Community Development

A Report Prepared for Lourdes Cooke

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1. Executive Summary

A student team from the University of Utah spring 2022 Public Administration course in nonprofit management presents the following report and logic model to support Lourdes Cooke's work to create an organization dedicated to celebrating Mexican culture in Utah through a museum. The purpose of this report is to provide Lourdes with a foundation of supporting research and information and recommendations in furtherance of her goal to develop a nonprofit organization. This report includes a summary of the theory of change Lourdes has articulated as motivation for starting her nonprofit; background information about the population of Utahns with Mexican heritage and other states with museums that celebrate Mexican culture and heritage; and a logic model that clearly articulates the resources and activities that Lourdes should focus on to achieve her goals. The report concludes with three specific recommendations for Lourdes:

- Craft a mission statement that clearly defines her desired organization;
- Leverage established community relationships to collaborate towards common goals and identify new partnerships through networking;
- Create a business plan that articulates key steps and milestones that are attainable by the organization over 12 - 36 months.

2. Introduction

This report was developed as part of a collaboration between a University of Utah nonprofit management course and the Westside Leadership Institute, a community-university partnership that supports Salt Lake City west side residents and community-based organizations' efforts to take action for positive change in their communities. Through this collaboration, we were introduced to Lourdes Cooke in order to support her exploration of her goal, founding a museum to celebrate Mexican culture and heritage in Utah. Lourdes was born in Mexico City and moved to Utah as a young adult where she pursued a career in human resources. Lourdes has always been very involved in the community, and she has served on the Salt Lake County Human Rights Committee for the County's Office of Diversity Affairs, the State of Utah Governor's Health Commission, and the Citizen's Compensation Advisory Committee. She serves on the Board of Directors of Artes de México and has also served on the Boards of the Utah Hispanic Council, Guadalupe Schools and Catholic Community Services.

The University of Utah's nonprofit management course, public administration 6570, is a graduate course focused on exploring management functions, issues, and skills that are unique to nonprofit organizations such as board-staff relations, accountability to internal and external constituencies, managing volunteers, balancing professional and political interests, and ethics as well as the leadership skills necessary to lead this type of organization. The purpose of this course is to prepare students for leadership and management positions in nonprofit organizations. Assisting Lourdes with her goal is a valuable opportunity for students to leverage their knowledge and experience in support of applied community development work.

We met Lourdes early in her journey to found a museum dedicated to celebrating Mexican heritage and culture in Utah. Following decades of involvement with the Mexican community in Utah, Lourdes felt that our state is lacking a central organization that unifies the Mexican community in a shared celebration of their culture. After learning about the National Museum of Mexican Art in Chicago, Lourdes became excited about the opportunity to celebrate Mexican culture through a similar museum here in Utah. Lourdes has just begun to have conversations about her vision for what such a museum would look like, and what specific programs or services it would offer to best unite and celebrate the Mexican community in Utah. Lourdes is well-positioned to advance her goal through many years of service to the community and extensive connections with organizations serving and celebrating the Mexican community in Utah. Our team identified that a logic model will be a useful next step to help Lourdes identify the outcomes, and impacts that she would like to achieve, and the resources, activities, and outputs that will get her to her goal.

3. Theory of Change

A Theory of Change is a way of describing what change is necessary in order to reach a specific goal. Developing a theory of change starts with identifying the main goal, also known as your long term goal. Once you have identified your goal, a next step is to identify your key audience and how you will reach that key audience. Below, our team will explain the Theory of Change developed in the context of our project for Lourdes.

Lourdes has plenty of goals that she wants to reach so it was a bit difficult to narrow down, but once we got to we realized some great goals she can meet along the

way to meeting her big goal of opening up a museum that is centered around Mexican heritage. Lourdes really wants to bring the Mexican American community together to learn about their heritage, and to then teach others about Mexican culture so they can all bond and get to learn. She wants to teach the history of Mexicans both in Mexico and in the U.S.

We've concluded that the problem she is trying to solve is to honor and celebrate Mexican culture and heritage in Utah more. Her ultimate goal is to strengthen and unite the Mexican community, build pride in Mexican heritage, and uplift and support members of the Mexican community so they too can be successful. She feels as if the community isn't brought together enough, and as if Mexican heritage is being forgotten.

