>> OPERATOR: Audio recording for this meeting has begun.   
>> TIM FUCHS: Good afternoon, everybody. I'm Tim Fuchs with the National Council On Independent Living here in Washington D.C. Want to welcome all of you to CIL-NET's newest webinar, resource development for CILs, opening up the flood gates to sustainability. Today's webinar is being presented by the IL NET training and technical assistance project for CILs and SILCs. Of course, IL NET is operated through a partnership among ILRU in Houston, Texas, NCIL in Washington, and APRIL in little rock, Arkansas, and Support for development of this training was provided by the U.S. Department of Education, . We are recording this call and it will be archived on ILRU's Web site and we will break several times to take your questions. You can do that -- you can ask questions a few ways and I'll remind you of those instructions each time we take a break, but for those of you on the webinar you can type your question in the chat. You would use the text box underneath the list of a10ees and   
remember to hit enter after you are type your question. You can type your question any time during today's presentation, but we will wait until the Q&A breaks to respond. Similarly, if any of you are on the full screen CART captioning today, I'm logged in there, and you can type your question any time into the chat box on the CART screen. Finally, for those of you that have called in today, you can press star pound to indicate you have a question and you'll be able to ask question live during the Q&A break. Again, I'll remind you of those every each time we take a question box. Speaking of the chat box I see many of you are responding to the warm-up question. If you didn't notice that on your screen, please do so now. We have asked: When you think of sustainability, what single word comes to mind? So go ahead and type your response there. You can do the same in the CART box. If you called in today you could always respond to me at Tim@NCIL.org. We will start by looking at   
those answers at the beginning of the call.   
Okay. The PowerPoint, of course, if you're on the webinar it's going to display automatically for you, but if you called in today or are on the CART screen you'll definitely want that in front of you. That PowerPoint was sent to you in a few different formats in the confirmation email you received. If you don't have that handy for any reason, you can shoot me an email, Tim@NCIL.org and I'll get it over to you.   
The other thing I wanted to mention before we start the presentation is the evaluation form. We do have a short evaluation that we'll ask you to complete so you can tell us what you thought of today's presentation. It is very brief. It doesn't take long. It's really important to us, though. And, we will be selecting one lucky person that completes an evaluation for today's call to receive a $25 Amazon gift card. So, we hope that's a value be incentive to you. Please do that. There will be a link on one of our final slides that you can go to. It's a live link. You can click right on it. Of course, that evaluation was also sent to you in the confirmation email as well.   
So I see those responses on the warm-up question coming in. Thanks for doing that. And to finalize my intro, I just want to introduce our presenter for today. I'm really excited to have Karen Eber Davis with us. Karen is a leading authority on income growth strategies for nonprofits. She helps nonprofits that she works with to come up with ideas, resources and the funding they need to fulfill their goals and create extraordinary impact. We had the pleasure of working with Karen last year at our CIL-NET on site training establishing and managing fees for services at Centers for Independent Living in Denver, and she was really a fantastic addition to that training, and we have enjoyed working with her since then. Also, Karen's book, 7 nonprofit streaments were published and you can that's a great resource for nonprofits. Today's topic ask a little broader and, Karen, we're so happy to have you with us. I'm going to slide 3 and turn it over to you to get started.   
Let me give you the responses first. I promised to tell you what people were saying. So when people think of sustainability, they think of: Continuation, innovation, supported, imperishable, continued, difficulty, longevity, funding, ongoing, renewable, money, resources, long-term, home health services, coordinating. I think that's it.   
>> KAREN EBER DAVIS: Excellent. Thank you, Tim.   
I want to start with a story. John was a tall, lanky guy, and he loved contemporary dance, and that was his dream, to bring contemporary dance to the citizens of Miami, and he was successful. He managed to put a group together, a dance group, he managed to put some performances on and sell tickets and sell out, and he managed to get an arts grant from the State of Florida. And with that money, he paid dancer salaries. One day the phone rang, and John answered it. And it was the internal auditor from the division of cultural affairs telling him that not only had he received money, he now had the opportunity to be audited, in fact, it wasn't just an opportunity, it was a must-do.   
So John wanted to say "no," but he had to say "yes." So the auditor arrived one morning with her suit and her little bag with information and they sat down to do the audit. That was me. I came in and I sat down and I explained to John, "John, I need to show the state that you've spent this money on salaries. So let's figure out how to do that. Do you have time sheets?" John looked at me and was like, "no way. We're a really simple dance company. I pay the dancers. That's it." I thought for a moment. I said, "okay, how about programs, do you have programs where you listed your dancers?" John was like, "yes, those I can do." So he pulled out a couple programs from his recent shows and thankfully there were dancers' names there. I said, great, we're halfway there. I said, you know, the ban, you you right checks, the ban sends you those checks back. Do you have those? And John's face fell. He said, "that was extra paperwork, and so I threw them away." "But I do have my   
check recording book." And John was one of about 50 audits I did when I served the division of cultural affairs, and he was by far -- had the least paperwork. When I shared when him the challenges of not being able to document his work, which was really an audit finding and no other penalty at that point, thankfully, he just looked at me and he sighed and he said, "All I really want to do is give Miami dance." And many of us got into the work we're doing because we want to help move our mission forward. We want to move the movement forward. We want to help people's lives, maybe a few of them, or maybe many of them. But to do that we all live and survive, and our nonprofits can exist, because we have revenue. So that's what we'll be talking about today, is how to obtain that revenue. What's the best opportunities for us.   
So on your slide here we have resource development, and it lists the CIL standard 7, which is that centers shall conduct resource development activities to obtain funding from sources other than Chapter 1. It also indicates what the compliance is, that resource development activities, the centers have to provide evidence in your annual performance report that you have conducted resource development activities. Good news. This counts as one of them, in my opinion. I'm not your auditor, but I would put this on the list of things you've done. Within the period covered by the performance report to obtain funding from sources other than the Chapter 1.   
So that's what you have to do under your current funding guidelines. But let's step back and think about why else we would want to get more resources. In short, more resources gives us more mission. Almost can't translate things into mission without resources, whether it's cash or in kind. When we have more resources, we often have less stress, meaning that we can perhaps hire more people to help us, and that we know how we will be funded tomorrow. We know where the money will come from, if not in today, that we know it's possible out there. And finally and also is the more resources we have the more flexibility we have. So we can say yes to this person who is a donor, perhaps, who says we would like you to do these following 25,000 things, or if we have more resources, we might say, no thanks, we'll pass on that funding and look for some other opportunities. So more resources is pretty universally dtioned across all nonprofits I have ever talked to. I have yet to   
meet a nonprofit leader who did not want more money. If you are one of those, let me know. It will be an interesting conversation. And it also is very practical, it will help you meet the requirements.   
