

FUND DEVELOPMENT CONSULTATION

FOR

THE CENTER FOR SEX & CULTURE



SUBMITTED BY
LOUL ABRAHA
&
NIKOLE PAGAN
MAY 4, 2007

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EXECUTIVE SUMMARY

The Center for Sex and Culture (CSC) is a sex education and community center that provides non-judgmental, sex-positive sexuality education. CSC has opened its doors and resources to diverse populations to learn, practice, and understand sexuality in a positive and healthy way. CSC promotes positive sexuality through classes, workshops, social gatherings, and hands-on events. A board of directors with a range of expertise and educational background governs CSC. There are four paid staff and a group of volunteers who keep CSC functioning as well as it does.

The scope of this consultation was to produce a Case Statement for CSC along with a Case Resource File from which the organization can create more targeted and specific case statements for use in future fundraising. The agreement between CSC and the consulting team established that the team would:

- Analyze publicly available material
- Build a Case Resource File
- Conduct interviews with Founders
- Collect information from staff, the Boards, and key volunteers
- Design and Disseminate Surveys to 4 groups of key stakeholders
- Create a mock-up of the Case as it is today
- Make recommendations for strengthening the Case

During this project, the consulting team ascertained that CSC's current external case statements are weak. Publicly available materials do not adequately portray the level of skill and professionalism across the organization. In the process of identifying ways to create a case statement, the team also discovered that the organization's mission, goal, and objectives were not clearly identified and conveyed. The team utilized information gathered throughout the project to make analyses of the CSC's state of being and to make recommendations.

This report will establish CSC's background and history, define a problem currently facing the organization, and outline the scope of the consultation project and methodology. Additionally, we have articulated each component of the current Case for Support. Finally, we have included analyses and recommendations to both strengthen the externally expressed case, as well as make the internal case stronger.

Respectfully Submitted By,
Loul Abraha
Nikole Pagan

HISTORY & BACKGROUND

The Mission of the Center for Sex & Culture is “to provide non-judgmental, sex-positive sexuality education and support to diverse populations by means of classes, workshops, social gatherings, and hands-on, practical skills-building events; to maintain and house these events and supporting materials and functions; to maintain a publicly-accessible library and archives; to staff and support this learning environment.”

The idea for CSC came together in 1994 when the Founders, Dr. Carol Queen and Dr. Robert Morgan Lawrence identified a need for an educational and community space for sex educators to offer their classes and workshops. With a network of varied community affiliations - sex education, sex work, health & body, alternative lifestyle, academic, professional – Queen and Lawrence recognized their unique ability to realize the dream of a sex-positive sex education and community resource center. Thus, the idea for the Center for Sex and Culture was born.

Library and archive materials were collected for the remainder of the 1990s as Queen and Lawrence pushed forward with the realization of their vision. Finally in 2000, CSC was approached by a benefactor who provided the funding to file incorporation papers and apply for nonprofit status with the IRS. As of January 1, 2006, CSC’s 5-year probationary period was up and they are a fully-fledged 501(c)(3) nonprofit charitable organization.

CSC’s library contains more than 7,000 sex-related books, an archive of videos and magazines, academic studies and other documents from a century of sexual culture, including people’s journals and private porn movies. Classes range from theory-based to hands-on practical skill building, include instructions from anything on how to be a better lover to Bondage, Discipline, Domination and Submission, Sadism and Masochism (BDSM) safety to pole dancing. Events range from the annual Masturbate-a-Thon to one-offs like Nude-Aid, an artists’ salon complete with nude models and a silent auction held at 111 Minna Gallery.

One of CSC’s main revenue streams is provided by their symbiotic relationship with the worker-owned, woman-focused cooperative Good Vibrations (Good Vibes). Good Vibes has been providing sex-positive products and information since 1977. The connection is a natural one: Queen, CSC’s Executive Director, is also staff sexologist and a worker-owner at Good Vibrations. As CSC incorporated, Good Vibes handed over its annual Masturbate-a-Thon, begun in 1998 as a part of Good Vibes National Masturbation Month (May). Over the years, significant portions of Good Vibes’ workshops were transferred to CSC, including the intensive, 24-hour Sex Educator/Sales Associate training for all Good Vibes’ employees. This relationship was cemented in 2005 when Open Enterprises, Good Vibes’ corporate title, agreed to provide fee-for-service funding

to CSC for production of workshops and classes. Good Vibes' support exceeds \$10,000 a month.