The key audience is the Mexican community in Utah, but Lourdes would like to appeal to anyone of any heritage that wants to participate so they can learn about Mexican heritage. Lourdes wants to share the Mexican heritage with as many people as she possibly can. She feels like since she grew up in Mexico but moved to Utah in her 20s, she has experience to be able to represent both communities.

Our point of entry for meeting this audience is to start off by holding events, such as sport events, art classes, or anything that brings people together and gets people talking. We even believe that coming together and partnering with another nonprofit would be a great idea. Jumping in with a nonprofit that already has the audience we need would be a great start.

As a key starting point, Lourdes needs to find her main goal and state it. She needs to state the goal, explain why it's a useful goal, and why she would be a great benefit to nonprofits she would like to partner with. I was able to communicate via email

with Crystal Young who is the Executive Director of the Utah Cultural Alliance. I asked her some questions about how to find another nonprofit to work with. I also gave her some background on what this project was about and what it was for. Her suggestions were as follows:

- Do research to make sure your nonprofit is not duplicative of existing programs or services. Donors complain a lot that they are asked to fund similar organizations.

- It takes years (often a decade plus) to build enough relationships to adequately fund a nonprofit. One that is all volunteer will not survive you. If you hope this nonprofit will be your income, be prepared to work for free or close to free for a long time until you are able to get it adequately funded.

- Diversify your income streams. You don't write 10 grants and then have enough funding to pay staff. Make sure that you have earned and raised sources. That fund is diverse (grants, individual giving, corporate philanthropy). Grants require relationships too, not just a well-written application.

- Connect with organizations like Utah Cultural Alliance, Utah Museums Association, and Utah Nonprofits Association to stay informed of best practices, opportunities, and to relationship build with your industry.

With this piece of advice from Crystal Young, I think it truly shows just how much time and work goes into setting up a nonprofit, but it can be done! Lourdes is already heading in the right direction with all of her years of connections. Now it's her job to use those connections to develop foundational partnerships.

4. Background

Lourdes' interest in creating a museum to celebrate Mexican culture grew out of her own experience learning more about the rich history of Mexicans in Utah after many decades of living in the state. Lourdes' family moved to Utah when she was a young woman, and although she is proud of her Mexican roots she felt disconnected from her culture and heritage. Lourdes identified a need for an organization that unites the Mexican community in Utah, including long-time residents of the state and more recent immigrants. Although there are organizations dedicated to serving Hispanic communities more broadly, Lourdes did not identify strongly with Hispanic communities generally, which often include immigrants from many different South and Central American countries, each with their own traditions, history, and culture. Lourdes believes that there is value in building an organization that is specifically focused on celebrating Mexican culture and history.

One of Lourdes' goals for her organization is to educate and raise awareness of the long history of Mexican culture in Utah. Spanish speaking colonizers traveled to Utah as early as 1776, when the Dominguez and Escalante expedition reached Utah Lake while seeking a trade route to connect Santa Fe to California and claimed the territory for Spain. In the early 1800s, Mexico declared independence from Spain. For many decades, Utah was claimed as a territory of Mexico, including in 1947 when the first Mormon pioneers arrived. In 1848, the Treaty of Guadalupe Hidalgo ended the Mexican-American War and designated Utah as a territory of the United States. Over the subsequent decades, Mexicans continued to move to Utah seeking work in the growing ranching, railroad, and mining industries. Today, Utah's population is 15% Hispanic or Latino (Harris, 2021), and the top country of origin for immigrants to Utah is

Mexico (American Immigration Council, 2020). Nearly 350,000 Utahns identify themselves as being of Mexican origin (United States Census Bureau, 2019). Lourdes' hope is that bringing Utahns of Mexican origin together to learn about the long history of Mexican culture in Utah will create a shared sense of community. She believes that it is important to celebrate the unique and different aspects of Mexican history and culture to help Utahns of Mexican origin take pride in their history and overcome stereotypes about Hispanic countries and culture more generally.

