



# Working Strategies

Strengthening the Family Support Field

## Building Blocks for the Sustainable FRC

**Katherine Armstrong and Barbara Alderson**

Recent declines in funding availability coupled with increases in service demands have led family resource centers (FRCs), family support programs (FSPs), and other organizations to frantically hunt for additional sources of funding, believing a financial solution will secure their future. Yet experts in the field of sustainability confirm that organizational survival demands more than “just finding additional dollars.” Strategies, in partnership with the Family Support Funders Group and the Foundation Consortium for California’s Children & Youth, will soon be launching The Sustainability Project, a new technical assistance program that will help FSPs and FRCs secure sustainability and enhance their viability.

The Sustainability Project recognizes that while financial considerations are an important part of the picture, sustainability also requires paying

attention to the organization, its relationships with the community and other organizations, and the broader social, cultural, and political climate. A sustainable organization requires a clear vision and mission, including a set of goals and principles that guide activities. A clear, compelling vision ensures that an FSP or FRC assembles the necessary building blocks that help it remain sustainable, even in times of political and economic change.

The critical building blocks for sustainability include:

1. Strong programs that document improved outcomes for families and their ability to meet other goals
2. Positive relationships with families, communities, collaborative partners, and political allies

3. Supportive management and organizational systems, such as personnel policies, technology and information systems, and other supports for the organization’s functions
4. Diversified human and financial resources

Strategies’ yearlong technical assistance program will work with FRC participants to develop and implement all the necessary building blocks that strengthen an FRC. The process begins with a self-assessment

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that includes three essential questions: What do you want to sustain? Why is it important to sustain? How long and at what level do you want to sustain it? An organization may want to sustain a child care center, high outcomes for communities and families, or child abuse prevention through a home visiting program.

### Strong Programs

Once an FRC or FSP answers the three essential questions, it is ready to explore how to apply the sustainability model building blocks to achieve its goals. For example, assume the FRC chooses to continue and expand its family support activities, particularly home visiting services to at-risk families. This fits into the overall vision and mission of the center and is an important key service. Home visiting provides opportunities to help create strong families and ensure that children are healthy and live in an environment

that keeps them safe. The FRC has documentation that illustrates the effectiveness of the existing program.

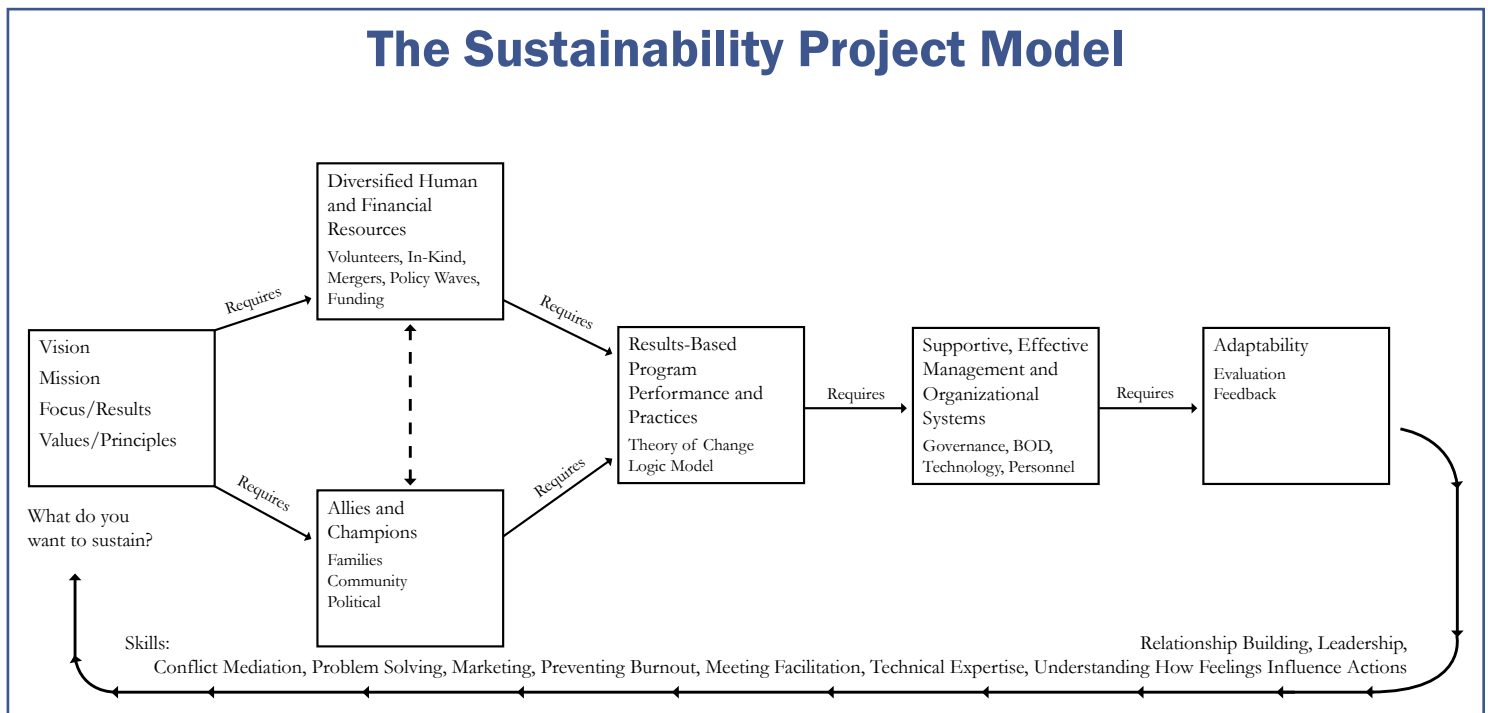
Welcome Home Baby in Contra Costa County is an example of a home visiting program that has applied the principles of the sustainability model. Welcome Home Baby's clear and compelling vision and mission seek to ensure that parents who have their first baby in Contra Costa County receive neighborhood-based services that connect them with community and health resources, and that families thrive and children are healthy and ready for school. Welcome Home Baby's family support specialists help families connect to community resources and to other families. The program has become known in the community for its successes and has outcomes documentation.