The other piece of good news I want to share early on is it's real likely you're already doing things to increase resources. Some of the work I've done was interviewing some different CILs across the country several years ago and everyone was doing very interesting things and all the resources I'm talking about today, at least one CIL was doing, was seeking that kind of funding. 36 I'm going to switch to the next -- I'm going to switch to the next slide here, which is Slide 5, and talk for a minute about the challenges.   
One challenge is nonprofit revenue streams are shrinking. Well, that's arguable. Nonprofit streams of income are actually growing slightly, but every year 50,000 more new nonprofits enter the field, and they have to divide that money up. Individual giving as a culture, as a country, we give about 2%. That number, despite many, many efforts to increase it, remains about 2% of GNP. So even though with inflaition the number of how many dollars going to nonprofits is actually growing, for most groups it doesn't feel like it is. Then in other cases some streams shrink and grow as the economy changes. A challenge that many of your groups have, and you feel this, is that you don't feel like you're cute, i.e., people who have programs like children to fund and cute dogs and puppies often feel at an advantage in terms of getting individual donations. So this is some of the challenges that people face obtaining income, and if you're frustrating and find it's hard, it is. So that's   
something to recognize and say this is going to be work, but it is possible, and that's one of the messages of this seminar today, too.   
We also share, when you were sharing some of the one words, I heard a lot of things about the benefits... continuation and supported and perishable, and only a couple -- I know Brenda for one mentioned difficulty. So we want the results, but we may not necessarily be ready to embrace the challenges that come with becoming sustainable. And that's part of our process to recognize that this is going to take effort to move it forward. But I want you to be able to know and be comfortable where you invest your effort, because it's not just any work. It's work in places that will bring you the most results.   
So to do that I'm moving now to the next slide. Understand revenue opportunities. My background includes 21 years of working with nonprofits, and almost every one I've worked with wants to increase income, not just to have money in the bank, although that would be nice, but because they want to do more service. They want to provide more product to the consumers, the people they work with. My background also includes -- I've literally be on site with over a thousand nonprofits, looking at financial structures, interviewing people. I have lots of articles and books and this most recent one chtion a lot of this seminar, about the 7 nonprofit income streams. That's why I feel comfortable standing or sitting here talking to you about this topic. It's about a lot of things I've looked at and thought about as I worked in this community for a long time.   
So moving to Slide 7 is some information about the good news about your nonprofit income opportunities, and there's lots of them, lots of options that have potential, and the bad news of that is that this is not like a grant application where I can line you up and say, okay, fill out the application, fill in the blanks, and you have a 75% or greater chance of getting funding. There's nothing that lays out the roadmap like this in this process. This is much more a process of, I know where we want to go, I'm going to try this, I'm going to look at the results, and I'm going to try something else, and I'm going to keep moving on my improvements and figuring out step by step how to do this. So there's very little magic map. There's -- like a grant often has do the following things, receive the following results overall. This is much more of a loose process where you begin to say, you know what, that really worked, that person came back -- that was me again. That was -- that person   
sent us some money. Let's do more of that. It's that kind of testing that you'll have to do.   
So we're going to look at the seven income streams available to you as a nonprofit, and we're going to look not only what they are, we're going to step into the shoes of the people giving nonprofits income. Very important, because if we understand why they're giving it, we can help them achieve what they want to achieve. We'll look at some of the decisions involved and, then, again affirming this is something that is doable, it's not a quick solution, it's a process, but sustainability is possible if you figure out how to do it. Once you figure out how to do it and then keep on working on it.   
Switching to the next slide, why is this so challenging? Well, the answer is nonprofit income is messy and complex. That's why I've argued there are seven sources of it, and with so many options, people don't always know which is best. I literally was in a meeting on Friday where I had everyone in the room stand up, and I said, here are the six sources of nonprofit income. Which ones do you think is the biggest? You'll hear this question in a few minutes. Only four people got the answer correct. Amongst the crowd were two university professors, who specialize in nonprofit income and teaching classes, and they also got the answer wrong. So I argue very strong it's messy and complex, and many people are misinformed about what the sources of nonprofit income are, and if you don't know how people earn money in your field, it's awful hard to go get that money.   
Moving to Slide 8, the seven streams he are the answer, and I argue that this is the solution to your sustainability because this is how nonprofits are funded. They're based on who spends the money, again, the argument being, if you understand why someone is spending the money, then you have a better chance of having that money be shared with your nonprofit. They are also organized, mostly, from high to low for the industry, the nonprofit industry as a whole, and then there's two major ways nonprofits earn income, earned or donated. That's probably not a surprise to you. You know that, but maybe you haven't thought about it, are we earning money here, providing a good or service, or are we getting donated money? Often different ways to think, important ways to think about how nonprofit income is generated.   
Slide 10 is a poll, and you will be able to answer this poll -- not quite sure how that happens, we'll figure that out in a minute. Let me read it to you. Which cash source is the largest for the nonprofit sector? 1 is foundation and grants. There's the poll, at least on my part of the screen I'm seeing it. 2 is government. 3 is individuals. 4 is earned revenue, often what you call fee for services in your industry. 5 is unrelated earned, not related to mission. And 6 is corporate. So go ahead and vote on that. We'll give the poll a few minutes. You can see this, I believe, too in your screens.   
Okay. I'm going to close the poll here. And I lost the screen that shows me the results. Tim, can you see that?   
>> TIM FUCHS: No, unfortunately we closed. We'll see if Sharon can help us get it back.   
>> KAREN EBER DAVIS: There we go. Thank you, Sharon. You're wonderful. We have -- one answer everyone agreed is not correct and that is -- unrelated earned, income is about 10% of the nonprofit field. If you have the ability to look at the pie chart, it's a slice of orange up on the top. It's about 10% of all nonprofit income. We'll talk about what that is a little bit more as we go into this. Foundations and grants, very often thought to be one of the largest sources. Actually, it's one of the smallest. If you have the by chart in front of of you, it's the little purple slice. It's a tiny slice of pie. If someone served you that for Thanksgiving, Christmas or the holiday, you would be grumbling unless you were full. It's actually a small slice. 10 people thought government, and government is a very good guess, because it's one of the top three nonprofit revenue sources, again, if you have the ability to see this, the government slice is about -- the green slice here.   
It's about -- it's roughly, what, a third -- my numbers I don't have in front of me. It's a significant amount of funding. In the 20% range. Individuals, again, very, very common guess of that. Because we hear and it's true in donated income individuals are the source of most donated income, but the question is about all sources of cash. So individuals, in this case you will see, if you are able to see this pie chart, is the red Section, again, about 20% of the income that nonprofits receive as a whole all their cash money, which leaves us corporations, which is the tiniest slice, and that is the -- about less than -- like 1.5% of all nonprofit income. And the winners -- are there four people here who got this correct, earned revenue or fees for service, which is almost half of the pie. It's about 42% of nonprofit income. And if you note, too, if you add up the earned revenue and you add up the government funding and individual donations, it's about three quarters of all   
nonprofit income. So you have this huge slice of earned revenue, and good solid extra size desserts of government funding and individual donations, nice size, probably your classic pie size of unrelated income. And then tiny, tiny slices for corporate and foundation and grants.   