In the first few months of 2007, CSC established an Advisory Board of local and national professionals from a diversity of fields. Additionally, CSC became certified by The American Association of Sex Educators, Counselors, and Therapists (AASECT) to provide continuing education credits to AASECT Members.

From the beginning CSC has struggled with the inability to maintain a physical location for the organization and the library. In the early years before incorporating, CSC's library was housed primarily in Queen & Lawrence's living room, with a small staff office for interns directly across the street. Finally in 2004, a lease was signed and the Center moved into its first fully operational library and event/workshop space. In August of 2006, just before the initial lease was set to expire, issues with the landlord over the content of a workshop forced CSC to vacate the property early. By January 2007, CSC had moved into a slightly smaller space that curtailed their ability to offer some on-site programming. Philosophical differences with other tenants over the scope of programming offered onsite has once again created a need to secure new space.

IDENTIFICATION OF THE PROBLEM

In order for CSC to maintain legitimacy and grow, a secure space is needed to house the Library and Community Center. This need can best be met by the acquisition of property owned by the organization. To realize the dream of owning its own space, CSC will need to engage in a serious fundraising drive to raise a substantial sum of money to establish a building fund. CSC will need to access Foundation dollars, possibly in the form of loans. Additionally, several major gifts will need to be secured. Finally, CSC will need to increase private donations from individual donors.

CONSULTATION PROJECT DESCRIPTION

To aid CSC in its ability to secure the gifts of support described in the previous section, the consulting team agreed to create a Case Statement for CSC. A case is the general argument why a charitable organization deserves gift support. An encyclopedia of sorts, the case is an accumulation of information about the organization. Depending on a variety of variables, different pieces of the case can be used to present targeted information to specific donor groups.¹ Such a document is a case statement. The components, or resources, of a case

¹ Seiler, Timothy. Developing Your Case For Support. 2001, John Wiley & Sons, Inc., San Francisco, CA.

statement are intended to identify the social need met by the organization, outline core competencies and define the beneficiaries and scope of programs and services. A good case statement should establish linkage with and inspire funders of all varieties (foundations, individuals, corporations, service recipients, event attendees, etc.,)

CSC's challenge is to figure out how to convey its strengths across all publicly available materials. Current external case statements include CSC's website, blurb on partner organization Good Vibes' website, Mastutrbate-a-Thon website, and various press and media releases that coincide with events. With so much of its case being made virtually, it is important that CSC's Internet presence convey the strongest possible case for support. There is a wealth of professionalism and skill that exists across the organization that is not fully conveyed by CSC's publicly available material, namely its Website. CSC needs to find a way to project its organizational competencies without highlighting inadequacies that weaken its Case for Support.

To assist CSC, we agreed to analyze their Case as it exists today, create a mock-up of the current case (Case Statement), and offer suggestions to strengthen the case. To produce the Case Statement we followed the template provided by Timothy Sieler's book "Making Your Case For Support"². We reviewed CSC documents, electronic material, and publicly available material and developed a Case Resource File consisting of the following components:

- 1) Mission Statement
- 2) Goals
- 3) Objectives
- 4) Programs & Services
- 5) Finances
- 6) Governance
- 7) Staffing
- 8) Service Delivery
- 9) Planning & Evaluation
- 10) History

Following Seiler's template, we worked step by step to build the Case Resource File and articulate each component of CSC's Case Statement. Where current documentation was lacking, we sourced data via email and/or through oral interviews with key members of CSC staff and Board of Directors. Additionally, we created 4 short surveys to be provided to 4 classes of CSC's key stakeholders: The Board of Directors, Staff & Key Volunteers, The Advisory Board and CSC's volunteers/community. The purpose of these surveys was threefold: To obtain professional information about staff, volunteers and the CSC Board; to establish societal needs addressed by CSC's programs and services; and to gather testimonials that highlight the value CSC provides to its community.

² Ibid.