### Positive Relationships

The next step is to consider the FRC's relationships: partnerships

and collaborative efforts with families, the community, other community-based organizations, and governmental agencies. Partnerships and collaborative relationships with the local child welfare department and community-based organizations are essential for a home visiting program. It may be that there are existing relationships, but not a current partnership. FRCs can build on these existing relationships to create a more collaborative approach. Perhaps there are families in the community interested in mentoring at-risk families. FRCs can reach out to those families and the community to build supports for the project.

Welcome Home Baby works to develop networks of parents and provides highly successful workshops that bring parents together. Community volunteers help with special projects, such as providing a collection of helpful gifts for new parents.



“What we’ve learned is that it all boils down to relationships and trust,” says Welcome Home Baby Director Sherry Rufini. “It takes creative leaders with a vision of better lives for families to create a program.” Welcome Home Baby found that co-locating services led to increased trust among agencies. Nonprofits and governmental agencies often have historical suspicions of each other. Co-locating staff such as public health nurses, family support workers, and social workers who work on the same project can start relationships that flourish through informal contacts in lunchrooms and hallways and through formal contacts as staff members provide mutual supports for their work.

### **Supportive Management Systems**

A sustainable organization has personnel policies, technical expertise, documentation capability, accounting practices, and attitudes that create a supportive work environment in which staff can readily document program outcomes. Programs need to provide reports to their funders in the way funders request. A home visiting program partially supported by targeted case management (TCM), for example, must be able to document its referrals to other resources. If programs use Medi-Cal funding, the billing must be timely and correctly reported.

Welcome Home Baby has developed the capacity to document improved family outcomes. The program’s electronic data information system allows family support specialists to easily record their contacts with families, provides systematic reports on family well-being status, alerts

workers to additional needs for services for individual families, and identifies gaps in service availability. The program leadership has used this information to report successes to partners and political allies and to develop additional partnerships, programs, referrals, and funding. Once Welcome Home Baby received authorization from Contra Costa County Health Services Department to bill TCM, it adapted this electronic database to make sure it was compatible with documentation required for TCM billing.

Other internal organizational supports, such as good personnel policies, relationships, and staff diversity are also critical in a sustainable program. Welcome Home Baby’s staff includes people who are bilingual, multi-cultural, and from varying economic backgrounds. Staff are honored through inclusion in policy decisions, ongoing communication through email, weekly team meetings, weekly supervision, monthly agency meetings, and flexible work schedules. “If you’re a family agency,” Sherri says, “you should treat your staff like family too.” She promises workers “we’ll work with you through the peaks and valleys of your life,” much as the workers work with families. Honoring staff has led to very low turnover. Low turnover means that families work with the same person throughout their experience with the agency, which in turn leads to better outcomes for families.

