Strategies to Sustain Your Non-Profit Organization

“Show me the MONEY$$$$”

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May 24, 2012
Learning Objectives

➢ To gain insight and understanding on how to develop organizational sustainability

➢ Understand the importance of succession planning as an ongoing part of organizational development and continuity in function over time.
Sustainability is....
Sustainability

• To keep up or keep going, as an action, process or organization.
• The capacity to keep in existence
• The necessary state of a nonprofit organization in order to effectively continue to meet its mission.

Source: Convergent Nonprofit Solutions
Revisit how your organization began... to understand where it is now.
What is your organization’s mission?

What are the goals and objectives?

The budget?
30 Second Exercise
Job Descriptions and Update

- Staff
- Review current job descriptions
- Update job descriptions
- Exit interviews
Organization Staff

Staff development
- Encourage and provide opportunities for training on leadership and management skills.
- Develop a myriad of talents on your team
- Mentor Staff
What about your Board?
Your Board

• Does your organization have a board?

• What are their roles?

• Do they know their role?
Who’s Your Board

• Identify need for your organization
  – Attorney
  – Accountant
  – Community representation
  – Are Board members financially supporting your organization?
  – Others?
Board Roles and Responsibilities

- Formulates and approves policies which promotes the achievement of the agency’s mission and guides management operations.
- Hires, annually evaluates the agency’s Executive Director or Chief Executive Officer.
- Establishes Strategic goals of the agency and monitors implementation and achievement.
- Elects Board members and Officers.
- Approves agency budgets and oversees the management of agency assets and finances to assure compliance with legal and professional standards of practice.

Adapted from: Northeast Institute for Quality Community Action
Board Roles and Responsibilities

• Approves the establishment of all agency programs and evaluates their effectiveness in meeting community needs.
• Assists in raising funds needed to develop and maintain the fiscal health of the agency.
• Attends and actively participates in all Board and assigned Committee meetings.
• Always acts in the best interest of the agency and behaves in a manner that conforms with agency policies regarding loyalty, ethical behavior and conflict-of-interest.
• Familiar with Bylaws, policies and Rules of Procedure to facilitate appropriate and effective Board decision-making.

Adapted from: Northeast Institute for Quality Community Action
Diversity Towards Sustainability

• Using volunteers to leverage resources to support your programs

• Corporate sponsorships

• Cultivate relationships and develop individual donors
Leaving Today

“Change is Inevitable”
Succession Planning

• A process for identifying and developing internal people with the potential to fill key leadership positions in the organization.

• It increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.
Succession Planning

- Valuable training goals
- Increased preparation for Leadership
- Greater employee satisfaction
- Enhanced commitment to work
Example of Succession Plan Components

• **Introduction**
  Reviews the nonprofit’s history, mission statement, and unmet needs moving forward.

• **Overall Organization Goals**
  Establishes specific, program-oriented goals to help you achieve your organization’s mission.

*Source: Convergent Nonprofit Solutions*
Example of Succession Plan Components

- **Outcomes to be Achieved for each Goal**
  Develops ROI (return on investment) scenarios for each goal and illustrates both the present value of future outcomes and the overall value of the program.

- **Programmatic Components**
  Details substantive program components in support of each organizational goal and an implementation budget for each program component.

*Source: Convergent Nonprofit Solutions*
Example of Succession Plan Components

- **Financials**
  Features a projected cash flow on a monthly basis for one year and a general budget on an annual basis for the length of the plan.

- **Implementation Benchmarks**
  Delineates a timeline, who will accomplish what, and how evaluation of progress will take place.

Source: Convergent Nonprofit Solutions
Example of Succession Plan Components

• **Blueprint for Moving Forward**
  Explains the next steps, how to put the return on investment material to good use, and how to meet the demands of today's funders.

*Source: Convergent Nonprofit Solutions*
The Grant Application (Proposal)
Tobacco Education, Prevention and Cessation Grant Program
2012 – 2013
Request for Applications Guidelines
Purpose...

• Help people quit

• Prevent youth from starting to use tobacco

• Assist in the reduction of and protection from secondhand smoke

• Reduce tobacco use among groups disproportionately affected and at high-risk.
Funding Priority Areas....

• Cessation Initiatives

• Health Communications Initiatives

• State/Community Tobacco Initiatives

• Innovative Community Tobacco Interventions
Cessation Initiatives
Quit-Line e-referral system

- Develop, implement, and promote QuitLine e-referral system
- Requires direct collaboration with National Jewish Health (the current QuitLine service provider)
- System shall include operations performance standards, real-time access to referral data, flexible feedback loop between the QuitLine and referring providers.
- Services require for implementation: direct technical assistance to providers, practice and workflow redesign, health information exchange, and privacy and best practices.
Oral Health Partnership

• To increase QuitLine referrals
• Increase referrals from providers
• Engage and partner with oral health providers and clinics to implement strategies to make cessation-related health care systems change
• Provide technical assistance for oral health providers in the adoption, utilization, and use of electronic health records to improve patient care.
Pharmacy Partnership

