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Planning for Success: Effective Resource Development at Statewide Independent Living Councils (SILCs)

Presenters:

**Sandra Breitengross Bitter
Brad Williams**

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What You Will Learn

- The regulatory requirements regarding SILC resource development.
- Strategies for aligning authorities with resource development activities.
- Ways the SILC can ensure consumer control of projects.
- Examples of creative approaches & strategies to SILC resource development in the states of New York and Texas.
- The purpose of raising additional funds, how to monitor fundraising activity and future growth, and other areas of consideration.

>>Slide 4

Brad Williams

I. Background – Understanding SPIL Authorities

Specifically, under Section 705, SILC, (c) Functions:

- (2) Authorities. The council may, consistent with the State plan described in section 704, unless prohibited by state law
 - (A) in order to improve services provided to individuals with disabilities, work with centers for independent living to coordinate services with public and private entities;
 - (B) conduct resource development activities to support the activities described in this subsection or to support the provision of independent living services by centers for independent living; and
 - (C) perform such other functions, consistent with the purpose of this chapter and comparable to other functions described in this subsection, as the Council determines to be appropriate.

Understanding SPIL Authorities, cont'd.

(3) **Limitation.** –The Council shall not provide independent living services directly to individuals with significant disabilities or manage such services.

Process:

- If a SILC is going to engage in an authority, it must be addressed in an approved SPIL. Typically this is covered in Section 5 related to SILCs. However, the new SPIL template might provide clarity.
- Choice of which authority (one, some, all, or none) is up to each SILC. However, if a SILC selects none, they cannot engage in the identified activities.

II. New York Resource Development Efforts

NYSILC obtained approval for all three Authorities A, B & C in its current SPIL

- Authority A (improved statewide services for people with disabilities), was addressed for coordination purposes. In New York, the state association (NYAIL) leads this area for our network. NYSILC is supportive of their statewide grant efforts. It is important to have an understanding about roles and mutual support for the benefit of the network. Maintaining positive relationships and communication about negotiations and opportunities are essential.

II. New York Resource Development Efforts, cont'd.

- Authority B identifies resource development guided by a council Development Committee.
 - The committee consists mostly of council members, a couple of former council members, a volunteer, and staff. The committee holds regular, monthly conference call meetings.
 - Staff follow through on work items. Committee members provide feedback, some volunteer, help to acquire resources. The council engages vendors for selected services to support development efforts.
 - Vendors support development efforts through web services, special event and planning services.

II. New York Resource Development Efforts, cont'd. 2

- Authority C (other functions consistent with the plan as appropriate), identifies leadership development programs that the council promotes and seeks support for.
 - The programs include the Pat Figueroa Young Adult Scholarships, NYS Disability Rights Hall of Fame, and the Leadership Development and Civic Engagement Program (LDCEP) which is in transition.
 - <https://nysilc.org/programs/pat-figueroa-program>
 - <https://nysilc.org/hof>

What resource development efforts has NYSILC pursued under Authority B?

Donations/Annual Giving:

- The first effort the committee identified was to update the council's website/platform and donation portal, followed by a year-round and year-end donation drive. The year-end drive raised its goal by 5% annually.
 - The drive ranged between \$1,417-\$6,251 during a four-year time period. Solicitations were made to known individuals and businesses.
 - Donations are still accepted online. The year-end appeal is passive. The donation portal now supports the council's annual event.
 - The same individuals & businesses are now approached to support the annual event, along with a new base each year.

What resource development efforts has NYSILC pursued under Authority B? — Annual Event

- A committee member proposed the NYS Disability Rights Hall of Fame (HOF) annual awards/event idea. It took more than a year to develop the details into a reality.
- The HOF launched in the fall of 2018, accepting nominations. The inaugural class of 2018 were named:
<https://nysilc.org/inductees/inductees-2018>. Peers and the community came out to celebrate the first annual event <https://youtu.be/WkZLnsJeZi8> at the Troy Hilton Garden Inn on April 26th, 2018. The class of 2019 HOF inductees included: <https://nysilc.org/inductees/2019-inductees>. The awards ceremony was held at the River's Casino in Schenectady, NY on June 13th, 2019.
- The event costs approximately \$19,000 a year to support. NYSILC netted \$3,000 last year and \$10,000 this year.