5. **Context: Existing Nonprofits Working in This Area**

   A) Utah-based Nonprofit Organizations

While there are many nonprofits and organizations focused on serving Hispanic populations in Utah, there are relatively few organizations specifically focused on serving and celebrating the Mexican community (as opposed to Hispanic communities more broadly). The following organizations have goals and objectives that are aligned with, but not necessarily identical to, Lourdes' goal for her organization. Surveying the services that are already available through existing organizations is important to understand whether her goal can be achieved through partnership with existing organizations or whether there is a need for a new organization.

Artes de México

Artes de México was founded in 2010 following the positive reception of an exhibit on Mexican art at the Utah Museum of Fine Arts. The organization exists "to build communities and a sense of belonging united by cultural connections through the appreciation and creation of art" (Artes de México). Artes de México offers educational materials and programming that celebrate Mexican culture and educate about Mexican

history and culture. Artes de México also partners with many different institutions to create traveling exhibitions that draw attention to historical and modern parallels between Mexico and Utah. For example, Artes de México recently partnered with the Leonardo science museum on an event to celebrate Dia de los Niños. Artes de México appears to be the organization that is most aligned with Lourdes' objectives, and so her partnership with Artes de México will be extremely valuable to identify whether her goals can be achieved through an expansion of the organization's services versus founding a new organization.

Centro Cívico Mexicano

The Centro Cívico Mexicano was founded to promote the spirit of unity, collaboration and education to improve quality of life for Hispanic, LatinX and all communities. The Centro Cívico Mexicano is a hub for Mexican and other Hispanic and LatinX communities in Utah, and hosts cultural events focused around holidays like Dia de Los Muerto. Centro Cívico Mexicano has also hosted health clinic services and mobile Covid-19 vaccinations for the community. Recently, the organization opened Casa Milagros, a new affordable housing complex for older adults on the west side of Salt Lake City. Adjacent to Casa Milagros will be a new community center to host classes and after school programs. As an organization focused primarily around celebrating Mexican culture, Centro Cívico Mexicano will be an important organization to collaborate with in furtherance of Lourdes' goal.

Guadalupe School

The Guadalupe School has served diverse communities in Salt Lake City for over 56 years by educating students including a majority of Hispanic and Latino students

from first through sixth grade. Guadalupe's programs are focused on literacy and academic success, and the school also teaches English classes, citizenship classes, and career pathway planning to adults. As an organization that is also dedicated to removing barriers for immigrants and celebrating the heritage of Hispanic communities, the Guadalupe School could also be a valuable partner.

B) National Landscape: Mexican Art Museums

Lourdes was inspired by learning about the National Museum of Mexican Art in Chicago. There are several additional museums focused on Mexican art and culture in the U.S. that can serve as examples of what a museum in Utah could offer.

National Museum of the American Latino

There is currently a planning process under way to establish the National Museum of the American Latino, a Smithsonian Institution foundation dedicated to showcasing Latino history, art, culture, and scientific achievements. In 2020, Congress passed legislation calling for the museum to be established. Although focused on Latino culture and history, not specifically Mexican, the momentum towards creating this national museum demonstrates that there is increased interest in telling the story of Latino immigrants and how Latino communities have shaped the national culture of the U.S.

National Museum of Mexican Art

The National Museum of Mexican Art was founded in Chicago in 1982 to foster knowledge and appreciation of Mexican art and culture through visual and performing arts programs, arts education programs, and development of Mexican artists. The museum contains more than 18,000 pieces from ancient Mexico to the present and

hosts cultural programs including theater, dance, and music. Learning from the long history and experience of the National Museum of Mexican Art could be valuable to understand what will make a museum in Utah successful.

Emma S. Barrientos Mexican American Cultural Center

Emma S. Barrientos Mexican American Cultural Center in Austin, Texas is dedicated to the preservation, creation, presentation, and promotion of Mexican American cultural arts and heritage. Their program areas include visual art, theater, dance, literature, music, and the culinary arts. The idea of establishing a cultural facility in Austin first took hold in 1970, and the City of Austin finally chose to fund the construction of the museum through a bond package in 1999. The facility was completed in 2007, and the cultural center is currently undergoing an expansion. Speaking with leadership at the Emma S. Barrientos Mexican American Cultural Center could be a useful opportunity to learn about what it takes to build momentum towards the construction of a museum, and the pros and cons of potential partnership opportunities with local government.

