

Added Value

Timely Info from Karen Eber Davis Consulting

Spring 2005

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Advanced Grant
Clinic
and other
workshops

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Providing Stability in an Unstable World Three County Grant Sources

*For this issue of **Added Value**, we interviewed staff from three different counties about long-term trends in their grant programs. These programs fund nonprofit agencies to perform social services activities. The programs share a lot in common, not the least of which is their long-term funding of nonprofit organizations.*

Manatee County Government

Kathy Kettner and Elaine Maholtz are in an excellent position to share insights on the long-term trends in Manatee County's grant programs. With 18 years of Manatee County Government experience between them, their work includes overseeing four programs that yearly purchase a total of eight million dollars of services from nonprofits organizations. Though this year's applications and contracting process remain essentially the same, over time Kettner and Maholtz have seen significant changes in both the amount of funds available and the number of nonprofits involved. The County purchases services to solve community social service needs. To add value to their purchases, the County has:

- Increased monitoring and technical assistance of funded agencies
- Encouraged greater collaboration among

agencies i.e., they developed a joint application for children's funding and United Way funding

- Provided new training opportunities to increase funded agencies capacities
- Helped nonprofits improve their understanding and reporting of outcome measurements and
- Required funded agencies to make efforts to find other monetary sources to support their budgets.

What's new? The County recently established a collaborative partnership with the University of South Florida developing a database to track children's funding outcomes. When fully operational, this database will provide the community with a clearer picture of the program's benefits. In the future, Manatee County may require that nonprofits seeking funds for specific programs i.e., day care, select from a list of specific outcomes to achieve.

What needs improvement? "For agencies to better follow the application guidelines. We're asking for information in the application" states Kettner, "because we really need it." For additional information see

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Karen Eber Davis Consulting, "the More than Money" planning and grants firm, helps people turn good ideas into exceptional, funded ventures. Since 1994, the firm has helped hundreds of organizations, including social service, education, religious, arts, environmental government and healthcare institutions to improve their services and strengthen their organizations.

ked^{*}
Karen Eber Davis Consulting

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Local Sources (p.65-69 or contact Kettner (Children) and Maholtz (Adult and other funding) at 941-749-3030.

Lee County, Partnerships for Results

For the past 20 years, Lee County has funded competitively selected non-profit agencies through a grant program. I spoke with Ann Arnall who has been with the program since 1989. "From year to year, many of the same agencies apply for and receive this funding, but there are always new agencies," Arnall shared. Applicant agencies must request at least \$15,000 and complete an audit of the funds. The amount of funds available is linked to the Lee County's tax base. In this grant cycle, Lee County anticipates that it will contract for nonprofits to provide three million dollars in social services. "We always receive about a half million more in requests than the amount available," Arnall said.

Five years ago, Lee County also adopted the use of outcome measurement and went from agency funding to purchasing units of service. Over the last half decade, funded agencies have continued to fine-tune their outcomes and hone in on identifying the real cost of providing services. Last year Lee County developed an online submittal process. The results? "It came off without a hitch," Arnall said, "Everyone was on time. We're doing it again this year." Lee County also recently developed an online contract management system that provides both funded agencies and county staff better information.

Currently, Lee County is exploring the development of a three-year funding cycle for low-risk agencies whom Lee defines as organizations who successfully manage their current county contracts. If implemented as expected, each three year contract will contain

an optional renewal clause with a cost of living increase. While Lee County seeks to maintain opportunities for new agencies, this multi-year contract procedure will increase funding stability, save time and reduce costs for both funded agencies and the County. For more information contact, Partnerships for Results at 239-652-7944.

Sarasota County, Grants-In-Aid

I first met Nancy DeLoach in 1994, when she began working with the Sarasota County Grants-in- Aid program. The program she oversees funds \$7.5 million dollars for social service agencies yearly. On average, Sarasota County receives 60 requests from non-profit organizations with a total ask of ten million dollars. About 50 of these agencies receive funds yearly. The Grants-in-Aid budget increases by 5 percent each year. Like the two counties above, Sarasota uses outcome measurements and purchases units of service. Since the County only offers minimal direct social services, it intends for Grants-in-Aid to provide stable funding to supply ongoing social services.