CASE STATEMENT - THE CASE TODAY

MISSION STATEMENT

To provide non-judgmental, sex-positive sexuality education and support to diverse populations by means of classes, workshops, social gatherings, and hands-on, practical skills-building events; to maintain and house these events and supporting materials and functions; to maintain a publicly-accessible library and archives; to staff and support this learning environment.

“The average U.S. citizen is hardly exposed to any accurate sex information. This results in the deterioration of relationships, negative body image, and the spread of STI’s and unwanted pregnancy. We need to break down the myths of sexuality that are being instilled in human beings everywhere. This is what we do at the CSC.” – Jo-El Schult, CSC Off-Site Sex Education (OSSE) Program Coordinator.

GOALS

To effect sex-positive cultural change;

To create a true community center for education, advocacy, research and support;

To train current and future sex positive educators;

To make ourselves available to the widest range of people we can, with classes that run the gamut from informational to experiential;

To support sex research;

To provide publicly accessible resources for sex education to the community, not just academics or specialists;

To augment our collections of books, papers, art, erotic material, etc.;

To welcome interns from colleges and universities who are interested in sex education.

OBJECTIVES

Fund or secure funding to purchase space;

Offer at least 3 Classes with Continuing Education credits for AASECT members;

Create a network of organizations that support our mission, education, advocacy, research, and empowerment;

Locate another sister city to host an Annual Masturbate-a-Thon;

Formalize internship relationship with 2 University departments;

Develop workshop for non-traditional “sex workers” such as law enforcement

PROGRAMS

We run many programs that promote sexual health.

Library & Archive: We maintain a library with over 7,000 books, videos, art, Magazines, and academic journals; some of which are available on the online library catalog found on our website. Supporters, scholars, and other individuals have donated all library materials with similar interests. The library materials are currently in the process of being cataloged and bar-coded so that materials can be borrowed out of the library.

Classes and workshops: We offer classes and workshops to volunteers and community members. Some of the major workshops offered are Body Image and Sexuality, Female Sexuality, Harm Reduction, Male Sexuality, Safer Sex, Sexually Transmitted Diseases/Infections, and Sex Positivity/Transforming Attitudes About Sex.

We are contracted through Good Vibrations to train its staff and co-sponsor its community-based education programs.

We offer an Off-Site Sex Education (OSSE) program, which is co-sponsored by Good Vibrations.

We maintain an art & toy collection, provide Cultural Events, run a Surrogate project, and an Exotic Dancers Education Project.

We have just been certified to give continuing professional education hours on behalf of AASECT (the American Association of Sex Educators, Counselors, and Therapists).

We are available for consulting and educational service provision to commercial enterprises, law enforcement personnel, educational organizations, the community, and the media.

Every year we welcome interns from colleges and universities who are interested in sex education. Past internships have centered on event planning and the CSC library and archive.

"I am very impressed at the depth and breadth of programs offered. Since I live out of state, I have been working behind the scenes with a local university to sponsor travel for Carol and Robert to present a CSC program in St. Louis." - Maureen O., St. Louis, MO.

FINANCES

Most of CSC's financial support comes from people who attend events and those who become members.

Open Enterprises, Inc., the corporate entity of Good Vibrations, provides over \$10,000 a month in operating support for CSC to produce workshops and classes.

Financial Statement

Fiscal Year 2006

Income

Room rental	\$ 10,922.00
Event income	\$ 60,458.00
Contributions	\$111,411.00
Misc.	\$ 158.00
Total Income	\$182,949.00

Expenses

Rent, repair & maintenance	\$ 26,484.00
Utilities	\$ 700.00
Professional Fees	\$ 10,306.00
Insurance	\$ 11,958.00
Event Expenses	\$ 23,842.00
Payroll and other labor	\$ 72,150.00
Other (office, misc., entertainment)	\$ 17,326.00
Total Expenses	\$162,766.00

NET INCOME **\$ 20,183.00**

Fiscal Year 2007 - Projected

Income

Room rental	\$ 13,104.00
Event income	\$ 72,552.00
Contributions	\$133,692.00
Total Income	\$219,348.00