• Increase QuitLine referrals from pharmacist and pharmacy staff
• Engage and partner with Pharmacy providers and clinics to implement strategies to make cessation-related health care systems change
• Provide technical assistance for oral health providers in the adoption, utilization of electronic health records to improve patient care
Hospital Cessation Program

• Develop a hospital-based cessation program within a defined geographic area

• Hospitals will be required to screen patients for tobacco use, provide cessation treatment, and follow-up after release from hospital.
Text Message Program for Young Adults

- Text message-based tobacco cessation program aimed at young adults (ages 18-24)
- Emphasis will be on non-students or straight to work young adults
- Mobile phone-based cessation interventions must use interactive features to deliver evidence-based information, strategies and behavioral support directly to users
Youth Cessation

• Develop youth (ages 14 to 18) tobacco cessation program aimed at youth wanting to quit.
• Intervention should be based on positive youth development framework
• Strategies and behavioral support directly to youth
• Have statewide reach and deliver evidence-based information
Health Communications Initiatives
ColoradoQuits Web Hub

- Fund one agency
  - To develop new online tobacco cessation hub called ColoradoQuits, which will serve as the clearinghouse for public and private tobacco cessation information.
  - Create statewide campaign to promote the site.
  - The expectation is to have this one site for cessation information and links those seeking to quit with local, regional, and national resources.
Targeted Outreach Campaign

• Fund one agency/organization to develop print and digital communication templates (fact sheets, flyers, web banners, logos, etc.)

• Develop Template to support local campaign efforts and offset creative services burdens on local partners.

• Target audiences: youth ages(14-18), young adults (18-24), and disparately affected populations and low SES.
Community Led Outreach Campaigns

- Outreach efforts to meet local needs and the strategic tobacco prevention and cessation goals under the Community Tobacco Initiative and the innovative Community Tobacco Initiative.
- Priority will be given to organizations committed to using the templates in detailed outreach campaigns to be used in a separate campaign.
STATE/COMMUNITY TOBACCO INITIATIVE
State/Community Tobacco

• Implement evidenced based tobacco control strategies across Colorado by funding as many as 64 lead agencies with multiple collaborators across the state.

• Applicants will demonstrate the ability to implement activities to reduce the burden of tobacco in their geographic area.
State/Community Tobacco

Preference will be given to the following types of projects within each goal area of the *Strategic Plan*.

**Goal 1:** Work with FQHCs, Community Health Centers (CHC), community mental health centers and/or social service center to increase awareness of QuitLine.

**Goal 2:** Provide support and technical assistance to FQHCs, CHCs, social service centers to embed tobacco treatment within facilities and client systems.
Goal 3: Build support and address policy initiatives to address youth access tobacco and tobacco marketing.

Goal 4: Build support and mobilize young adults and stakeholders to promote prevention and increase cessation attempts.

Goal 5: Mobilize youth coalitions, monitor tobacco industry efforts targeting youth. Conduct store audits.

Goal 6: Promote and implement policies that remove Colorado Clean Indoor Air Act exemptions to cover workplaces, food and beverage areas.

Goal 7: Work to educate the public and collaborate with strategic partners to build support for price increase campaign.
Innovative Community
Tobacco Initiative
Innovative Community Tobacco Initiative

- Preference will be given to innovative projects.
- Pilot programs or population-based can apply.
- Applicants are strongly encouraged to partner with educational institutions that can assist with evaluation.
- Projects funded should target one or more of the priority populations identified in the Strategic Plan.
- *Promising practice* projects are encouraged to apply.
Work Plan Guidelines

Each objective will.....

• Address specific Goal Area(s) & Strategy(ies)
• List intended outcomes, results or accomplishments
• Describe target population
• Provide time frame
• List detail on measurement tools
• List minimum of one, maximum of ten activities to accomplish objective.
How to Apply

• Community Tobacco Initiative and the Innovative Community Tobacco Initiative
  – Letter of Intent is due Friday, June 1, 2012
  – Include the lead agency, geographic area to be served, and goals.

• All other funding areas do NOT require LOI prior to submitting a proposal.
How to Apply

• June 15, 2012
  – Must register your agency in Colorado Grants Management System (COGMS)

• June 29, 2012 is Application Deadline
  – Hard copies, facsimile, and late submissions will NOT be accepted.

• Application Timeline – page 14.
• Identify problem(s), needs of target population
• How your proposal will address the problem(s)
• Administrative structure, organization & staff capacity to implement and support proposed project
• Collaboration–key relationships with other agencies and signed letters of support with commitments.
• Evaluation–describe methods to evaluate effectiveness (activities, tools, approaches, data evaluation.)
Application Technical Assistance

• Applicant’s webinars
  – To review guidance document and answer questions about the application requirements.
  – Different webinar dates for the Initiatives.

• Questions related to the grant may be submitted via email, May 18- June 1, 2012.

• Other technical assistance resources, p. 15.
Resources and Data

A list of resources and data for a specific Initiative and data materials are located on pages 42-49.
Grant Application

Review!

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Review!
Good Luck!