What is NYSILC and its Development Committee doing about the council's future development plans?

- This year, the council engaged a vendor – the Association Development Group (ADG) to create a Fund Development Plan (FDP).
- The plan will define the council's current development efforts (what works, what doesn't, what can be improved).
- It will address the council's limited capacity, suggest additional development efforts, and look to find ways to better engage council members and partners – over the next five years.

NYSILC defines expectations for council members

- NYSILC defines expectations for new members during the recruitment process and on a council member job description. Expectations are further defined in a new member orientation packet and during a session before each member's first meeting.
- The Development Committee will be adding its expectations related to the philanthropic duties of the council to achieve fully engaged members.

What are NYSILC's additional revenue goals?

- As part of its annual contract with the DSE, NYSILC has a goal to raise revenue from “all other sources” above its annual contract amount each year. It is currently at 3%. This set the goal at almost \$13,000. It will increase by 1% each year.
- Based on the third quarter report, the council has more than doubled the goal, generating above \$28,000 in other revenue. These funds are offset by expenses.

What is NYSILC planning to do with the funds it develops?

- Very important to have fund development efforts accounted for separately with the assistance of your bookkeeper.
- Funds kept in separate savings account, accruing interest.
- Finance Committee reviews most recent savings account monthly statement at quarterly meetings.
- Development Committee reviews progress of all efforts.
- While not tapped to date, two uses have been discussed—
 1. To support programs and;
 2. To possibly support our line of credit during cash flow need to save on interest paid to bank.

III. Lessons Learned—Mission Fit

- It is extremely important that your development efforts are consistent with your mission. Raise awareness and funds at the same time.
 - Remember Michael Moore’s “Roger & Me” documentary. GM lost touch with its primary purpose (making cars) and focused more on investing and cutting expenses to improve the bottom line for investors at the expense of its operations. In the pursuit of fund raising, do not let it rule or dictate your purpose.

Lessons learned as a CIL director, but apply to SILCs and all organizations

Who do you know?

- Create a list based on your council/former members, other committee members/volunteers, stakeholders, business/vendors, advocates, and others.
 - Seek donations, support for event(s), programs, new council members, etc.
 - Who do these individuals know? Send out a query. Expand your list. Have an annual drive to have your contacts expand your list/network.
 - Example of who local CIL board member knew.

Lessons learned as a CIL director, but apply to SILCs and all organizations

Who has the most wealth and where are the funds kept?

- Learned from a capital campaign for a CIL, people possess the most wealth (versus foundations, corporations, federal or state funding, etc.).
 - Where do people keep their funds/wealth?
 - Explain the value of establishing a corporate account with a broker to receive gifts of stock.
 - Need to market opportunity to support SILC with a gift of stock and create a policy to define parameters (i.e., how managed, monitored, liquidated/transferred).

>>Slide 19

Questions & Discussion

TX SILC Resource Development Snapshot

- Projects vs. Programs
 - Why we focus on projects
 - Short term vs. Long term
 - Specific deliverables vs. overall benefits
 - SILC can help provide project resources for IL Network's programs to produce the desired outcomes of SPIL objectives

What have we done at TX SILC?

- Health and Fitness Project with CILs
- Transportation Voucher Pilot with CILs
- Statewide Assessment of Accessible Transportation
- Accessible Transportation Summits
- Virtual Independent Living Services Pilot
- Housing Education and Advocacy for Rural Texans
- Peer Advocacy and Leadership

Texas SILC—Two Types of Projects

- **Projects focused on SILC activity**
 - Statewide Assessment of Accessible Transportation
 - Accessible Transportation Summits*
- **Project focused on partnering with IL Network**
 - Health and Fitness Project with CILs
 - Transportation Voucher Pilot with CILs
 - Virtual Independent Living Services Pilot*
 - Housing Education and Advocacy for Rural Texans*
 - Peer Advocacy and Leadership*

**Currently funded projects*

Texas SILC—Who are our current/past funders?