This year Sarasota County staff are concerned about the impact of the State/Federal Medicare crisis and the impact of the 2005 weather disasters on local nonprofits. For more formation see *Local Sources* (p.99) or call 941-861-2570.



Newsroom

Check Out www.kedconsult.com where you can. . .

1. Participate in a new survey
Take a few moments to respond to this question:

If an individual gave your organization \$1 million in unrestricted funds and you had to spend it (no endowment), where would you invest?

2. Read these new articles:

- How to Answer the Dreaded Grant Question About Future Funding
- How Much? Five Factors to Consider When Deciding on a Grant Request Size
- How to Develop Exceptional Events

3. Read back issues of *Added Value*, press releases and other articles like:

- Competitive Opportunities - Who Gets Funded?
- Getting Current Information to Help Shape Your Grant Application
- How to Introduce the Idea of Using a Consultant to Your Board or Boss

More Good News for Current Purchasers of *Local Sources* & *More Local Sources*

In addition to the resource books, purchasers get periodic updates and discounts on Advanced Grant Clinics, (May 17 and November 29) and the September 16 Teleconference.

What is Design in an Organization? (continued from page 4)

process resulting from investment. As we see from the after-school example, good design creates less aggravation. It also provides benefits like:

1. Achievement of goals

As David H. Maister in *True Professionalism* writes, "Having a vision is easy . . . what is hard is creating innovative approaches to practice that will help us achieve these goals." Good design means you spend energy on your goals, not on mopping up.

2. More success in activities

In *High Performance Nonprofit Organizations*, the author's share, "The experience of innovative businesses and path finding nonprofits alike suggests that the benefits of more deliberate product development could be significant: not only to create a larger supply of better programs, but also to achieve more success in implementing these programs."

3. Surpassing your expectations

Before opening a factory to build powerful jet engines, a General Electric staff team visited other factories seeking ideas and techniques that provided people on the plant floor independence and authority. Six years later the plant is totally self-managing. "I had a vision, but I never imagined that all the details would be filled in as they have. I am constantly amazed." said Robert Henderson, Team Manager in a *Fast Company* article.

4. Leadership

"Virtually every nonprofit seeking better program development processes must become a trailblazer" as

stated in *High Performance Nonprofits*. It's the 80/20 rule. Eighty percent of activities are acceptable, ten percent are good and the final, top ten percent teach us how it can be done.

5. Competitive advantage

"Implementation is the real source of competitive advantage." writes Paul Roberts in *Fast Company*. Do you still think you don't have any competition?

6. The incentive for more excellence

One excellent activity helps your organization increase its overall capacity for innovation. Creating superior activities offers hope that the organization can create other areas of excellence.

Design often requires additional upfront investment. In the the after-care program above, the investment involved a grant funded purchase of a walkie-talkie system and staff reorganization. For both new and ongoing activities, however, your reap the returns on your investment for the life of the activity.

Design whether good or bad is already in your organization's activities. When you invest in good design you reap many ongoing benefits.

Grant-Link

You can incorporate excellent program design into your proposals. When you do you reap at least two benefits. You enhance your chance of getting funded and you improve the services offered.

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For orders, please enclose a check made out to: Karen Eber Davis Consulting for the total amount. Mail to P.O. Box 15464, Sarasota, FL 34277. Telephone: 941-924-4860. Prepaid only.

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Planning, grants and facilitation with significant impact since 1994

What is Design in an Organization? Why Invest in It?

We purchased a new bathroom sink recently. The large home supply store was out of white. The plumber was scheduled for the next morning. The high-end place had what we needed. So we went high-end for a basic sink. We didn't expect much difference. After all, a sink is a sink, a water collection device you worry about when it's missing or cracked. We were wrong. The sink is a dream. Since we've installed it, we've given up speckled wet shirts, splashed countertops and waiting for the sluggish drain to empty. Happily the sink is one well-designed piece of porcelain.