Moving to Slide 7 is a couple examples of different organizations that I've worked with, and because CPAs often record this information differently, it's very hard to compare. When I was reviewing the seven or eight CILs that I interviewed, I reviewed their IRS reports and I thought, oh, cool, I can find an example of how the CILs earn their money. And it was -- the -- the way the information was put into the reports was inconsistent across different CILs. So I wasn't able to come up with a good example for a CIL. But this is a social service example of a multi-service nonprofit, and you will see what is a classic pattern in the industry is that most of the money, three quarters or so, is from mission earned income, in this case small, individual donations, and government funding. Another example on slide 12 is botanical garden. Very different. They have different who come in the door and pay a fee to come to the garden. A significant amount, 23% of mission earned revenue.   
Little bit of government money, 2%, 2.45%, because they get some research dollars. And lots of money, 56%, from individuals. These are the way the numbers work. I'm not recommending necessarily that you go back to that example and make your nonprofit match the other nonprofits in the universe. It's just what is. But what's helpful about it is to realize that if you try to make your living and you earn your revenue from corporate funding, or from grants, you got a real tough road, that you are a very rare nonprofit. It doesn't mean it's not possible, it just means it's a real tough way to go. So this really strongly points that if you want to earn a lot of money, you need to work within those three large sets of income.   
Tim, we're up to questions. What do we have?   
>> TIM FUCHS: Great. Let me remind everybody that if you have a question you can press star pound if you're on the telephone and we'll take those in the order they roll in. If you're on the webinar or the CART screen, you can type your question in the chat box. We'll give folks about 30 seconds. Don't have any questions pending now, so don't be shy. We have plenty of time set aside for questions on this webinar. We'll give you some time to type those out.   
About 20 more seconds. It may be this early on there aren't any questions yet. And that's okay. But if you have any questions about the overviewing of funding Karen just gave, don't be shy.   
Okay. I don't see anyone typing, and there's no one on the queue in the phone. I think we can go ahead and, as I said, everybody, we'll have plenty more time for questions later on. So...   
>> KAREN EBER DAVIS: Great. I'm going to move to the next slide, which is number 14. This next segment of what I'll be discussing is about the seven different nonprofit income sources. I believe this will help clarify and help you understand what it is I'm talking about, each of those sources. So it's a little bit of a challenge, perhaps, if you're not familiar with these concepts, to ask you the question and then not explain exactly what I'm talking about.   
We're going to talk about not only the -- what it is, but why people give that, why people give money to a nonprofit for that. The first is the mission earned revenue which is again the largest source of non-prawcht income. It's about 42% for the field, and if you think about colleges charging tuition, hospitals charging fees that are nonprofit hospitals, these numbers you begin to see could be very large, as well as everyone who has a presentation in the theater or other groups like that doing live events where there's a fee charged. Even if you knock out income from groups like hospitals and healthcare, mission earned revenue still remains the largest source of income. So thinking further about mission earned revenue, it's helpful to think of, for instance, a nonprofit that provides housing. They would charge rent for that housing, and that rent that they would receive boo provide them income and would help be part of their mission. So they're beginning to do -- the nonprofit   
is either going to sell a product or a service to individuals or a group that moves the nonprofit's mission forward, also achieving mission. You get money and mission. It's the great double bargain. Examples, the Orlando Shakespeare Theater in 2010, about 54% of its revenue was earned doing mission work, providing theater. Patricia Yeager from Colorado Springs called this source, when I interviewed her, the one that let's you be the master of your fate. And individuals might be -- it might be individuals that are buying this mission service. It also could be other nonprofits or other entities. So this is not only you selling to individuals. It could be that you sell to a college. It could be that you sell to a government agency and the like.   
Moving to the next slide, number 15, here are some examples that I pulled out of the CIL world from my interviews. Sign language interpreter referral business and actual doing that. Adapted driver training. And the ADA compliant services for businesses. There are other ideas in the training that was done in April that Tim mentioned in the opening, which is the managing piece for -- managing fees for service and CILs. If you want to study more ideas working inside CILs that's a great resource for you I understand is online.   
So opportunities for mission earned revenue, switching to the next slide, can be major. This is a photo of a Habitat for Humanity build. Habitat helps people find housing, they sell those houses to individuals, and individuals then pay a monthly mortgage payment to Habitat, and guess what, that mortgage payment is earned revenue, mission earned revenue.   
So that's a major source for Habitat.   
Moving to the next slide is the story that I love to share about Bok Tower gardens in Lake Wales, Florida. Bok Tower Gardens in about 1970 bought a house. It was what I called McMahon shun, kind of great gathers bee mansion. The gardens themselves were developed around 1929 before the Great Depression, and around the Bock Gardens, which is in the center part of the state, away from Disney World, not in a very easy way to get to place, in the gardens is the same sort of era. They're not part of the garden. The gardens bought an estate several year ago. They had no other place to have workshops. They thought they would find uses for it. Imagine having to figure out funding for a 1929 MCMANSION and how that would drain your resources. That's what happened to Bock Gardens. Nice to have the facility but it was not a positive cash flow experience. Several years they went back and forth about what to do about the mansion. What they could have done is that gone to   
donors and said, hey, we need $100,000 to fix this place up and keep it where we want it to be. But instead they did something different. When you went to the gardens, you used to go in -- meet at the gate, kind of a rural place, out in rural Florida, you pay your admission, and then you're allowed to drive into the gardens. When you got to the visitor center, periodically they would announce they're having mansion tours and for $6 you could go on the tour. It would be starting in 15 minutes. You've all heard that kind of a thing. What they did was they put signage in the mansion and put the DOSANTS in the mansion, but when you arrived at the gate they would say the admission was $15 or whatever it was, and if you'd like, would you like to go to the mansion? It will be $6 more. Imagine yourself, you've been a tourist, you're coming to Florida. Having a great day. It's sun yiel, beautiful and warm. But you have been driving maybe an hour to get to this place you   
want to see, lovely gardens, be outside, be inside. Do you want to pay $6 more? Well, your wallet is out anyway. So you go ahead and you pay that extra $6. That's what they did. And from that small tweak they were able to increase their mansion income by 300% and their number of people who looked at the mansion, which was part of meeting their mission, is to share this mansion, the mansions around here in 1929, 300% growth, too. So during the great recession by moving and changing how they did their admissions fee for the mansion they were able to increase their income greatly. And I share that story because it's very important because sometimes in many nonprofits someone is saying, "We already maximize our income, he we've already done all we can, we can't charge any more fees." But there may be something minor that you can do that would greatly increase your income.   