### **Diversified Resources**

Once the sustainability building blocks are in place, the organization becomes more attractive to funding

sources. When people in the community and other organizations become interested in an FRC or FSP and see that it has an effective program to offer, they are more likely to support the organization financially. Available funding for child abuse prevention through the local child welfare system is most likely to go to an organization that can document outcomes, can partner effectively with other agencies, and has a positive relationship with the local child welfare system. This can become one of several funding sources for an intensive family support program.

Welcome Home Baby started as a pilot project wholly funded by Temporary Assistance for Needy Families (TANF). When that money was no longer available, Welcome Home Baby needed to reconsider how to continue and grow what was a demonstrably successful program. At that point, they approached First 5 Contra Costa and explored TCM. The combination worked because First 5 Contra Costa could provide the local match funding TCM required. Support from these two sources led to a stronger program. As a condition of TCM funding, the program had to work with public health nurses, who initiated contact with the family and referred them to Welcome Home Baby. This led to the development of a new relationship that required a great deal of negotiation, nurturing, and time. First 5 Contra Costa involvement increased the probability that families would be part of a continuum of care that included the Prenatal Care Guidance program, public health nurse visits,

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# Diversified Funding at Paradise Ridge FRC

When an intern asked Yvonne Nenadal, Community Programs Administrator, Youth for Change, how the Paradise Ridge Family Resource Center financed programs, Yvonne picked up a marker and started to draw. By the time she finished, she had filled several sheets of a flip chart with a wheel whose program spokes were each supported by multiple funding sources.

Diversified funding is a key component of any sustainable family resource center (FRC). Sources of funding may include grants, foundation support, endowments, fees for service, contracts with other agencies, related business revenues, and fundraising events. Current public policy concerns can provide FRCs with funding opportunities to match their missions.

Funding that matches the vision and mission is essential to growing a comprehensive FRC that improves outcomes for families. Paradise Ridge FRC has maintained its vision “to provide an environment that empowers the growth of individuals and families while respecting and embracing the diversity of our community” in the pursuit of funding. Paradise Ridge FRC wanted to provide family support work; the opportunity arrived with AmeriCorps, whose funding offered the ability to build a needed service for the

community while participating in a larger coalition.

What the FRC learned was that no single grant covers all of a program’s costs. Today, the FRC’s eight family support workers are supported through a combination of AmeriCorps; Child Abuse Prevention, Intervention, and Treatment (CAPIT); and Communities Accessing Responsive Services (CARS), a local collaborative funded by the Butte County Children and Families Commission. Each of these sources is in turn supported by multiple diversified funding streams. For example, AmeriCorps is partially funded through a community development block grant.

Categorical funding, such as grants, support particular programs, but include constraints on how the funds can be used. Flexible funding allows FRCs to cover additional program costs, such as administration and overhead. Targeted case management (TCM) is one source of flexible funding. Yvonne’s approach to obtaining resources was to say, “Please let me come play,” and then to offer services that would help the funders realize their goals. She had existing relationships that could be strengthened, engaged in ongoing discussions with the local child welfare system, and volunteered to work on a statewide TCM planning

team. She comments, “Behind sustainability, I see relationships.”

Donations, fundraising events, and related business revenues are other sources of flexible funding. For several years, Youth for Change, Paradise Ridge FRC’s parent agency, collaborated with a local business to co-sponsor a Black and White Ball, which generated between \$20,000 and \$30,000 annually. Café Today, a new Youth for Change business partnership, provides job training experience for youth and families, another restaurant and catering choice for the community, and a source of additional funding for the agency.

Paradise Ridge FRC’s diversified funding strategy has moved from a single grant to multiple funders with sixteen different budgets that encompass three different fiscal years and a multitude of report and documentation requirements. The FRC has been able to improve outcomes for families and to serve as a model for FRCs interested in developing a diversified funding base.

Paradise Ridge FRC will be an integral part of the Sustainability Project. For more information, contact Yvonne Nenadal, Community Programs Administrator, Youth for Change, at (530) 872-3896 or [yvenadal@youth4change.org](mailto:yvenadal@youth4change.org).



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# Local Collaboration Key to Long-Term Sustainability

Local collaboration is a key to long-term sustainability for family resource centers (FRCs), according to Tom Corson, interim Executive Director, Kern County Network for Children (KCNC). KCNC, located in Bakersfield and serving all of Kern County since 1992, operates with a mission “to protect and enrich the lives of children in Kern County through the commitment of all community partners by helping to build and sustain healthy families.” This has meant helping policymakers move towards implementation of collaborative models. For example, KCNC, which currently consists of 21 local family support collaboratives throughout Kern County, helps the county to administer funds so that they are fairly distributed and go to locally driven efforts.

