dear [grant director],

ALASI greatly appreciates your consideration of our most recent proposal. We understand that resources are limited, and we may not have been the best fit for [named foundation / organization] at this time.

We are always looking to improve our grant applications - do you have any feedback on our application that would help us be more competitive in the future? We are happy to schedule a phone call, if you have the time.

In the meantime, thank you for your continued focus on [focus of the foundation/organization]. [focus of the foundation/organization] is critical to [impact of these efforts] and we wish you the best of luck moving forward. Please keep us in mind if your organization offers grants in the future for which we may be a good fit, and please let us know if you have any questions about our work in the Latino community in Dubois County.

Thank you,

[your name]
[title]
[contact information]

Appendix K: Reflection Protocol

It often takes several attempts to win a competitive grant. It is important that you use rejections as learning opportunities. You may use this email template provided in this appendix to request general feedback from the grantor agency. Use their feedback to complete the reflection questions below. If the feedback provided does not help you answer the reflection questions, consider following-up via email or phone for more details.

Note that this reflection protocol is developed from *Grant Management: Funding for Public and Nonprofit Programs* by Jeremy Hall[24].

Section	Why do you believe this part of the application was strong? What process did you use to draft this section of the application, and why was that process successful?

[24] *Hall, Jeremy L.. Grant Management: Funding for Public and Nonprofit Programs : Funding for Public and Nonprofit Programs, p. 273. Jones & Bartlett Learning, LLC, 2009. ProQuest Ebook Central, http://ebookcentral.proquest.com/lib/iub-ebooks/detail.action?docID=3319397.*

Often there are easy edits that make future applications more competitive. Perhaps your application was rejected because you did not spell out that you met mandatory requirements, or perhaps you failed to provide a contact number, or perhaps your budget excluded some key line-items. Take time to review any technical feedback that you could easily address in the next application. What can you do to ensure your future application incorporates these edits?

Was this grant application rejected primarily because of the project proposal itself, or was the application rejected primarily because of the way it was communicated? If it was the project proposal itself, what parts of the proposal were not aligned to the grantor's vision? If it was the communication, what areas of the application needed to be framed differently?

How else could ALASI secure funds to accomplish the project? Take time to search other available grants or collaborate with community leaders to explore alternative revenue streams.

Appendix L: Email of Inquiry Template

[Grant officer or grantor contact],

Our organization, ALASI, saw [grant opportunity] in [describe how you learned of the grant opportunity]. We feel that our mission of improving the lives of Latinos in Southern Indiana aligns with your organization's mission to [insert organization's mission]. You can learn more about us and the work we do in the community on our website <link website>.

Right now, we are raising funds for a Latino Resource Center in Dubois County, which will provide vital resources to our underserved Latino community. I have attached a logic model of our program if you'd like to learn more. Do you have a few minutes sometime this week for a phone call so we can learn more about what you are looking for in a competitive grant application?

Best,

[Your Signature]

Appendix M: Community Resource Guide

Guía de Recursos para la Comunidad | Community Resource Guide

Este paquete provee un resumen general de algunos de los recursos disponibles en Dubois County. Por favor, refiere a este como un empiezo en su busca para servicios y apoyo | This packet provides a general overview of some of the resources available in Dubois County. Please refer to this as a starting point in your search for supportive services.

Para una lista más comprehensiva de recursos y contactos disponibles, puede contactar_____. | For a more comprehensive list of available resources and referrals please contact: _____

Código de Colores | Color code:
- Undocumented Safe Services
- Welcoming for everyone

Arte y Entrentenamiento | Arts and Entertainment:

_____
Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Ropa y Cosas para la Casa | Clothing and Household Goods:

_____
Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Orientación | Counseling:

_____
Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Violencia Doméstica | Domestic Violence

_____
Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Drogas y Alcohol | Drug and Alcohol

_____
Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Individuo y Familia | Individual and Family

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Veteranos | Veterans

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Vocacional | Vocational

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Servicios de Documentación | Documentation Services:

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Licencia de Conducir | Drivers License:

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Servicios Educacionales | Educational Services:

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Empleo y Formación | Employment and Training:

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**

Correo Electrónico | Email _____

==**Agencias de Dotación de Personal y Trabajo Temporal Staffing and Temporary Labor Agencies**==

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**

Correo Electrónico | Email _____

==**Servicios de Inglés | English Language Services (ESL):**==

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**

Correo Electrónico | Email _____

==**Servicios de la Familia | Family Services:**==

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**

Correo Electrónico | Email _____

==**Cuidado de los Niños | Childcare**==

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**

Correo Electrónico | Email _____

==**Educación de la Primera Infancia | Childhood Education**==

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**

Correo Electrónico | Email _____

==**Programas Antes y Después de Escuela | Before and After School Programs**==

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Departamento de Salud y Servicios Humanos | Department of Health and Human Services