Another example of that was a group that had contracts to provide services. They hired a new person who was a specialist in growing this part of the business for them. She looked at the contracts, and they were seven years old. There had been no price increases. Again, something that nonprofits often forget to look at that could provide them a great deal more income. So there's your amazing, the two changes in the yields and expenses at the Pinewood Estates, which was the name of the mansion associated with the Bock Gardens. That's sort number one. Again, that's that large part of the pie, almost half the that I had of nonprofit income.   
The second income stream is individual funding, and, again, on your screen here we have some CIL examples, bridging the gap walk, donations from board and staff, annual appeal letters, and then an event about dining in the dark that was successful for one of your CIL partners in the community.   
Moving to the next slide, individual donations, I wanted to talk -- a bit about the ALS campaign. Very, very popular and successful. It's raised about $115 million since this has gone up from a million dollars and it's a dramatic and interesting story about how this became viral and how people became involved with this and the kinds of money that were raised, but probably it would be unrealistic to expect that you could do a similar event for most of the nation's 1.5 million nonprofits. I would argue that the ALS ice bucket campaign was a really rare unusual event that if you have that happen, great, but I would work on other ways to turn income that would be more consistent and more traditional of how nonprofits raise money, i.e., beginning to form communities of people who are interested in their work.   
So the next slide is some of the ways and some of the confusion about individual donations. All of these are words and phrases that nonprofits use to talk about, and the rest of the world uses to talk about individual donations. And if you wonder why people might be confused, start looking as some of these words, fundraising, contribution, philanthropy, annual appeal, telephone solicitation, major gifts, planned gifts, A-THONS, bike like a-a-thons, walk a-a-thons, bequests, special events, interesting instruments called CRATs and CRUTs, which are long-term planned giving instruments that lawyers and financial advisors can help people set up to bring money from individuals into nonprofits. There's also the whole world now of online giving, lead gifts, which are part of fundraising process, matching money, deferred gifts, in towments, a mail campaign, end of the year, and then I would argue memberships sometimes are individual giving, depends on how they're used and what they're   
thought of, and sometimes they're not. They're earned revenue. Again an area of nonprofit income that is not straightforward is pretty confusing and is complex and people often misunderstand how individual fund eye raising can be tapped and what instruments and tools they might use to tackle it. So here's a question for you. This is poll B. I'm on page 22 of the slide deck. What percent of your board makes a cash contribution to your nonprofit every year? And there's five choices here. What is 90 to 100%. 2 is 75 to 89%. 3 is 50 to 74%. 4 is less than 50%. And 5 is don't know. So go ahead. The poll is up and some of you have found it already. Yay.   
Just another few minutes here.   
Very interesting. 20%, 90 to 100%. 75 to that 89% is about 6.67%. 50 to 74% is 3.33%. Less than 50, ski .3%. Don't know, 6.67%. The follow up question to this would be, what percent of your staff makes a cash contribution to your nonprofit every year. Another important question, if you're seeking individual donations, those are two things that the rest of the world will decide if you're serious, if those things are happening. I understand that under your guidelines you are required to have different people on the -- on your boards who you may not necessarily obligate to give funding to, however, there are ways around this. Let me give you three. One is some groups form an auxiliary board, auxiliary group, to be the fundraising. That would be -- you're talking about in a community to say we have several groups. The groups -- group that's committed to fundraising, everyone gives. The second one would be use it as a goal. Currently this percent of our board gives. We have   
set a goal that in this amount of time this percent gives. A third way that's created and perhaps a little edgy but I'll put it out there for you, is to look at your own personal gift. Say you have a board of 15 people and you give $150. You could go to the bank, put that money into $10 bills, insert each one of those in -- in an envelope with the board member's name on it and say, I have given this gift in Your Honor. Would you match it for me? Offering them the opportunity to see that their contribution of something is really, really critical, and it is, to your organization. It's to your organization's credibility. Again, a gift you would already be giving that doesn't change your numbers but you could divide it and give it to your board members in an envelope and offer them the opportunity to match that. And then if they even do nothing, then they have the gift from you, which would get them started. So you could achieve that. Again, maybe too edgy for you, but worth a   
thought. Is there some way that you could challenge your board in some kind of a challenge to say, these gifts will be given for you. Would you at least participate? And again, the first step in board giving is not the amount. It's the participation.   
I'm going to close the poll. Thank you for doing that. And move to the next slide.   
I want to talk now why individuals give money to nonprofits. This is actually something that's been studied by a lot of people, and so we have some really good ideas of why people are doing this, and not only that, there are other reasons besides this, but these are the big reasons people give money. This has been out of some studies from the University of Indiana, the center for philanthropy. The first one is to create -- to meet basic human needs. Another one related to give back, I've received a lot from the community, I want to give back. To help those with less is a third reason. To bring about a desired change. And every fund-raiser's favorite idea is because they were asked, and many of you can think of a time that you had no interest in giving a donation to someone but someone asked you and you did. So those are the studied reasons. But also it's important to think about why would people give money to a CIL? And your next poll here, using the chat box, I'm going to   
ask you to think about why people give to CILs and to type one or two words in the chat box to answer that question.   
Got some typing going on.   
While you're doing that, I'm thinking -- I want to tell a story about an orchestra here in Florida. It's the Florida orchestra up in Tampa and the ED said we have three reasons people give to us. So besides the classic reasons we've just talked about that have been studied about why people give, the orchestra found they have three types of donors. The first was people who love the music. They wanted to hear the music. They wanted to have it in their community and would put money on the barrel to have that happen. Kind of not a surprise. The second group was people who love children. The orchestra had children's program and people felt that they wanted to invest in programs that provided people music. Maybe not surprising either. We talk about the cute children benefit that some groups have. And the last, I think, is surprising. There are people in the Tampa bay/St. Petersburg community who support the Florida orchestra because they believe that any good community has an   
orchestra, and so they weren't necessarily buying the music. They weren't buying the children's thing. What they were investing in was a chance to have a first-class community. I think that's a possible thing that CILs could be providing, a community that enables everyone to be part of it.   