Kern County’s move towards collaboration came with the Healthy Start Initiative in 1995. Instead of each different agency or FRC putting in a separate application, they decided to submit one “mega-application.” Since that initial successful funding, collaboration has become well-established in Kern County as a way of doing business. Indeed, \$14 million in funding has passed through KCNC to local collaboratives since 1996.

What has this meant for sustainability? Agencies that are

part of collaboratives have been able to survive even in times of scarce funding. The East Bakersfield collaborative has stayed together for the last ten years through both good times and bad. Much of their success has come from the relationships they’ve built in the community. One example of this is their Community Oriented Policing and Problem Solving (COPPS) program. The idea for this program came out of a community needs assessment.

Another key strategy is providing something that the local community wants. Keep in mind that the local community probably has a “What’s in it for me?” perspective on your FRC. What is it that your FRC provides that will make life easier for police departments, probation, schools, local hospitals, and city councils?

One example that Tom offers is that the Bakersfield Police Department has, over the last few years, moved towards a community policing model. This has been due in part to collaboratives establishing working relationships with their local law enforcement agencies. Other communities might identify different needs, such as truancy, gangs, senior care, or even providing a needed local food bank. Your FRC is more likely to survive and grow if the community sees it as a resource for meeting these unmet needs.

Collaboration is vital, but it’s also important to keep the lights on! In addition to the more well-known funding streams such as First 5 County Children and Families Commissions, Promoting Safe and Stable Families (PSSF), and Child Abuse Prevention Intervention, and Treatment (CAPIIT), Tom encourages people to talk with their local County Chief Accounting Officer about Title IV-E funds. Other sources to explore include Proposition 63 funding, Targeted Case Management (TCM), and Medi-Cal Administrative Activities (MAA). In addition to government funding streams, Exchange Clubs of America ([www.nationalexchangeclub.com](http://www.nationalexchangeclub.com)) is now funding child abuse prevention.

Get creative! Tom points to two local and locally funded programs that provide some much needed services. The Shafter Healthy Start Collaborative was able to get local funding to address the serious problem of obesity in the Shafter community. In another example, the Lollar Foundation in Shafter is sponsoring birthday parties for children.

To learn more, visit the KCNC website at [www.kcnc.org](http://www.kcnc.org). In particular, check out the cookbook section, which includes KCNC’s time-tested recipes for community success.



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# Regional Network Supports Sustainable Programs

On the mind of every Healthy Start Coordinator is a common question without an easy answer: “What can we do to sustain ourselves?” Often limited by school district guidelines and without nonprofit status, local Healthy Start Programs join together to find solutions. The Los Angeles County Regional Healthy Start Network unites local school-based family resource centers (FRCs), providing a collective voice at the county and state level. It is an alliance that fosters support, networking, and successful partnerships, all of which are key assets to sustainability. In 2003 the Network launched a five-year strategic plan to help FRCs, in part, become self-sustaining. Through direct training, development of outreach and community engagement strategies, and funding and resource development, the Network provides its members with the tools and resources to strengthen programs and organizations, all of which support sustainability efforts.

True Lasting Connections (T.L.C.) Family Resource Center in Downey relies mostly on non-school district funds to sustain its projects. Rose Boland, Special Programs Nurse and Grant Writer, has tapped into city and community funds with the help of a local nonprofit serving

as T.L.C.’s fiscal agent. The city’s Neighborhood Improvement Funds assist in purchasing provisions such as eyeglasses for on-site clinic patients. Fundraising campaigns like craft fairs and designer clothing sales support an afterschool mentoring program. The Network provides reinforcement through training and outreach.

Before becoming the Director of the 186th Street Elementary School Healthy Start in Gardena, Jane Takubo was PTA President for five years. In 2003, she developed a CD Music Production class for the afterschool program. In collaboration with Chasm Entertainment, dedicated parents, staff, and youth produced a CD: *Love The Kids... Voices of 186th Street School*. CDs were sold at a school music concert and Network events, and are available online at [www.lovethekids.com](http://www.lovethekids.com). A percentage of the proceeds go directly to the program. Jane has secured flexible School Readiness and 21st Century funds to help sustain the mental health and afterschool projects. Through the help of the Network, she is now working to bring Peace Games, a violence prevention program, to 186th Street after seeing its success at Norwood Healthy Start.

Norwood Healthy Start in Central Los Angeles is a collaborative project of Community Partners, which serves as an “incubator” for emerging projects. Although Norwood Healthy Start still receives some district funds, Community Partners provides financial support for staffing the project. Director Naya Bloom also serves as the Co-Chair of the Regional Network. When asked what programs can do to sustain themselves she says, “It’s all about relationships. You have to get out there and sell yourself.” Relationship building is a core sustainability skill.