- Developmental Disabilities Council
 - Federal funds from Administration for Community Living
- State Transportation Department
 - Federal funds from the U.S. Department of Transportation
- Administration for Community Living
 - Paralysis Resource Centers

Texas SILC—How Texas Coordinates Projects with our SPIL

- Resource development authority is listed in the SPIL.
 - We keep our description broad to ensure flexibility during the SPIL cycle.
- Each project has a direct nexus to a SPIL goal and helps further a SPIL objective.
- Appropriate SPIL objectives list SILC as a potential partner.

Texas SILC—How Texas Coordinates Projects with the SPIL, cont'd.

- All SPIL objectives that list the SILC as a potential partner are also listed in the SILC Resource Plan.
 - IL Network, DSE, and the public know SILC funds will be used to help further the objectives of the SPIL.
- SPIL Objectives with the SILC listed as a potential partner are listed in our contract agreement to fund our SILC Resource Plan from the DSE every fiscal year.

How Texas Ensures Consumer Involvement

- Ensure projects have a nexus to the SPIL.
 - The SPIL outlines the state's focus and priority areas for the three-year cycle.
- All projects are voted on by the SILC board.
- All projects have a Project Advisory Committee (PAC).
 - PAC membership is made up of a majority of people with disabilities representing a broad range of disabilities and demographics.

Texas' Five Steps to Ensuring Consumer Control & Involvement

1. Consumer input required in SPIL drafting process.
2. SILC role identified in SPIL goals & objectives.
3. SILC role in SPIL goals & objectives identified in SILC Resource Plan.
4. SILC board approves acceptance of all grants/projects.
5. All projects led by a Project Advisory Committee.

Benefits of Multi-Step Structure

- Pursue funding opportunities as they arise (increased flexibility).
- Ensure SILC projects are in line with the direction of the IL Network .
- Ensure project topics are based on consumer input.

Benefits of TX SILC Resource Development

- Highlights importance of SPIL development and implementation.
- Creates an opportunity to coordinate the SPIL with the Developmental Disabilities Council State Plan.
- Allows SILC to reduce administrative burdens of IL Network by taking on the grant writing, fiscal management, and funder coordination aspects of resource development .
- Allows multiple CILs to coordinate on a common project or objective.

Growing Pains and Challenges

- Not Managing IL Services
 - SILCs are prohibited from managing IL services.
 - Agreements with partners ensure TX SILC provides administrative/fiscal support, but does not manage the services provided.
- Administrative Expenses & Risk
 - SILC must ensure it has the capacity and structure to manage the fiscal and administrative aspects of resource development opportunities.

Growing Pains and Challenges, cont'd.

- Match Requirements
 - High match obligations for some projects pose significant challenges depending on funding type.
 - Typically, federal funding sources cannot be used to provide in-kind or cash match for other federal funds.
- Choosing Project Partners
 - Texas SILC uses an open process for securing project partners.
 - All IL Network partners are invited to participate in potential projects.

Final Questions and Evaluation

Any final questions?

Directly following the webinar, you will see a short evaluation survey to complete on your screen. We appreciate your feedback!

https://usu.co1.qualtrics.com/jfe/form/SV_9ENVbucXu3aWmgJ

Contact Information

- Sandra Breitengross Bitter – sandra@txsilc.org
Texas SILC
(512) 371-7353 Voice & TTY
www.txsilc.org
- Brad Williams, Executive Director – bradw@nysilc.org
New York SILC
(518) 427-1060 Voice & TTY
www.nysilc.org

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