Now I need to go back through your list here because you've been doing some things. I'll read some of these to you. Someone mentioned tax deductions. Yes, tax deductions are important, but very, very poor for motivation. They're on the list of why, but they aren't the top reasons. Disability issues are personal. Again, that would be giving back to something you had a connection with and cared about. They're effective personally. Same sort of reasoning. They believe in your mission. Again, that's a really good thing. But why? Why do they believe in your mission? Again, a possible conversation to have with a donor. Thank you so much. What about our work excites you? You might learn something. You might learn you have multiple reasons and then what you can do with this information is use it when you're talking to people, when you're writing thanks to people, when you're talking about your services. Because they were asked, you asked. A couple of those. Personal   
experience. They love the cause. Again, what about the cause did they love? To give back for receiving services or because they believe in what we do. Sort of the two reasons. They know someone. A family member. Again, tax deductions. Guilt someone said. Perhaps, but not a very good sustainable way to get money. You can only use so much guilt. A lot of personal reasons. Again, this arlingsz that there's a group of people who want the music, if you want to use the metaphor. They want these services to be available. Therefore, they'll invest in them. The same sort of logic reason as the orchestra. You impressed them somehow of the importance. So you share the mission and they got it. I'm coming through these reasons. You've done great. As I said earlier, you know some of the reasons, and the deal that you want to do is you want to find more people who share these passions to grow your individual donor base if this is the funding source you choose to pursue.   
I' going to switch now to the third stream of the government grants are one -- whether they come through grants or not, but government funding. I would argue if you have a fee for service that the government is paying for and the government says you shall do the following things, that that's government money. If someone has Social Security and they buy their services and they could buy anything, they could take that money and go to the grocery store or buy help and services from you, that's individual fee for service or mission earned revenue. So government funding in some way comes from the government and has strings attached to it that have you meeting requirements of that, is my definition of this.   
Many government sources you're not going to be surprised by this, there's federal, there's state, there's counties, and whatever your -- there's other names for counties in other locations, but whatever you have, townships and the like across country. Sometimes there's some interesting groups that are quasi-government. We have a water management district in Florida that provides many funding sources and grants, small grants, for education about resource and water protection. So a lot of different sources about that. And this next slide is another -- a poll. It's just a suggestion that you would want to look at if you're looking for government funding that you want to review them. There's some that suggest once a month or once a quarter or once per year or that you never look at them, but if you're seeking government funding, knowing what the sources are, noting what's coming, watching them on a regular basis is advised as a best practice. And I would be surprised if many of you   
weren't doing that, not only looking to see what's available, but forming relationships with the people who make the decisions about those funds and the like.   
So why do governments give funding? They help achieve the government's goal, not necessarily your goals. And some of the reasons for that are because the government perceives it creates public good. They also believe that it will encourage voters to feel positively about the government. Owe securing voter approval. Often the nonprofit is perceived as providing a better solution than what can be bought in the market. And finally, something we need to be very careful about, is that the government believes it can get a better price from a nonprofit since there is no profit involved, that could be part of a challenge. It also can be a real pinch on the nonprofit if that is the reason the government is providing funding, because it's not buying quality. It's saying we can do this for cheap, let's go to the nonprofit, and there's a challenge with being sustainable if doing things that cost you money that you're not going to be reimbursed for. So, again, the governments are looking   
for public good, securing voter approval, a better solution offered by the nonprofit, which is one of the ideal ways that a -- and reasons for a government to fund you, and then to be careful about bargains and being a bargain basement opportunity.   
Switching to Slide 29 -- 28, we're switching -- out big sources into the little sources. And the little sources are these three last ones. It's foundations and grant gives, corporate funding, and nn-kind -- sorry, earned revenue not related to mission. I will talk about the seventh source towards the end, too, because there is one more source not in the pie chart and not be in our discussion so far. So switching to foundations and granted gives, what you have here is a list of the following items that were all started with foundation grants -- or the question is were they, and they include public libraries, the program "Sesame Street," white lines on the highways, passing lanes and things like that, yellow fever vaccine, and the answer on this is all of the above. So foundations are a great example, and this list shows us, of investment capital that could be provide to do a nonprofit, that can make a nonprofit -- can do something experimental with and prove that it's worthwhile   
doing, i.e., session me street or yellow fever vaccine, polio vaccine is also one of the things. So foundations and grants are often tools to create social change. Or changes that perhaps could be applied elsewhere. Another good piece -- to use in your funding if you seek grant funding is to say, we're experimenting to see if this could be used elsewhere.   
Okay. The next slide is number 30. Why do foundations and grant gives give funding money, cash to nonprofits? Well, these groups generally don't do direct service and your group does. Also, it's about some challenges, because we all love the grants. I was very high on -- people think it's a very big funder. The goal of the grant and foundation give is their goals. They're trying to meet their goals, not your goals. If your goals match theirs, all the better, but their goals are primary. There is never enough of this funding. Almost every grant our foundation, grant source and foundation source, has too little money for the requests that come in. And you are also only allowed to apply to those funding sources when they open their doors and say we will now accept applications and they will be due at a certain time. So there's some real challenges with giving grants and getting grants as a nonprofit. But they're still wonderful funds that help you do some new things that   
often will help you get started perhaps in an earned revenue opportunity. So sometimes a capacity building opportunity to build other resources towards that.   
Now we go to the littlest, tiniest source of nonprofit income, and that is corporate and business funding. The example I have here is about Walmart several years ago put out an RFP working with Feeding America to give trucks away to food banks across the country. So the truck was valued at about $50,000, and the nonprofits had to put an application in, again, application process, but the funding source was corporate and government. What did Walmart get out of that? Why would they do it? Well, they had this opportunity to give money back to the community, but also they were able to do -- they received a moving billboard that went around the community helping people to remember that Walmart was a good player.   
The C poll, corporate and business, is another question for you. We meet with potential corporate partners to explore partnerships and follow-up, and here's some choices: Once per month or more often is number 1. 2 is once per quarter. 3 is once per year. 4 is never. Type in your results there.   
Excellent. I'm going to go ahead and end the poll. What I'm seeing for results is that 11.5% are once per month or more often. 34.6% is once per quarter. Once per year, about 34.6%. And never is just under -- 19%, just over 19%. That is -- that is actually great news. What it says is that you have many CIL partners having conversations about corporations and businesses, about creating partnerships, and about funding opportunities. So that's an excellent, not only from what I'm saying, you can check with your other partners and say, what are you talking about, how are you doing that, how do you set these meetings up, how could we do that? One of the things in corporate and business partnerships that works well is look for a business partner that is about the same size you are and covers the same geographic area. So, for instance, if you are serving one county, look for businesses that serve that same county. So perhaps instead of thinking, oh I'm going to get these large   
national name brands to work with my organization, I'm going to work instead and look for partnerships for people who really serve this area because we have the same common geographic interest. Often those kinds of corporate partners may never have considered the possibility, but you have the potential to form relationships and create things that serve your community really -- really defined closely and customized for your community needs.   