Each program pays tribute to the Los Angeles County Regional Healthy Start Network for the many opportunities to build relationships and share strengths. As stated in its mission, the Network continues to “mobilize the collective potential to affect change by enhancing the capacity of Healthy Start FRCs to support the well-being of children and families.”

For more information about the Los Angeles County Regional Healthy Start Network, please contact Naya Bloom, Network Co-Chair, at [nbloom@lausd.k12.ca.us](mailto:nbloom@lausd.k12.ca.us).



**Pictured:** 186th Street Elementary School students work on producing their CD.



**Healthy Start**  
Los Angeles County  
*What kids need to succeed...*



## Region 3 Children's Bureau

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# Building Bridges

## Outcomes Lead to Sustainability

“Tug on anything at all and you’ll find it connected to everything else in the universe.”

– John Muir, Founder, Sierra Club

In Mexico, it is often said “hay que tener los pies bien plantados antes de pegar el salto,” or “it is important to know that one is standing on solid ground before deciding to leap.”

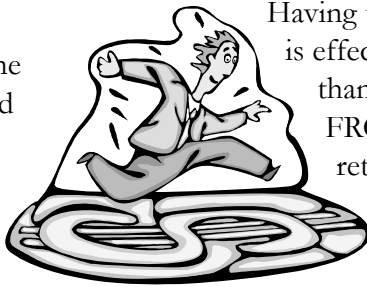
Family resource centers (FRCs) across the state feel the need to become more secure in their long-term funding. Almost all have lost funding for a beloved program at one time or another, almost all have dreamed of access to reliable funding forecasts, and almost all have felt the pressures of the current changing funding landscape. Because of these constant funding insecurities, FRCs have to re-examine what they do and how they do it in order to be prepared for future funding opportunities.

According to Sid Gardner, President, Children and Family Futures, a research and policy agency, sustainability is loosely defined as “the agency’s ability to prove as strongly as possible that its activities help its clients in a way that it justifies future funding.” Furthermore, in order for an FRC to prove its effectiveness, Gardner says that an FRC needs to ask three important questions about its work:

1. What is the FRC best at?
2. How can you prove it?

3. Whom does it save money for?

Answering these questions not only proves the agency’s effectiveness but also helps position the agency for future funding opportunities.



Having to prove that an FRC is effective requires more than personal testimonies. FRC staff need to be retrained to see their services with a more “evaluating eye” – an eye that sees

connections between what they do and improvement to individual, family, or community well-being, i.e., outcomes. Gardner reminds us that it takes time to develop “the eye” and even more time to develop ways to identify and collect appropriate data. The first

step, of course, is to spend time answering the three questions.

Overall, FRCs are more prepared to sustain their organization today than three or five years ago, according to Gardner. The primary reason for their success is their movement away from just pursuing grants to proving outcomes. In other words, the agency is exercising its ability “to prove as strongly as possible that its activities help its clients in a way that it justifies future funding.”

Wherever you may find yourself in the sustainability continuum of preparedness, keep in mind that half the struggle is making your case. And making your case requires knowing where you stand. And if you find yourself on solid ground, then get good footing, and leap away!

### Leadership and Community Involvement for Parents

#### Healthy Start/FRC Regional Network Parent Leadership Workshop

March 10, 2005  
9:00 AM – 2:00 PM  
Los Angeles

Coordinators and parents are invited to an interactive experience addressing issues of self-esteem, parent and community involvement in schools, and leadership skills.

For more information, contact Bianca Herrera, Training Specialist, at (323) 644-3900, ext. 208.

#### SPA 5 Council Tools for Successful Transitions Parent Conference

April 16, 2005  
9:00 AM – 3:00 PM  
Los Angeles

This free parent conference will offer age-appropriate workshops on topics concerning school readiness, school safety, navigating the school systems, and parent/child relationships.

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Welcome Home Baby, and Head Start.

In addition to diversified funding resources, diversity in human resources creates a more viable organization. Staff that reflect the cultural, ethnic, gender, and economic diversity of the community are more readily trusted and can speak for those whose voices might otherwise go unheard. Using a combination of paid staff, volunteers, and in-kind contributions from other agencies builds the FRC's credibility and contributes to the community-building process beyond the organization's boundaries.

### **Skills for Sustainability**

A study of organizations found that adaptability and leadership were two key skills that are characteristic of sustainable organizations. A variety of other skills are also important for organizations to develop and enhance the building blocks of sustainability: conflict mediation, problem solving, marketing, preventing burnout, meeting facilitation, technical expertise, and understanding how feelings influence actions.