Expenses

Rent, repair & maintenance	\$ 25,200.00
Utilities	
Professional Fees	\$ 12,372.00
Insurance	\$ 16,752.00
Event Expenses	\$ 28,608.00
Payroll and other labor	\$ 86,592.00
Other (office, misc., entertainment)	\$ 20,796.00
Total Expenses	\$190,320.00

NET INCOME \$ 29,028.00

“They’ve [Carol & Robert] always been very supportive of my own journey, both as an individual as well as a sex professional/performer ... if I had a spare million dollars or two, I’d give it to them for their work, which I feel to be vitally important.” - Nina Hartley, adult entertainer and sex educator

GOVERNANCE

A Board of Directors governs CSC. The Board is made up of six members with a variety of expertise and educational background. The Board’s areas of expertise include legal, social enterprise, sexology, and chiropractics. Board Members are not compensated for the service or time but are reimbursed for any expenses incurred on behalf of the organization.

Members can serve on the board on an ongoing basis until a replacement is selected and approved. Members can step down at any time during their service on the Board, but have to communicate their decisions with the board president. In the event that a director’s position becomes vacant, the board must nominate and vote on a replacement within ninety days of the vacancy. However, the remaining Board Members may agree to postpone the decision to add another member. The bylaws dictate the board must have no less than three and no more than nine members at any given time.

In 2007 we established our first ever Advisory Board of local and national professionals from a diversity of fields, including such notable people as Fetish Diva Midori and Susie Bright.

"I am proud to be associated with CSC. The mission and goals appeal to me. I feel that my name is enhanced, personally and (to a lesser extent) professionally, by the linkage with the Center. My involvement with CSC as a nonprofit gives me an opportunity to contribute to my community, and to the world at large, in a manageable way. My involvement with CSC as a sex-positive educational organization allows me to model the connection between personal beliefs and professional activities for my young son, so that he will feel more confident in incorporating his own beliefs into his public life as he grows up." - Kathleen Hunt, CSC Board of Directors

STAFFING

We have four paid part-time staff: Executive Director, Education Director, Off-Site Sex Education (OSSE) Program Coordinator, and Administrative Assistant. The OSSE Program Coordinator is responsible for fielding correspondence from potential OSSE client, scheduling OSSE for educational presentations, and networking with community organizations. The coordinator is also responsible for managing, developing and supervising youth and adult services that focus on accurate information on human sexuality in a fun, sex-positive manner to diverse groups.

The Education Director is in charge of the policy and finance aspect of the organization, which includes creating the workshop program budget, reviewing monthly income and expenses, and general coordination.

In addition to the paid staff, we have 2 key volunteers providing who provide specialized and highly skilled work. One of our Board members functions as our pro-bono attorney. Our tireless librarian, who does double duty as the internship director, is also a volunteer. Other volunteers fulfill certain needs such as maintaining the library and help out during events and workshops.

SERVICE DELIVERY

Most of the people who participate in CSC activities do so because they believe that we provide a non-judgmental and safe environment for them to discuss and participate in events and activities of their preferences. CSC provides a positive environment and a positive outlook on sexuality and educates participants about safe sexual practices. It also allows individuals/groups to use CSC resources for research, both academic and for personal growth.

In addition to providing the space and material for people to use, CSC also holds workshop, classes, and other events at various locations, including universities and Good Vibration stores.

“What has stuck with me, is that even though it was my first time there, I was made to feel welcome.” – Christine, San Francisco, CA

“I’d like to see CSC offering trainings for sex educators- my vision is to have folks go through a program and be ready to teach adults about sex, in whatever capacity that may be. I’d also like to have a more official program for overseeing students & interns and helping new sexologists gain experience. “ – Dr. Charlie Glickman, CSC Director of Education

PLANNING AND EVALUATION

Outside of the bylaws and articles of incorporation, CSC has no formal planning document. We engage in a dynamic and informal planning process that allows us to respond to organizational and societal fluxuations as needed. With the input of Queen and Lawrence, each of the staff and key volunteers is responsible for guiding the direction of his or her department in keeping with CSC’s mission and bylaws.

The formal evaluation that exists allows organizations that contract with CSC to provide feedback on specific workshops. Event, class and workshop attendees are also encouraged to provide feedback.