The why do corporations give nonprofit organizations money... again, the question about -- not only where the money comes from, but the why behind it. Important. Again, probably getting tired of me telling you this, is to achieve their goals. In the business and corporate world, these goals we know quite a bit about, and they are that -- I'll probably close the poll. They are often related to marketing and branding, and they're also related to employee relationships. So many businesses would be interested in perhaps doing some work to do an -- an activity that could be done jointly by all employees or to know they were doing an activity that would help other people in the community and and they could contribute in some way. It's a morale builder. It's important for retention as the unemployment level drops down. You will find businesses as you read the headlines struggling to find employees. How can they differentiate themselves? By having their employees perhaps work with   
you on a project or be part of how -- that that business gives some profits to you, and some other relationship that helps dif ren chait them. So lots of opportunities there again will take that hard individual work of meeting with people and exploring what's possible.   
I'm switching to Slide number 33, and this is unrelated income. It's the last of the six sources we've been talking about. Thrps a catering and decorating service that one of the CILs is doing that I talked about when I met them and heard about when I am doing interviews. This is income that you receive that you provide a product or service but you don't get any mission out of it. So often unrelayed income is -- starts an accident. Someone comes to you and says, Listen, could we borrow your space in the evening when you're not here and for that they give you a fee. Or your parking lot is used. Other ways. There are some groups, there's a group in the Tampa Bay area that built -- it's a Tampa Bay watch which provides services to improve the Bay around Tampa. What they do is they have a lot of school groups and different things and a lot of marine activities. They built a brand-new building and in it they put this large meeting room because there was nothing else around them   
to have their board meetings, to have staff meetings and the like. Well, it surprised them to find out that that meeting room brings in a quarter million dollars in revenue because people want to hold weddings in that facility. You step up, it's flood protected, you have water on both sides. It's a beautiful facility. It's a lovely place for a wedding. Once they found that out, they were able to earn unrelated income. Unrelated income, again, is the third of the three little sources, the biggest of the three little sources, about 10% of the sector's income and many times people find this accidentally. They don't necessarily go out and say I'm going to create unrelated income. It comes to them. Occasionally there are some challenges that the board may get real excited about this because there is so much money coming in. Pretty rare. I usually find that most times people say, okay, in this case at Tampa Bay watch we need to hire a staff person to handle that. They will be   
the wedding person, part of the community. That's their job. We're not going to get way off track with that. The other thing to know about this, several things, there are tax consequences. Tax consequences mean that there's barriers. It means that you shall not. It means you want to talk to your CPA and say we're looking at exploring this income source. We'd rather not pay very much taxes on it unless it's truly due. How can we protect ourselves? How can we pay a fair tax but how can we -- can we organize this in a way that reduces taxes or any. So, again, just like your tax when you go home and take your paycheck, there is some tax taken out of it, but you don't say to the people paying you, oh, I'm sorry, I can't take this, there's tax consequences. You take the money and recognize some of it go ez back to the government. Also any profit also stays with the nonprofit inside the organization.   
Some other examples are resale shops, the interest earned on money in the bank, should you have any of that, Coke machines and the like. A lot of times there's income that comes in that really has nothing to do with mission but yet it's still what a really smart nonprofit does to find sources of funding to make them more sustainable.   
Last source we haven't talked about is called in kind. It's not cash. But it does often work like cash for nonprofits. So, for instance, this is a group on the slide, it's called clothes to kids, and what they do is they get donated clothes and they provide a shopping experience for school children who are under 12th grade. The children are means-tested, they're low income, and they're allowed to shop for up to five outfits twice a year. And they're brilliant because what they do as one of their in kind things is besides donations from families of clothes, what's brilliant about it, they have the teenagers review what clothes should go out on the shopping floor. So if you have ever been with middle school and high schoolers doing the service hours, evaluating clothes that no one would ever wear in high school or junior high school, it's a brilliant way to capture in kind that really is invaluable so that what they put out on the floor, every child coming to the program would   
be pleased to wear about. The only thing they ever purchase is socks and underwear. They get everything else donated in terms of what wardrobes are for the children. A great example of how in kind, both the supplies -- the items of clothing and the actual labor to evaluate some much that clothing is a gift to the nonprofit.   
Switching to 36 is why do people do in kind. Well, there's several reasons. Is to help out. To obtain a new home for their gently used items, i.e., your spouse has a pair of some clothing that you can't wait to get rid of, so you can gently suggest they give it to another cause. And then to avoid full landfills. There's other reasons in kind is given. It's often a mixed bag. Important to think about in kind, too, in kind can be both -- lost my train -- in kind can be both, again -- the physical items as well as the personnel, and often in kind can be things that are not available in the market. For instance, Kate Spade had a niece or nephew in a private school for special needs children and she was going to do a program for that nonprofit that was not available for love or money -- except for love. No amount of money would have brought that program. But because it was a nonprofit, because it was a connection, Kate Spade who was a woman's designer of clothing, came and did a   
presentation and they sold out the event. So, again, in kind can lead you to things that rntd available in the market. A number of CILs accept donated doocials, medical equipment such as wheelchairs, canes and walkers, be it in kind gift, and either loan them as service or re fush irk them and sell them. The selling would be mission earned revenue but receiving of them would be in kind. So the double income things. Many nonprofits are really, really good at this, and I'm sure we could do a whole webinar where you shared ideas about how in kind items could be obtained from the community. And I will also challenge you to keep considering in kind because it works instead of cash. I work with one group, a social service agency, last year. In one session we identified $70,000 worth of things that they were spending cash for that could be obtained by in kind. Now, they didn't go out and say, send us this in kind. They did some work. They figured out who they need to talk to and   
how to make conversations and who might have those things who would be happy to provide them to the nonprofit perhaps at a small -- a huge discount or perhaps at no cost at all. So, again, another area that nonprofits could be stronger in and be more sustainable by saying, what are we paying cash for? Is there some way to obtain it in in kind? A couple words of caution. You want to be careful what you ask for. One group said, oh, gee, we need sheets. They had a retreat center. We need sheets for the bed. They got everything. They learned to say, we need white twin sheet beds, 100% cotton. They got very specific about what they asked for and how they asked and when they asked. So, again, another opportunity to ask for funding or ask for support and keep experimenting until you get the results that you're seeking.   
Those are the seven nonprofit income sources that we talked about, and here's a poll question for you. I believe our CIL has potential to grow, and this is a check all that apply, 1 foundations and grants. 2, government. 3, individuals. 4, earned revenue, or fee for service. 5, unrelated earned, not related to mission income. 6, corporate. And 7, in kind. The poll is up. Again, please check all that apply.   
  
  
I'll give it another second here. Seems to have -- oops.   
10 seconds. If it doesn't move -- it's still moving.   
All right. We have a wonderful set of replies here. The largest one is earned revenue, or fees for service, 84%. The next one is foundations and grants at 73%. And corporate and 69.2%. In kind, 65.3%. Government, 50%. And unrelated earned, not related to mission, 42.3%. So a lot of opportunities. I encourage you as you're thinking about that which one of these seven sources would you like to explore most in the next month. So think about that. We'll go on here.   