Welcome Home Baby takes a collaborative approach to administration. Contra Costa County Employment and Human Services Department contracted with Moss Beach Homes, Inc., a community-based nonprofit child abuse prevention program, to provide payroll services and human resources. Welcome Home Baby staff are employed through Moss Beach Homes while the program director is employed through Contra Costa

County. This arrangement illustrates the way creative, adaptable leadership at the county and the nonprofit ensured that Welcome Home Baby expanded in a timely way that met the mission of the program.

Each of the building blocks and skills reinforces the others and can lead to additional resources, partners, and positive outcomes for families. Creative leadership leads to adaptive solutions that match the particular needs of the community. Highly engaged parents work to support each other which reduces the risk of child abuse. When families are connected with public agencies, community-based organizations, faith communities, and specialized programs such as those for teen parents, the community becomes stronger. Strong communities are able to support their organizations, families, and children. The result of these connections is a complex set of relationships that secures the program and strengthens families and communities.

This home visiting program illustration is only one path through the model. No matter how big or how small the organization, sustainability is possible. FRCs secure the ability to deliver outcomes by addressing every

dimension of the organization. Even when an organization looks only at funding, the funders will demand documentation of other aspects, such as outcomes, management policies, and partnerships that are in line with the organization's mission and goals. No matter what the program, the building blocks of sustainability apply.

Each FRC has individual strengths, challenges, and opportunities. The Sustainability Project will work with individual FRCs to tailor the model to fit each organization's social, cultural, and political environments and circumstances. For more information about the project, contact Yvonne Nenadal, Community Programs Administrator, Youth for Change, at (530) 872-3896 or [yvenadal@youth4change.org](mailto:yvenadal@youth4change.org).

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### **Bringing Parents to the Table**

#### **A One-Day Conference on Child Development and Parent Involvement**

First 5 Humboldt and Strategies invite you to a one-day conference on child development and parent involvement. Keynote speaker Ann Corwin, Ph.D., M.Ed., LCCE, will open the day. She will be followed by breakout groups that focus on practical, hands-on activities you can use in your FRC.



**April 19, 2005**

River Lodge Conference Center  
Fortuna, California

For more information, call Jody Hall-Winget at (530) 872-3896, ext. 116 or register online at [www.familyresourcecenters.net](http://www.familyresourcecenters.net).

# Book Review

## Fundraising in Times of Crisis by Kim Klein

Family resource centers (FRCs), family support programs (FSPs), and other nonprofits today face a funding crisis “perfect storm” caused by the confluence of a national economic downturn, cutbacks in governmental funding, decreased availability of foundation funding, the war on terrorism, and a wave of organizational scandals. While many organizations will come through these uncertain times intact, many will not.

Kim Klein’s engaging book, *Fundraising in Times of Crisis*, provides hope and practical information. This book is a treasure trove of practical step by step information with many examples from a wide variety of social service and social change groups. Klein uses her more than 25 years of fundraising experience to provide immediate, long-term, and preventive strategies for dealing with crisis through a variety of activities, planning, and fundraising techniques.

Klein’s three major points are:

1. This is a weird and difficult time to raise money; many organizations are not going to survive this time.
2. Your organization can survive – in fact it can grow. Use this time to make the changes you need to make. Then not only will you get through this crisis,

you won’t be vulnerable to other crises.

3. You can survive and grow if you don’t sacrifice what you stand for.

Don’t forget your mission! Klein emphasizes that support for the organization, whether from donors, volunteers, board members, or the community, is based on a belief in the organization’s work. Staying true to their mission and vision will help organizations develop the support they need to survive.

When funding lapses, organizations look for ways to cut back. Klein challenges this approach, encouraging nonprofits to raise money instead of cutting costs. She provides clear guidance on what to do immediately, in three months, and for long-term stability.

To effectively raise money, organizations in crisis will need a crisis task force. The task force is a team of agency staff, board members, volunteers, and community supporters who will analyze the current crisis and develop a fundraising plan. This plan becomes effective with a supportive board, staff, and community that believe in the mission of the organization and its successes, and are willing to help the organization.

Over half of the financial support for nonprofits comes from donors and earned income, yet many nonprofits have one or two staff members

chasing grants rather than turning to their communities for donor support. Successful fundraising is diverse and flexible, relies on no more than 20 percent of funding from one source, and uses fundraising plans that foster the ability to raise funds in short campaigns with varying staff.