Mexic-Arte Museum

The Mexic-Arte Museum, also in Austin, Texas, is dedicated to enriching the community through education programs, exhibitions, and the collection, preservation, and interpretation of Mexican, Latino, and Latin American art and culture for visitors of all ages. It was founded in 1984 by several artists and became a nonprofit in the same year. The Mexic-Arte Museum is a more traditional art museum, although it does also host events focused on celebrating cultural events like holidays.

6. Logic Model

A logic model is a visual representation of an organizational theory of change that can help to define and identify key priorities for any organization. Developing a logic model is particularly valuable in the early stages of organizational development because it can be used to determine the relationship between an organization's goals and the key inputs and activities that are necessary to achieve those goals.

1) Inputs:

- **Partners:** Research and practical experience shows that well established partnerships are an important aspect of the nonprofit sector in the United States (Alexander & Nank, 2009). There are many reasons to seek partnership with other nonprofits and Lourdes' case is one of them. She is trying to build a Mexican museum in Utah and as we mentioned earlier there are many Mexican museums in other parts of the country. Seeking partnership with one of these organization will allow her to get a better understanding of how to run her own.

- **Funding:** Funding is an important aspect of every nonprofit organization, whether big or small. Funding allows nonprofits to work toward the organization's goals while keeping it sustainable (Bielefeld, 1992). There are many fundraising ideas that Lourdes could use in the beginning stages of her nonprofit such as working with local restaurants to get donations or crowdfunding through social media challenges.

- **Volunteers:** Building a museum is not an easy task, and Lourdes will need support from other individuals to be able to reach her goal. As a start-up nonprofit, finances will not allow her to hire people with the skills she needs to

build a well-established Mexican museum, therefore she will have a need for volunteers. Volunteers are an important resource for many nonprofit organizations. Through volunteers, nonprofits can meet their mission, goals and objectives because they are essential to the direct service delivery or indirect program support (Terry & all, 2011). Building a volunteer team with people interested in Mexican culture or in museums in general will help Lourdes to reach her goal.

- **Board of directors:** Leadership from the board of directors determines the success of an organization. A board of directors ensures that the appropriate interests of shareholders are met while making decisions on the management of the organization (Kose & Senbet, 1998). In order to have a successful and well managed organization, Lourdes should identify and build a board of directors that is diverse and composed of people that are eager to see her vision come to life.

2) **Activities:**

- **Meetings:** In order to identify partners, build relationships with funders, or recruit volunteers, Lourdes will have to have to network with community members through meetings with potential supporters. For example, she could meet with the owner or manager of the Mexican museum in Chicago to see if they can build up a partnership. She could also meet with local nonprofit organizations such as the Centro Cívico Mexicano to look for opportunities to partner.

- **Evaluation:** Lourdes will need to evaluate all the potential partners, volunteers, funders, and board of director's candidates that present themselves before