I'm going to switch to what I call the second most important slide in the whole deck is what we're going to do with this information. I encourage you to educate others about this. There is a lot of confusion about where nonprofit income comes from and how it is obtained. This is complex. It's mysterious. -- it's not mysterious. It's complex but not mysterious. It's totally knowable, but you have to be able to say, what is -- where do we get our money from? How do we -- how do nonprofits get money? So suggestion for you, there's an exercise on my Web site about pie for dessert. You could literally have a pie with your board or staff and talk about how our income pie looks. In that education, know how nonprofits as a whole make money. Most people are surprised. And it's helpful to have some of that surprise go away. Your board members who are associated with 4-profits will understand right away to be way more comfortable to help you with earned income if they understand   
much it could be mission earned revenue. They could tap into what they already do in their businesses. The second thing after people understand how nonprofits in general earn money is how are you earning money? What does your current pie look like? And that is -- that is having some way, whether you draw a pie or have them have some kind 6 knowledge and talking is where does most of our money come from, where does the little money come from? Again, important base knowledge because when we know that, then as we're spending time in meetings we're not into this place where we spend all our time on something that's only 1% of our income, and that's all it will ever been be. So a tendency of nonprofits to spend a lot of time talking about grants and whether we do this or that. Maybe the question should be, are we earning the mission earned revenue we might be earning?   
Third piest how do you want to be funded. The book in depth and each of these sources has good things and bad things. Some sources fit groups really well. For example, groups that have a religious component struggle with government funding. So their pie probably wouldn't include. Your pie that you look to develop and to be funded by will be very dependent on who you are now, your history, but also your leadership. One person I spoke to recently has a background in the for-profit world in communications and high-tech and really you could see where he would go to lead his organization was into mission earned -- mission earned opportunities that dealt with tech because he had the background to lead them there and knew that and probably because he came from the corporate world, some corporate relationships. Again, where you are now, what your community is like will be important part of that, and the culture, the gifts and the skills of your current leadership. So the pie -- the   
educate pie is how are nonprofits funded, how are we funded, and how do we want to be funded. Once you know that, how you want to be funded, you want to look at what's the best way for us to be funded and focus on getting that funding. So, all seven sources going after them at once, probably an impossible deal. But saying in the next year, in the next month, the next thing we want to focus on is one of those seven, this is what we're going to do to obtain it, very realistic. So you can't knock all seven of the bowling pins down at once. You focus on getting one down. Move one of those pins down the row. And once you decide to focus, then build your expertise in that area. So my process is educate everybody, know where you are, help decide where you want to be, focus on that, and then become the world's biggest, best expert. Some of that expertise you could do is not only reading things, it's talking to other CIL leaders who are succeeding in it, talking to other people in   
your community who are succeeding in that. You probably can't use their ideas but you can use um is of their wisdom.   
And the next slide, I believe, it's time for some questions. It is.   
>> TIM FUCHS: That's right. Thanks, Karen. Just as a reminder, you can type your question in the chat box or you can press star pound if you have a question on the phone. I'll give you all a minute to type those out. Remember, there's chat features on the CART screen as well as the webinar. And while we wait to see those questions come in from the audience, I know Keith had posed a question just after we went back to the presentation at the first break, so I know you've given a host of good examples, Karen, but I'll ask, just in case, if there are nid you want to offer. Keith asked if there are any examples of nonprofits who operate outside the norm but are very successful?   
>> KAREN EBER DAVIS: Again, I think it's important and it's a good question. The way the pie comes out, the way the income works, is the cumulative way we all exist together, it's not a good or bad, and so it's very rare, not impossible, for someone to be funded 100% or 90% by corporate. Most people are funded in those three big circles. Again, if you saw the examples after that, the -- the gardens had very little government funding and other slices are bigger in different areas. But you see that pattern overall of the three big ones really carrying the load, being the work horses of the sectors' income.   
>> TIM FUCHS: Good. Great. Another question from sue. Soup is wondering if you can see more about starting an auxiliary board.   
>> KAREN EBER DAVIS: Certainly. I'm trying to think where to go with this because a lot of places to go. You can ask your current board members -- depends on what your goal is. What's the goal -- if the goal of the auxiliary board is to help you raise money, who would help you do that? One really useful way to do that to recruit new people is to go to people who you know will say no. You might see some leaders in your heunt who you know you could never get on your board. You can go to them and say, can we meet, buy you coffee, I'm not going to ask you, but I want to know who is in your role Dex. Who would be someone who knows about nonprofit income and help us develop it, who cares about this, someone who cares about the CIL movement? Finding those people. So go beyond the usual suspects but perhaps use the usual suspects to find people who they know who you could tap into. So you would want to form a board. You want to give them real work. But you want to also negotiate   
and think about what's the least I can ask them to create the results I need? So you don't want to have a board or group you call in and say let's meet every month and we'll sit here and discuss money. Set an agenda, and perhaps besides just meeting you might also use an auxiliary board to give you feedback on something. So, say, for instance someone in the groups says, oh, yeah, this is a great idea, you could raise money this way, you could have a sale of this equipment, I'll help you do it. You might ask your auxiliary board member to review some of the publicity. So you may not have the meeting, but they would be asked to do different tasks. Does that help?   
>> TIM FUCHS: Sounds good to me. I'll see if Sue writes anything else.   
Keith asks if you can comment about charity evaluations -- excuse me -- charity evaluators like Charity Navigator. Any thoughts?   
>> KAREN EBER DAVIS: I use them a lot. I use Guidestar. I look up people's nonprofits all the time. You want to have a presence there. The presence I would create would be one that would direct me -- direct people back to your site. As you are allowed, insert things, and I'm most familiar with Guidestar, I would have a presence there that directs people back to the Web site. Also work to not make it very current. I mean -- so that it's like, okay, tomorrow this will not be true if we have a staff member. So instead of saying perhaps your name, Keith, you would say, whatever your role is, contact the CEO at this location. Did that help?   
>> TIM FUCHS: Sounds good. Still nobody on the phone, but just a reminder, star pound if you have a question. And keep your questions coming in the chat screen. In the meantime, just want to remind you all that before we close here quick to the evaluation slide and there will be one lucky winner who completes that evaluation that will receive a $25 Amazon gift card from the IL NET, so don't forget to do that before you disconnect today. I know a lot of you are participating in small groups. That's great. We love that. But do fill it out as an individual. We want what each of you thinks.   
It looks like we have a caller on the phone. We will go to the phone number and caller, just a moment while we get your line unmuted. You can go ahead with your question.   