HISTORY

The history of the Center for Sex & Culture begins in Betty Dodson’s living room in 1994. Sitting with Dr. Carol Queen and Dr. Robert Morgan Lawrence lamenting the lack of availability of appropriate space to provide her hands-on sex education workshops, Dodson opined, “You kids should have a place”. With a network of varied community affiliations - sex education, sex work, health & body, alternative lifestyle, academic, professional – Queen and Lawrence recognized their unique ability to realize Dodson’s dream of a sex-positive sex education and community resource center. Thus, the idea for the Center for Sex and Culture was born.

In 2000, a benefactor provided the funding to Incorporate and file for tax exempt status. As of January 1, 2006, CSC’s 5-year probationary period was up and they are a full-fledged 501(c)(3) nonprofit charitable organization providing sex and sexuality education.

Since filing for tax-exempt status, CSC has developed a partnership with Good Vibrations, a local worker-owned, woman-focused cooperative providing sexual retail products and sex information since 1977. CSC provides training for Good Vibrations' Sex Educator Sales Associates. In addition to taking over many hands-on workshops and classes from Good Vibes, CSC now also hosts the annual Masturbate-a-Thon developed by Good Vibes in 1998 as part of the Masturbation Month it hosts each May.

“Robert’s essentially the White Rabbit that led me down the rabbit hole to this wonderland of sex positive culture, eventually leading to my career as a writer and an educator.” – Fetish Diva Midori, CSC Advisory Board

“Carol Queen first introduced me to bisexuality as not only a valid identity, but a real fun place to be.” – Kate, Berkeley, CA

ANALYSIS & RECOMMENDATIONS - MAKING THE CASE FOR TOMORROW

The Center for Sex and Culture is a grassroots sex education nonprofit and community center struggling with issues of legitimacy and stability. Consistent problems with leased space necessitate exploring the purchase of space. To make space purchase a reality, CSC will need to begin a donor drive for individual private donations, source major gifts and explore Foundation funding, including the possibility of securing Foundation loans.

CSC’s “case for support” as it exists, is likely to attract people who already have buy-in with the organization’s mission and goals. If their case is going to establish linkage and legitimacy outside of their current donor base, they must use their main external case statement, the website, to make the strongest possible case. Additionally, there are organizational issues that need to be resolved to allow CSC to present a stronger Case for Support. The following is an analysis of the current state of the organization and their case, along with recommendations to strengthen the Case.

MISSION, GOALS & OBJECTIVES

Analysis

For many, a nonprofit’s mission is the first chance they have to establish linkage with the organization. A nonprofit’s mission should clearly state the social problem or need the organization seeks to address, telling why the organization

exists, not what it does. Currently, CSC's mission does the latter, reading more like a statement of goals and program offerings. There is a feeling of preaching to the choir: people who share the belief system of CSC will connect with the organization's goals and vision of the future. For people on the "outside", the Mission fails to build a philosophical bridge or inspire the confidence to donate.

Recommendation

It is recommended that CSC revisit the Mission Statement, taking the time to make it reflective of CSC's vision of today and of the future, and identify goals and objectives in a separate statement.

PROGRAMS

Analysis

CSC seems to have an extensive program of workshops, on and off-site classes, and other events.

Recommendation

Include testimonials from workshop evaluations that highlight the educational component of CSC's programming.

FINANCES

Analysis

With few staffers and a cadre of key volunteers, CSC is in a good position to call upon one of the basis upon which individual donors desire to give. People donate money to people. Many of CSC's volunteers are people who have attended workshops and events. These are people with whom CSC's goal to make sex positivity the tenet of regular cultural discourse already resonates. The ability to harness the enthusiasm of volunteers and program attendees/service recipients for fundraising may be one of the keys to increasing individual donations.

For organizations such as CSC that operate primarily on volunteer labor, the ability to put a value on volunteer time is an appropriate means of exhibiting value to the community. Volunteers staff two of the major positions within the organization; a member of the Board of Directors serves as CSC's pro-bono attorney, and another volunteer manages the library and intern program. Other volunteers range from instructors, event production assistants, event staff, clerical/administrative, etc.

Recommendations

It is recommended that CSC develop materials to utilize volunteers and past event/workshop attendees as fundraisers.