making any final decision. These individuals will play a huge role in reaching her goals so she will need to evaluate them by making sure they are well fitted for her organization.
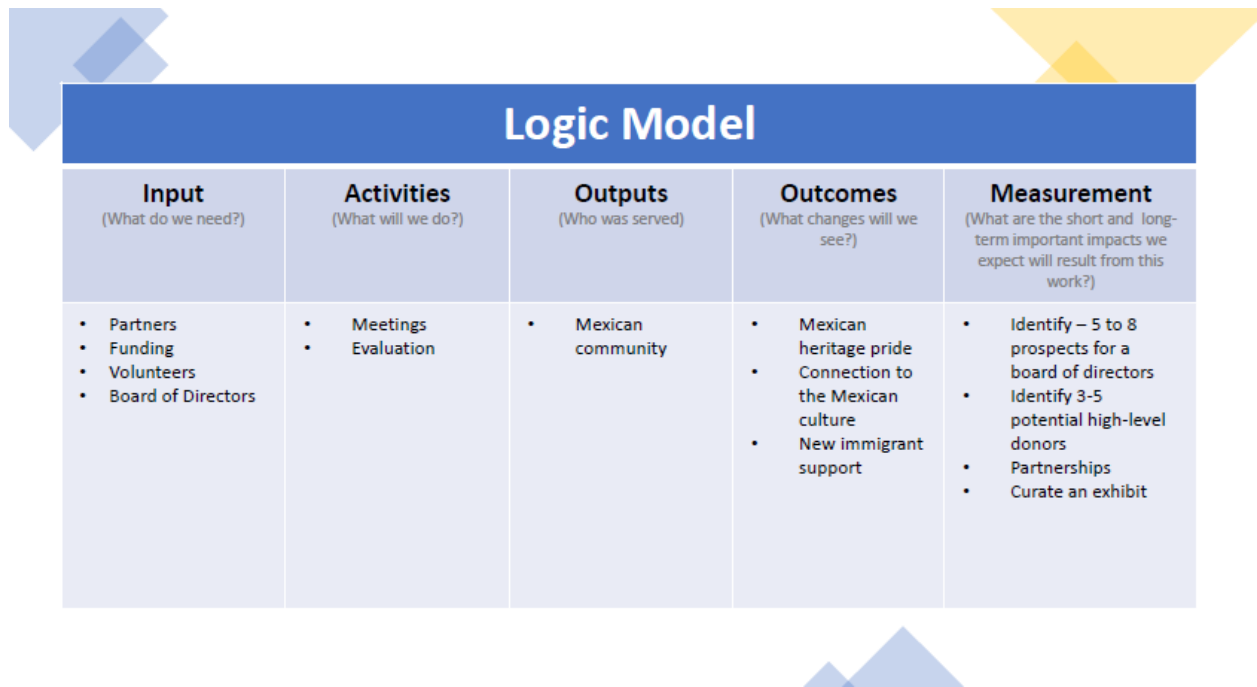
3) **Outputs:**

- **Mexican Community:** The main category of people that will be served are the Mexican community in Utah because they will be able to share their culture with their families and the people around them.

4) **Outcomes:**

- **Pride in Mexican heritage:** Through celebration of Mexican art and culture, the Mexican community in Utah will build a sense of pride in Mexican heritage

- **Connection to the Mexican culture:** Individuals with Mexican heritage will feel more connected to their history and culture.

- **New immigrant support:** A stronger Mexican community will provide better support for new immigrants.

5) **Measurements**

- Identify 5 - 8 talented prospects for a board of directors

- Identify 3 - 5 potential high-level donors

- Strengthened partnerships with aligned organizations to build awareness and support

- Curate an exhibit that demonstrates the potential benefits a permanent museum could provide

- Improved understanding of Mexican history and culture

Logic Model

Input (What do we need?)	Activities (What will we do?)	Outputs (Who was served)	Outcomes (What changes will we see?)	Measurement (What are the short and long-term important impacts we expect will result from this work?)
• Partners • Funding • Volunteers • Board of Directors	• Meetings • Evaluation	• Mexican community	• Mexican heritage pride • Connection to the Mexican culture • New immigrant support	• Identify – 5 to 8 prospects for a board of directors • Identify 3-5 potential high-level donors • Partnerships • Curate an exhibit

7. Recommendations & Next Steps

Based on our review of literature and analysis of best practices, our Community Development team makes the following recommendations:

Recommendation One:

As mentioned in our background section, Lourdes believes it is important to celebrate Mexican history and help Utahns of Mexican origin learn and take pride in their culture. Our first recommendation is that she develops a mission statement. "A mission-driven organization with an ineffective mission statement will struggle to develop a durable theory of change and a useful logic model, it will deploy its resources efficiently, and it will get distracted from its core purposes" (Jonker & Meehan, 2014). It is crucial for Lourdes to create a mission statement that defines her organization. She should write one to three sentences about why the organization exists, whom it will serve, and what services it will provide. The mission statement should be strong and

well-defined as it will help guide all major decisions that the organization will make. It should create an emotional connection and use language that will resonate with the community. The mission statement will help attract donors, volunteers, and board members, and will help drive the support it needs to succeed.