>> CALLER: Hi, this is Jason from Access to Independence in Madison, Wisconsin. Thanks for all this information today. I had just a question regarding board of director involvement. I know you talked a little about auxiliary boards but we're a small CIL and our board, we've been working through strategic planning about how to get our board involved in some of the development efforts. I'm just curious if you had any kind of general recommendations or thoughts on level of involvement for board members in terms of things that are specific tasks or what might be too much or any just generalized thoughts around that.   
>> KAREN EBER DAVIS: A couple things. Something very easy that board members often fall in love with is if you receive a gift or a grant, have them make the phone call to say thank you. That phone call can be very simple I just wanted to let you know I'm a board member with this organization in Madison, Wisconsin, and your gift was so important to us. So thank you so very much. And that could be the end of it. It could be a voice mail message. People like that. A, they like to receive it. B, it's fun to say thank you. So that's involving your board in fun ways. The other story I love about board involvement comes from the head of the community foundation in Ft. Myers, and her name is Sarah, and she says to her board members, what would you do -- if I had to call you for your expertise, what would I call you about? What do you love? What do you care about? How can I help you use your expertise to help me? So, again, turning it back about and saying, oh the board has to   
do the following things, just say to the board people, what is it that you want to do? What gifts could you bring us and let that work for you and work where they want to go.   
>> CALLER: Thank you much.   
>> KAREN EBER DAVIS: Thanks, Jason. Good question.   
>> TIM FUCHS: Thanks, Jason. Okay.   
Let's see. All right. I've got another caller on the phone. Caller, just a moment. And you can go ahead. Let's try again. Caller, you can go ahead with your question. Looks like maybe they disconnected. Sorry about that.   
Let's see. We're almost to the end of the call but we'll give another 30 seconds to see if there are any questions about of we begin to wrap up.   
Looks like we've got another question on the phone. Caller, you can go ahead.   
>> CALLER: Hey, Tim, this is Maya Santa Maria up in Rome, Georgia, Northwest Georgia. My question is -- first of all, great, great conference call. But my question is, among the seven sources of income streams, seven streams of income, which one gives you the best net in terms of expenditure, not just the money, but of people resources? I appreciate 40 some percent being from mission-driven income, but which one gives you the best value to put your time in? Because we're small and we value our resources.   
>> KAREN EBER DAVIS: That is a fabulous question I've never been asked. Although I do have an answer. And you may not like it. And that is, long term, big picture, if you can involve individuals in your cause, so individual giving, it's a long-term process, it's not an overnight, they will not only bring you huge amounts of money, because there's no upper limit, there's no budget, there's no corporate -- there's -- their ability to give you bequests, and that average $70,000, and do what they want to do with their money. They'll not only bring you that money, they will bring you their wisdom. Now, you're going to get a lot of stuff you don't want, a lot of advice you don't care about, but the wisdom that people who are bright and care about what you're doing and are thinking how can I help be part of this, how can I make this better, that's the wisdom that will make your institution sustainable forever and be a community star. Hard, hard road to get there, but, boy, that's   
where I would go long term, big picture.   
>> CALLER: Great. Thank you, Karen.   
>> KAREN EBER DAVIS: Super question.   
>> TIM FUCHS: Good. Thanks so much. All right. Again, we'll give another 30 seconds to make sure we've answered all your questions, and we're going to give you some additional resources on the next slide as well, some tips and things -- excuse me, we have the most important slide coming up, and then we'll give you some tips for resources.   
Okay. It looks like we've answered all the questions for now. And don't forget there's always a way to ask questions once the call ends. You can contact Karen or I. For now I'll let Karen go to the most important slide.   
>> KAREN EBER DAVIS: This is to act and to do things to increase your resources, and then, secondly, don't give up. The third thing I didn't write in there I would say right now is get better at it, figure out what works, figure out what -- figure out what was great and do more of the great. And it's repeating this forever. Again, back to that early slide, there's no magic formula that you do this and all these things. This is a learning process. It's a process. Now, what I would like you to do in the chat, if we have the time, and I think we do, is write one thing you will do in the next 24 hours to increase your resources. It could be to read about something. It could be to set a meeting. Anything you want to do. Write down what that is. Then I would encourage you to use -- through linked in, link with me and then when you've done that, post that on the linkedin so we can talk about that. So what you're going to do now is in the chat room write down the one thing you   
would do, will do, to increase your resources in the next 24 hours, and when you've gotten that done, connect with me in Linked in and tell me what that is. The most important thing you can do is to take action and decide that you can do something in this area.   
While they're doing that, while you're doing that, I want to switch to the last slide, which has contact information on it and your survey and, Tim, do you want to say anything more about that?   
>> TIM FUCHS: Sure, just to re remember that you might -- if you click on the survey now, remember to hold down your control key or wait until we're done because it might take you away from the presentation. But that is the evaluation link. So please do fill that out after we're done today. It looks like some people are starting to respond.   
>> KAREN EBER DAVIS: As these ideas are coming in, and I encourage everybody to do something, take one action to increase your revenues based on what you've learned, what's on your desk already, and since you're committing publicly to that, would love to see you -- I'm Karen Eber Davis at LinkedIn and see how it worked. Thank you very much.   
>> TIM FUCHS: For those of you on the phone we're getting responses from Charlotte is going to discuss this training with her organization's fundraising committee, sue is going to identify potential corporate partners, deat Keith is going to ask people for money, Camille is going to submit grant applications. BENITA will review the presentation and give a report to the board. Hell sun going to research grant opportunities. Great ideas. All valid.   
It's 4:29 here on the East Coast anyhow. We're going to begin to wrap up. Karen, thank you so much for an excellent presentation. And your examples really show this is just the tip of the iceberg. So I hope that you all will follow up with Karen. I know for sure that she has a lot to offer. So I hope you'll use the resources here on page -- excuse me -- Slide 41. For those of you preparing to share this with others at your organization or if you just want to refresh, don't forget that all of our trainings, including this one, are archived on ILRU's Web site. And since it came up on the call, those archives include the current fee for service presentation we're offering through the new community opportunities program right now. That's a two-part webinar and teleconference like this one. Part 1 was yesterday. Part 2 is coming up next Tuesday and registration is still open on our Web site. We also have the archived version of the fee for service on site we did last year. If   
that interested you, don't miss that. It was a two-and-a-half day training that Karen and a couple CILs were a part of. Fantastic resource, and that's up there. All the PowerPoints, even live videos. Of course, they're captioned and everything. So check those out. And thanks to all of you for making time in your day to join us. Let us know if you have any questions afterwards. You can always email me at Tim@NCIL.org. If you have questions about today's content or other trainings. And don't forget to fill out that evaluation. We'll pick a lucky winner that completes it for a $25 Amazon gift card. Thanks again, Karen, thanks again to all of you. That completes today's presentation. Have a wonderful afternoon. Bye-bye.

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