We have recommended that CSC track Volunteer Hours in order to show the value of volunteer labor. The attorney and librarian should be tracked at their professional hourly rates. The remainder of the volunteers should be tracked in accordance with The US Bureau of Labor Statistics averages. The US Bureau of Labor Statistics quantifies the average education and Health Services job at a rate of \$ 17.78 /hr, and the Average As of March 2007³, the Professional and business jobs at a rate \$19.88/hour. An average of these two rates is \$18.83/hr. A template for tracking volunteer time at events, planning sessions, meetings & workshops has been created and given to the organization.

STAFFING & GOVERNANCE

Analysis

One of the ways to establish a connection with potential donors is to put a face on the organization. At this time, that face is primarily Carol Queen. In the field of Sex-Positive Sex Education, that name is the gold standard. For many people who first come to CSC by way of the website, however, the face of the organization is Betty Dodson, who is the sole image on CSC's homepage. To an extent, this projects the image that CSC is the child of Dodson & Queen, marginalizing the commitment of the many educated and talented folk who are CSC's Board and Staff.

CSC's staffers, Charlie, Deborah & Jo-El should all have a visible presence on the website. Charlie, for example, has a PhD in adult sexuality education and has published academic articles and research in his field. He is an accomplished educator in his own right. This is true of the CSC's Key Volunteers, Board of Directors and Advisory Board, as well. Lawrence's presence on the website is miniscule given the years he has spent in this field, and there is no discussion of other board members.

Recommendation

Highlighting the skills and accomplishments of CSC's staff and Board both humanizes and lends legitimacy to the work of the organization as a whole. Lawrence's blurb on the founders' page should be more reflective of the

³ *from <http://www.bls.gov/news.release/empsit.t17.htm>

contribution he has made to the field of sex positive sex education, and this page is where the connection to Betty Dodson should be made. Perhaps Dodson could be persuaded to provide a written statement for the website, from which a quote would also appear somewhere prominent on the homepage. A separate biography page should exist with photographs and information on CSC Staff, Board, and key volunteers. To the extent they are comfortable, establishing a presence of the Advisory Board on the website is also recommended.

SERVICE DELIVERY

Analysis

A key element of CSC's case is missing, and that is the ability to maintain a stable space to provide their events, programming and services.

Recommendation

It is recommended that CSC begin a Capital Campaign or establish a fund to raise money to purchase space. Major gifts from wealthy donors and/or corporations should be explored. Foundation funding in the form of grants or loans should be courted. Additionally, a drive for private funders should begin, utilizing past volunteers and workshop/event attendees as potential avenues to reach new donors.

PLANNING AND EVALUATION

Analysis

In addition to Bylaws and Articles of Incorporation, this component of the resource file contains strategic planning documents created and prepared by graduate students in the Public Administration program at San Francisco State University, including a detailed SWOT analysis and an interview with CSC's founders that addresses the state of CSC as of fall 2006 and the organizations goals for the immediate future and beyond.

Recommendation

It is recommended that CSC formalize its planning process by engaging in Strategic Planning. Once the Strategic Plan has been created, it should be added to the website. A "praise for us" section should be added to the website with quotes from organizations that contract with CSC for classes and workshops. Additionally, a formalized evaluation process should be added into the governance structure whereby The Board, Advisory Board, and Executive Director evaluate on an on-going basis effectiveness of Service Delivery and CSC's contribution to the community.

HISTORY

Analysis

Very little of CSC's history is portrayed on its website. Betty Dodson's contribution to the founding of the organization is more prominent than that of the Founders themselves. No testimonials from service recipients or event attendees attesting to the value of CSC's work are found on the website or any other public materials.

This component of the Case Resource File consists of information about the founding and history of CSC and its relationship with Good Vibrations. Copies of media clippings/articles remain in this portion of the file. Additionally, the surveys returned by CSC's community and volunteers endorsing the work of the organization and providing testimonials to CSC's value are kept in this segment of the Resource File.

Recommendation

It is recommended that CSC include a history page on its website similar to what currently exists on the Masturbate-a-Thon website. Dodson's relationship to the founding should be taken off the home page and placed here so as not to over-emphasize her importance. The relationship between CSC and Good Vibes should be made clear, and a link to the history of the Masturbate-a-Thon should also exist on this page.