Recommendation Two: Networking

Research for nonprofit organizations highlights that Lourdes can benefit from networking and creating partnerships during the early stages of development. Individual nonprofits can leverage the same network relationships and resources used to achieve collective impact to build their own organizational capacity. This feature of networked capacity building is especially relevant for small organizations, those that Vu Le, Executive Director of Rainier Valley Corps, suggests lack "prerequisite capacity." Nonprofits in the early stages of their lifecycle, those that lack both the infrastructure and staff to build capacity, can leverage the resources, expertise, and support found within a network to move to the next stage of organizational development (Chandler & Kennedy, 2015). It is important for Lourdes to leverage her already established community relationships with nonprofit organizations. Through these partnerships, they can share knowledge and common goals and possibly collaborate and provide access to support that Lourdes needs for her startup. While Lourdes is identifying and creating partnerships, she can also identify potential board members, which will be a great step towards developing a strong board.

Recommendation Three: Develop a Business Plan

A business plan will help Lourdes with the process of identifying key elements that will help her accomplish her goals and objectives. We recommend that Lourdes invests time in developing a detailed business plan. "A business plan is the action plan, identifying the tasks, milestones, and goals, but also identifying the potential success and the potential risks ahead, given the nonprofit's "competitive advantages" and the environment in which it operates" (Business Planning, 2022). A business plan will help her structure her nonprofit organization and help her think through important operational issues. Lourdes is great at expressing her desire as to why she wants to create a nonprofit organization. The business plan is a great opportunity for her to explain the nonprofit's goals and operations. It will help identify the short- and long-term goals for the nonprofit organization.

Her initial business plan should articulate key steps and milestones that are attainable by the startup organization in the short term (12 - 36 months) such as deciding how many board members should serve the organization, who should be involved, and when to file the application for tax-exemption status and the costs associated with the application. It should also include her vision about how the nonprofit can change and grow over time and focus on activities that can be accomplished within 1-3 years. The initial business plan will help persuade donors and funders to invest in the startup organization and it can also be utilized as a tool to recruit board members. Additional resources about developing a business plan are included in Appendix A.

8. Resources

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CSDT1Y2019.B03001&hidePreview=true

9. Appendix A: Basic Format of a Business Plan

Source: National Council of Nonprofits (https://www.councilofnonprofits.org/tools-resources/business-planning-nonprofits)

The format may change depending on the audience. A business plan prepared for a

bank (to support a loan application) may be different from a business plan that board

members will use to help define their priorities in recruiting new board members. Here is

a typical outline of the format for a business plan:

- Table of contents
- Executive summary - Name the problem the nonprofit is trying to solve: its mission, and how it accomplishes its mission.
- People: overview of the nonprofit's structure and who makes what happen
- Market opportunities /competitive analysis
- Programs and services: overview of implementation
- Contingencies: what could change?
- Financial health: what is the current status and where will the revenue come from to advance the mission over time?
- Assumptions and proposed changes: What needs to be in place for this nonprofit to continue on sound financial footing.

10. Appendix B: How to Start a Nonprofit Organization

Harbor Compliance: How to start a nonprofit in Utah.
(https://www.harborcompliance.com/information/how-to-start-a-non-profit-organization)

Utah	Paperwork	Cost	Time
Our Resources: Utah Startup Guide	• Form SS-4418: Charter Nonprofit Corporation • Bylaws • IRS Form SS-4: Obtain an EIN • IRS Form 1023: 501(c) Tax Exempt Application • IRS Determination Letter • Form TC-69: Utah State Business and Tax Registration • Utah Business License Registration • Form TC-160: Application for Sales Tax Exemption Number for Religious or Charitable Institutions • URS Charitable Registration, if applicable • Utah Charitable Organization Permit Application Form or Request for Exemption pursuant to Charitable Solicitations Act	• Incorporation: $30 • 501(c): $275 or $600 IRS fee • Utah charitable registration: $100 ($0 if exempt)	• Incorporation: ~14 business days by mail or fax. ~1 business day online. • 501(c): 2 weeks to 3 months