Many nonprofits do not develop relationships with donors because the idea of asking someone for money is enough to make many human services workers quake and blanch. Klein offers five principles to help people move beyond this deep-seated reluctance to ask for money:

1. Most people, when offered the opportunity to give money to your group, will say no.
2. It has to be okay with you for people to say no.
3. What you believe in has to be bigger than what you’re afraid of.
4. You will need to ask some people, but you don’t have to ask everyone.
5. Put yourself in the donor’s shoes.

Keeping these important principles in mind and posted over the desk will help nonprofit fundraisers recruit and retain donors, and work on a variety of fundraising strategies. Klein provides many checklists, tips, and outlines for doing just that.

*Fundraising in Times of Crisis*, ISBN 0-7879-6917-6, is published by Jossey-Bass and retails for \$24.95.



# Hints and Tips

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## Fresh Ideas for Sustainability

### Volunteers

Effectively recruiting, engaging, and retaining volunteers is a key sustainability strategy. A motivated and competent volunteer corps can help family resource centers (FRCs) provide key program activities and low-cost, culturally competent services. Internally, volunteers, as a voice reflecting the needs of the community, provide a valuable perspective as FRCs move forward with strategic planning. Externally, volunteers can play a crucial advocacy role in the long-term sustainability of the FRC.

FRCs gain the most from their volunteer programs when they are able to reduce volunteer turnover, thereby leveraging the investment of training and support time into a committed corps of experienced volunteers.

The October 2004 issue of *Snapshots: Research Highlights from the Nonprofit Sector Research Fund* highlights a number of research studies on sustaining volunteer commitment. In exploring how to motivate volunteers, “the most significant motivating factor...was Values, which refers to their desire to volunteer out of concern for others and the belief that people ought to help one another. The authors found the most important motivation after Values was Understanding, or the aspiration to learn more about other people, the world, and about oneself. Next were Enhancement, which appealed to the desire to grow personally or increase

self-esteem, and Social motivations for those seeking to connect with others....” FRCs, with their focus on community engagement, improving the lives of children and families, and strengthening peer networks, are well-situated to highlight these core attributes in their work with volunteers.

Visit [www.nonprofitresearch.org](http://www.nonprofitresearch.org) to read the *Snapshots* overview of recent volunteer trends.

### Responding to Disaster

Experts on sustainability agree that nonprofits survive changing times when they are seen as crucial community resources. One way FRCs can ensure that they play this role in their communities is to be active participants in local disaster planning and response.

In January, Ventura County experienced floods and mudslides in a number of their communities. Interface Children Family Services, with FRCs in the towns of Santa Paula and Oak View, actively participates in the county’s coordinated response efforts to disasters; with this coordination, the Interface 211/Helpline was poised to support the Red Cross by handling disaster-related phone calls and providing an information conduit. Additionally, Barbara Kennedy, coordinator of the Oak View Park and Resource Center, has maintained an ongoing working relationship with the County Board of Supervisors and has been responsive to emerging

needs, such as the possibility of locating a temporary FEMA office at the Oak View center. Being a resource during crisis times is “simply the right thing to do,” and is also a smart strategy in terms of becoming an irreplaceable resource to your community.

FRCs interested in being part of their county’s disaster planning should contact their local Red Cross or County Office of Emergency Services.

### Staying Up To Date on Nonprofit Sustainability

Reliable web links can quickly provide a little inspiration or outside perspective to the busy FRC director or staff person. One favorite is the Foundation Center’s Philanthropy News Digest at [fdncenter.org/pnd](http://fdncenter.org/pnd). The Philanthropy News Digest is currently running Richard Harwood’s thought-provoking three-part series on The Sustainable Nonprofit. In the series, Harwood explores what he describes as the 3 A’s of Public Life:

- **Accountability** – Setting realistic expectations for change and pursuing actions that have meaning for people
- **Authority** – Possessing knowledge rooted in the community and infusing the knowledge throughout your work
- **Authenticity** – Reflecting the reality of people’s lives in your words and actions

Visit [fdncenter.org/pnd](http://fdncenter.org/pnd) to read the full article.