Additionally, it is recommended that CSC utilize testimonials from surveys created for this project throughout the website. Quotes from media articles about the Center, Queen, or Lawrence could pepper the website to add credence to the idea that the Center is doing good work for the community.

CONCLUSION

The Center for Sex and Culture, while in existence since 1994, in some ways still has the appearance of a fledgling agency. Thirteen years after its inception, the Center still struggles with issues of stability and legitimacy. Nowhere are these issues more evident than in the area of rental space. This report articulated CSC's current Case Statement, analyzed the current state of the organization and its case, and made recommendations to assist CSC in its effort to establish linkage and legitimacy outside of their current donor base. Some of these recommendations were aimed at using publicly available information about the organization to make the strongest case for support possible. Other recommendations were designed to address organizational issues that need to be resolved to allow CSC to present a stronger case for support.

The Center faces both organizational and environmental challenges. Many of the issues highlighted in this report will take time to address. It is our hope that the Case Resource File we have created, along with the analysis and feedback provided herein will assist CSC as they face current and future fundraising challenges.

APPENDIX 1

CONSULTANT AGREEMENT

This agreement is entered into on the _____ day of _____, 2007, between the Center for Sex and Culture (hereinafter “CSC”) and the San Francisco State University MPA Consulting Team (hereinafter “The Team”) comprised of Loul Abraha, Jeffrey Cash and Nikole Pagan to produce a Case Statement for CSC.

In order to produce the Case Statement, The Team will review CSC documents, electronic material, and publicly available material and develop a Case Resource File consisting of the following components:

- 1) Mission Statement
- 2) Goals
- 3) Objectives
- 4) Programs & Services
- 5) Finances
- 6) Governance
- 7) Staffing
- 8) Service Delivery
- 9) Planning & Evaluation
- 10) History

Where current documentation is lacking, The Team will source data via email and/or through oral interviews with key members of CSC staff and Board of Directors. Additionally, The Team will create a short Survey to be provided to CSC’s clients/customers/event attendees and volunteers at upcoming classes and events to generate testimonials for the Programs and Services portion of the Case Resource File and provide CSC with feedback for the Service Delivery section of the Case Resource File.

Production of the Case Resource File will allow CSC to utilize case components in the future to create more targeted Case Statements. In order to facilitate The Team’s success, CSC agrees to provide access to documentation pertaining to each component of the Case Resource File, including, but not limited to, Articles of Incorporation, Bylaws, Financial Records, and Tax Returns. CSC agrees to respond to requests from The Team for information and to facilitate access to staff, Board Members, and clients/customers/event attendees and volunteers as requested. Finally, CSC agrees to review and provide feedback on Case Resource Components as The Team generates components.

Carol Queen, Executive Director,
The Center for Sex & Culture

Date

Nikole Pagan, Project Coordinator

Date

APPENDIX 2

Center for Sex and Culture

Advisory Board Survey

The Center for Sex and Culture thanks you for your commitment to our Sex-Positive mission and vision, and our “story”. We would like to gather information about our Advisory Board Members and their stories for inclusion with fund raising materials that address the work we are doing. This will help us be a more effective voice for Sex-Positivism in our community and beyond.

In capturing your stories and suggestions we will also be able to better honor you and your commitment, record and learn from our 13-year-old history, and plan more wisely for the future.

We don’t want this to feel cumbersome for you, so please just answer the questions below that resonate with you and return your responses by email to cscvolunteersurvey@gmail.com. Your answers mean a lot to us! Feel free to write as little or as much as you like.

-
1. Please provide a current copy of your resume/CV.
 2. Why did you say “yes” to participating as a member of the CSC Advisory Board?
 3. What do you see as your key areas of responsibility as a CSC Advisory Board Member?
 4. What strengths do you bring to CSC?
 5. What does “Sex Positive” mean to you?
 6. Have you participated in any of the following at CSC ? (please indicate yes or no):

Special Events:

Classes:

Workshops:

The Masturbate-a-Thon:

Cultural Events:

House Parties:

7. Please indicate the titles of any of the above you have attended.
8. Why do you participate in CSC events/programs/services?
9. Where do you see areas of growth for CSC?
10. Do you have a special moment you remember about your experiences with CSC?
11. Is there a “back in the day” story about CSC, Robert or Carol, or some Sex Positive sex education/activism issue/organization that has always stuck with you?
12. Is there any other story that you’d like to tell?
13. Please tell us a little of your autobiography.