One encounters good and bad designs in objects, but also wherever humans interact. For example, here are three after-school pick-up activity designs:

- Average: Parents look in three or four locations for their children at the after-school program. Pick-up time becomes the families' most stressful hour of the day and staff time is wasted helping soothe parents.
- Improved: A staff member greets parents at their vehicles with a clipboard indicating their child's location and, if necessary, confirms it by walkie-talkie.
- Best: Parents remain in their vehicles. A staff member calls for the child via walkie-talkie. When the child arrives, the staff member helps the child get safely belted in for the ride home.

Guess which program has a waiting list? Good design involves high-quality activities. Good design eases implementation from the perspective of all the parties involved. Rarely is good design accidental. Rather it is an intentional

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Workshop & Event Calendar

Save these Dates

May 17 Advanced Grant Clinic- A Marriage of Convenience: Linking Your Grants and Individual Fundraising Efforts

June 3 Getting and Managing Federal and State Grants

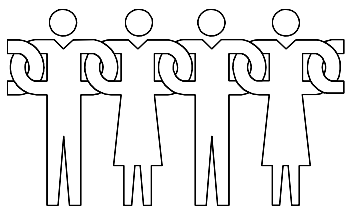
June 23 Short and Sweet, How to Write a Letter Proposal

September 16- Teleconference- Nonprofit Money Myths that Snag Even the Best Organizations

November 29- Advanced Grant Clinic- Budgeting for Success

For more information see
www.kedconsult.com

Advanced Grant Clinic



A Marriage of Convenience: How to Link Your Grants and Individual Fundraising Efforts

May 17

9:15 -12:15

Longwood Run Park
Sarasota
(near University and I-75)

This half-day clinic will help you develop a grant program to support your individual fundraising efforts. Do you feel as if your fundraising activities work against each other or fail to complement one another? Exploring these rarely examined ideas enables you to take advantage of every fundraising effort and to create exciting new synergies for your organization. Designed for executive directors, development directors and advanced grant seekers

You will obtain the following knowledge at this practical, thought-provoking clinic:

- How to align your proposals and individual fundraising efforts in a collaborative manner
- How to position your organization as innovative and forward thinking
- How to get additional mileage out of your grants
- How to benefit from proven ideas immediately

"She offers the best grant seeking, writing and strategy training available as well as the most cost effective. I have lived and worked in this community for many years and worked in diverse not for profits and have lost count of all the workshops I attended — in and out of Sarasota. Hers were the most relevant. I have literally used some of her resource lists until they were ragged."
Nancy Shoemaker,
Catholic Charities

Karen Eber Davis, author of *Local Source* and *More Local Sources*, has aided hundreds of organizations with their grants and fundraising by helping them understand funding streams in new ways. Now Karen invites you to create a marriage of your grants and individual fundraising efforts.

Register Today!

Via the web at kedconsult.com or send this form to Karen Eber Davis Consulting, Box 15464, Sarasota, FL 34277. Prepaid only.

name: _____ organization: _____

address: _____

email (to send directions, instructions etc.): _____

Register ___ (#) for the Clinic @ \$100 each * \$ _____

Special for purchasers of the current edition of *Local Source* and *More Local Sources*, 1 @ \$75 \$ _____

Fee for members of The Mentor Program FREE

Total Enclosed \$ _____

*2005 Combo (Advance Grant Clinics May 17 and Nov. 29 (Budgeting) plus Sept. 16 Teleconference (Nonprofit Myths) for \$200. \$ _____

Why Should YOU Invest Time and Money in This Clinic?

I'm glad you asked. Consider these reasons:

1. You would like your organization's grant submittal process to support your individual fundraising efforts.
2. You have never received intensive skill-building on the many links between individual fundraising and grants.
3. You would like to understand the requirements of individual fundraising, but it seems both fuzzy and distant compared to proposal requirements.
4. You would like to discover how to shape your grant applications so as to "kill two birds with one stone."
5. You will retain the skills learned because they have immediate, on-the-job application.
6. You like take-home materials to use as an idea generator for future activities.
7. You need plans that are customized for your organization.
8. You would welcome the opportunity to form relationships with motivated people who enhance your community partnerships.

You can't afford to miss this dynamic, goal-oriented session. Karen rarely repeats her clinics, and several years may pass before the ideas are addressed again. Don't miss out on the benefits of coordinating your proposals and individual fundraising work.