# Strategies Calendar – Upcoming Events

## March 2005

FRC Core Training  
Ontario – March 1-3  
(530) 872-3896, ext. 116

Teleconference: Getting the Most Out  
of Your Supervision  
9:00 - 10:30 AM – March 3  
(714) 517-1900, ext. 206

Peer Review Training  
Siskiyou County – March 8  
(714) 517-1900

Making Supervision Work  
Bakersfield – March 9  
(530) 872-3896, ext. 116

A Parent Leadership Symposium:  
What Parents Need to Succeed!  
Los Angeles – March 10  
(323) 644-3900, ext. 208

Peer Review Training  
Bakersfield – March 15  
(714) 517-1900

Foundations of Family Support  
Crescent City – March 15-16  
(805) 485-6114, ext. 676

Community Development  
Los Angeles County – March 17  
(714) 517-1900

Making Safe Places with Dr. Peter  
Alsop  
Humboldt County – March 18  
(707) 445-7389

Tapestry: Enhancing Multicultural  
Skills for Family Workers  
Bakersfield – March 22  
(805) 485-6114, ext. 676

Teleconference: Parent Involvement  
9:00 - 10:30 AM – March 25  
(714) 517-1900, ext. 206

Teleconference: Human Resources  
1:00 - 2:30 PM – March 25  
(714) 517-1900, ext. 206

## April 2005

2005 Event at the Capitol in Honor of  
Child Abuse Prevention Month  
Sacramento – April 6

Community Development  
Stanislaus – April 6-7  
(714) 517-1900

Home Visiting 101  
Pomona – April 6-7  
(530) 872-3896, ext. 116

Teleconference: Difficult Clients  
9:00 - 10:30 AM – April 7  
(714) 517-1900, ext. 206

Public/Private Partnership  
San Luis Obispo – April 12-13  
(805) 485-6114, ext. 676

SPA 5 Council Tools for Successful  
Transitions Parent Conference  
Los Angeles – April 16  
(323) 644-3900, ext. 208

Bringing Parents to the Table  
Humboldt County – April 19  
(530) 872-3896, ext. 116

Case Management Practice  
Yreka – April 26-27  
(530) 872-3896, ext. 116

## April 2005 (cont.)

Teleconference: Community  
Development  
9:00 - 10:30 AM – April 28  
(714) 517-1900, ext. 206

Teleconference: Program Evaluation  
1:00 - 2:30 PM – April 28  
(714) 517-1900, ext. 206

## May 2005

Community Development  
Napa County – May 10-11  
(714) 517-1900

Public/Private Partnerships  
Santa Cruz – May 11-12  
(805) 485-6114, ext. 676

Case Management Practice  
El Centro – May 17-18  
(530) 872-3896, ext. 116

Teleconference: Bringing Family  
Support Principles to the Organization  
9:00 - 10:30 AM – May 26  
(714) 517-1900, ext. 206

Teleconference: Sustainability  
1:00 - 2:30 PM – May 26  
(714) 517-1900, ext. 206

## Matrix Outcomes Model Conference

June 15-17, 2005

The Institute For Community Collaborative Studies and Strategies invite you to the First Matrix Outcomes Model Conference at California State University, Monterey Bay. At the Conference you will learn first-hand how programs are using the Matrix Model in national, state, county, city, and local programs across the country to empower families and track the progress of children, youth, and seniors.

For more information, visit <http://hhspp.csUMB.edu/community/matrix/conference.htm> or call Jerry Endres, MSW, Director, Institute for Community Collaborative Studies, Department of Health, Human Services and Public Policy, California State University, Monterey Bay, at (831) 582-3624.

# Case Management Practice

This training covers the principles, practices, and issues in case management, including assessment of and service to families in the least restrictive, most strengths-based, and most cost effective family support settings.

Topics include:

- Overview of case management process and practice
- Implementation of best practices in case management
- Case management skills: interpersonal and information gathering skills, goal setting, intervention, and evaluation
- Case management skills: reassessment, outcome monitoring, and advocacy
- General case management issues

**April 26-27, 2005**

Miner's Inn Convention Center  
122 East Street  
Yreka, California

**May 17-18, 2005**

Imperial County Office of Education  
1398 Sperber Road  
El Centro, California

Register online at  
[www.familyresourcecenters.net](http://www.familyresourcecenters.net),  
or call Jody Hall-Winget at (530)  
872-3896, ext. 116 for more  
information.



## Youth For Change

Paradise Ridge Family Resource Center  
Working Strategies  
6249 Skyway  
Paradise, CA 95969

For more information about trainings, workshops, conferences, and more, contact your region.

**Region 1** Jody Hall-Winget (530) 872-3896 ext. 116

**Region 2** Geoffrey Biggs (805) 485-6114 ext. 642

**Region 3** Norma De Leon (714) 517-1900

Please notify Jody Hall-Winget of any address corrections.

E-mail: [jwinget@youth4change.org](mailto:jwinget@youth4change.org)

Phone: (530) 872-3896, ext 116

Fax: (530) 872-4093

Mail: 6249 Skyway, Paradise, CA 95969

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