Thank you so much for your thoughts, commitment to The Center for Sex and Culture, talents and precious time. We value your voice and contribution.

Please email your responses to cscvolunteersurvey@gmail.com

APPENDIX 3

Center for Sex and Culture Board of Directors/ Survey

1. Please provide a current copy of your resume/CV.
2. What are your duties as a Director?
3. What are your key areas of responsibility?
4. What do you see as the key area of contribution for a Board Member?
5. Why are you involved with CSC?
6. What strengths do you bring to CSC?
7. Where do you see areas of growth for CSC?
8. What does Sex-Positive mean to you?
9. Is there a particular workshop/event/class of which you are particularly proud?

10. Do you have a special moment you remember about your experiences with CSC?

11. Is there a “back in the day” story about CSC, Robert or Carol, or some Sex Positive sex education/activism issue/organization that has always stuck with you?

12. Is there any other story that you’d like to tell?

13. Please tell us a little of your autobiography.

Thank you so much for your thoughts, commitment to The Center for Sex and Culture, talents and precious time. We value your voice and contribution.

Please email your responses to cscvolunteersurvey@gmail.com

APPENDIX 4

Center for Sex and Culture Staff/Key Volunteer Survey

1. Please provide a current copy of your resume.
2. What is your title/role?
3. What are your key areas of responsibility?
4. Is there a formal job description for your position? If yes, please provide. If no, please describe it in your own terms.
5. What does “Sex Positive” mean to you?
6. Why are you involved with CSC?
7. What strengths do you bring to CSC?
8. Is there a particular workshop/event/class of which you are particularly proud?
9. Where do you see areas of growth for CSC?
10. Do you have a special moment you remember about your experiences with CSC?
11. Is there a “back in the day” story about CSC, Robert or Carol, or some Sex Positive sex education/activism issue/organization that has always stuck with you?

12. Is there any other story that you'd like to tell?

13. Please tell us a little of your autobiography.

Thank you so much for your thoughts, commitment to The Center for Sex and Culture, talents and precious time. We value your voice and contribution.

Please email your responses to cscvolunteersurvey@gmail.com

APPENDIX 5

The Center for Sex and Culture

Volunteer Survey

The Center for Sex and Culture thanks you for your efforts and sacrifices and your impact on our Sex-Positive mission and vision, and our “story”. We would like to gather stories for inclusion with fund raising materials that address the work we are doing through you, our volunteers. This will help us be a more effective voice for Sex-Positivism in our community and beyond.

In capturing your stories and suggestions and those of past volunteers, we will also be able to better honor you and your contributions, record and learn from our 13-year-old history, and plan more wisely for the future.

We don’t want this to feel cumbersome for you, so please just answer the questions below that resonate with you and return your responses by email to cscvolunteersurvey@gmail.com. Your answers mean a lot to us. Feel free to write as little or as much as you like.

1. Your name and phone/email (please indicate how you wish to be credited if your responses are included in published materials, ie: first name only, first and last initial, etc):
2. What city do you live in?
3. Why do you want to be involved with an organization that provides non-judgmental, sex-positive sexuality education and support to diverse populations?
4. What does “Sex Positive” mean to you?
5. How long have you volunteered at CSC? (Approximate years and in what program(s)/event(s) you volunteer/have volunteered)

6. Why do you volunteer for CSC?

7. Do you have a special moment you remember about volunteering at CSC?

8. Is there a “back in the day” story about CSC, Robert or Carol, or some Sex Positive sex education/activism issue that has always stuck with you?

9. Is there any other story that you’d like to tell?

10. Please tell us a little of your autobiography.

11. Do you have any suggestions for CSC?

Thank you so much for your thoughts, commitment to The Center for Sex and Culture, talents and precious time. We value your voice and contribution.

Please email your responses to cscvolunteersurvey@gmail.com

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