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Asistencia Financial | Financial Assistance

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Servicios de Mascotas | Pet Services

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Servicios de Apoyo | Support Services

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Asistencia de Servicios de Comida | Food Assistance Services:

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

SNAP

Local Groceries

<u>Latino Groceries</u>

==Servicios de la Comunidad Gratis | Free Community Services:==

_____

Nombre/ Organización | Name/ Organization　　　　**Teléfono | Phone**
Correo Electrónico | Email _____

==Biblioteca | Library==

_____

Nombre/ Organización | Name/ Organization　　　　**Teléfono | Phone**
Correo Electrónico | Email _____

==Recreación y Parques | Parks and Recreation==

_____

Nombre/ Organización | Name/ Organization　　　　**Teléfono | Phone**
Correo Electrónico | Email _____

==Servicios de Salud | Health Services:==

_____

Nombre/ Organización | Name/ Organization　　　　**Teléfono | Phone**
Correo Electrónico | Email _____

==Atención Médica para Discapacitados | Disabled Health Care==

_____

Nombre/ Organización | Name/ Organization　　　　**Teléfono | Phone**
Correo Electrónico | Email _____

==General==

_____

Nombre/ Organización | Name/ Organization　　　　**Teléfono | Phone**
Correo Electrónico | Email _____

Cuidado y Orientación para el Embarazo | Pregnancy Counseling and Care

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Vivienda | Housing:

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Orientación y Asistencia | Counseling and Assistance

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Emergency Housing/Resources

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Asistencia Emergente para Alquilar | Emergency Rent Assistance

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Viviendas de Bajos Ingresos | Low-income Housing

_____

Nombre/ Organización | Name/ Organization   **Teléfono | Phone**
Correo Electrónico | Email _____

Vivienda Unifamiliar | Single Family Homes

_____

Nombre/ Organización | Name/ Organization   Teléfono | Phone
Correo Electrónico | Email _____

Viviendas Sobrias | Sober Living

_____

Nombre/ Organización | Name/ Organization   Teléfono | Phone
Correo Electrónico | Email _____

Inmigración y Servicios Legales | Immigration and Legal Services:

_____

Nombre/ Organización | Name/ Organization   Teléfono | Phone
Correo Electrónico | Email _____

Finanza Personal y Impuestos | Personal Finance and Taxes:

_____

Nombre/ Organización | Name/ Organization   Teléfono | Phone
Correo Electrónico | Email _____

Bancos | Banking

_____

Nombre/ Organización | Name/ Organization   Teléfono | Phone
Correo Electrónico | Email _____

Organizaciones Religiosas/Iglesias | Religious Organizations/Churches:

_____

Nombre/ Organización | Name/ Organization   Teléfono | Phone
Correo Electrónico | Email _____

Servicios para los Mayores | Services for Seniors:

Nombre/ Organización | Name/ Organization **Teléfono | Phone**
Correo Electrónico | Email _____

<mark>**Transportación | Transportation:**</mark>

Nombre/ Organización | Name/ Organization **Teléfono | Phone**
Correo Electrónico | Email _____

<mark>**Servicios Públicos | Utilities:**</mark>

Nombre/ Organización | Name/ Organization **Teléfono | Phone**
Correo Electrónico | Email _____

<mark>**Servicios y Actividades para los Jóvenes| Youth Services and Activities:**</mark>

Nombre/ Organización | Name/ Organization **Teléfono | Phone**
Correo Electrónico | Email _____

<mark>**Negocios (Hispanohablantes) | Spanish Speaking Businesses:**</mark>

Nombre/ Organización | Name/ Organization **Teléfono | Phone**
Correo Electrónico | Email _____

Appendix N: Press Release Example

PRESS RELEASE

ALASI Launches Latino Resource Center and Establishes Resource Network

Jasper, May 2023: ALASI (the Association of Latin Americans in Southern Indiana) has launched a center to increase access to basic services and resources for Latinos living in Dubois County. Latinos will be able to visit the ALASI Resource Center during business hours [to be defined] and receive face-to-face assistance and information about accessing ESL classes, medical care, housing resources, immigration, and other basic needs that present an English-language access barrier. Currently, no services will be housed within The Center, but Center employees and volunteers will be on site to connect guests with the appropriate off-site resource provider.

The center will be temporarily housed at the Vincennes University Jasper campus, but a permanent site location in Jasper is a key piece of The Center's growth strategy. The growth strategy for The Center also includes plans to generate revenue through ESL courses, text translation services, and capital fundraising campaigns. As The Center increases revenues and enters into the next phases of growth, more programming will become available through The Center and efforts will be made to house resources within The Center.

Current and new Latino residents (including recent immigrants) are encouraged to visit The Center at [address], and to spread the word in their social communities about The Center's launch. More information is also available on the ALASI website, Facebook, and Instagram accounts.