- Chief Officer for Program Support and Senior VP for Texas
- Senior Executive Service (SES) Member with the Federal Government - Senior Advisor to the SAMHSA Administrator and Director of the Center for Substance Abuse Prevention - Initiatives included Strategic Prevention Framework, SPF-SIG, Drug-free Communities, Prevention Fellows, CADCA Prevention Day, National Registry of Effective Programs and Practices, Faith-in-Action Grants, Minority AIDS Initiatives, Tribal Consultation Policy Affairs
- Senior Vice President of United Way and Executive Director of San Antonio Fighting Back
- County Elected official for 11 years
- Distinguished Alumni – Trinity University in San Antonio, Texas
- Received three Secretariat Awards for Distinguished Service from the Secretary of the U.S. Department of Health and Human Services
- First Texan to receive the Dept. of Justice, Attorney General's Volunteer of the Year Award
- Federal Bureau of Investigation (FBI) Director's Award for Community Leadership
- Department of Defense (DOD) Commander's Award for Outstanding Leadership
- National Crime Prevention Council's "Outstanding Citizen Advocate Award"
- National Prevention Network's National Achievement Award
- Inducted into the San Antonio Women's Hall of Fame
- San Antonio Bar Foundation prestigious PEACEMAKER Award
- Martin Luther King Lifetime Achievement Award
- Responsible for an estimate of approximately $600 million in funding over career

STRATEGIES AND FUNDING TO SUPPORT YOUR SUSTAINABILITY

Presented By
Beverly Watts Davis, BA, MA
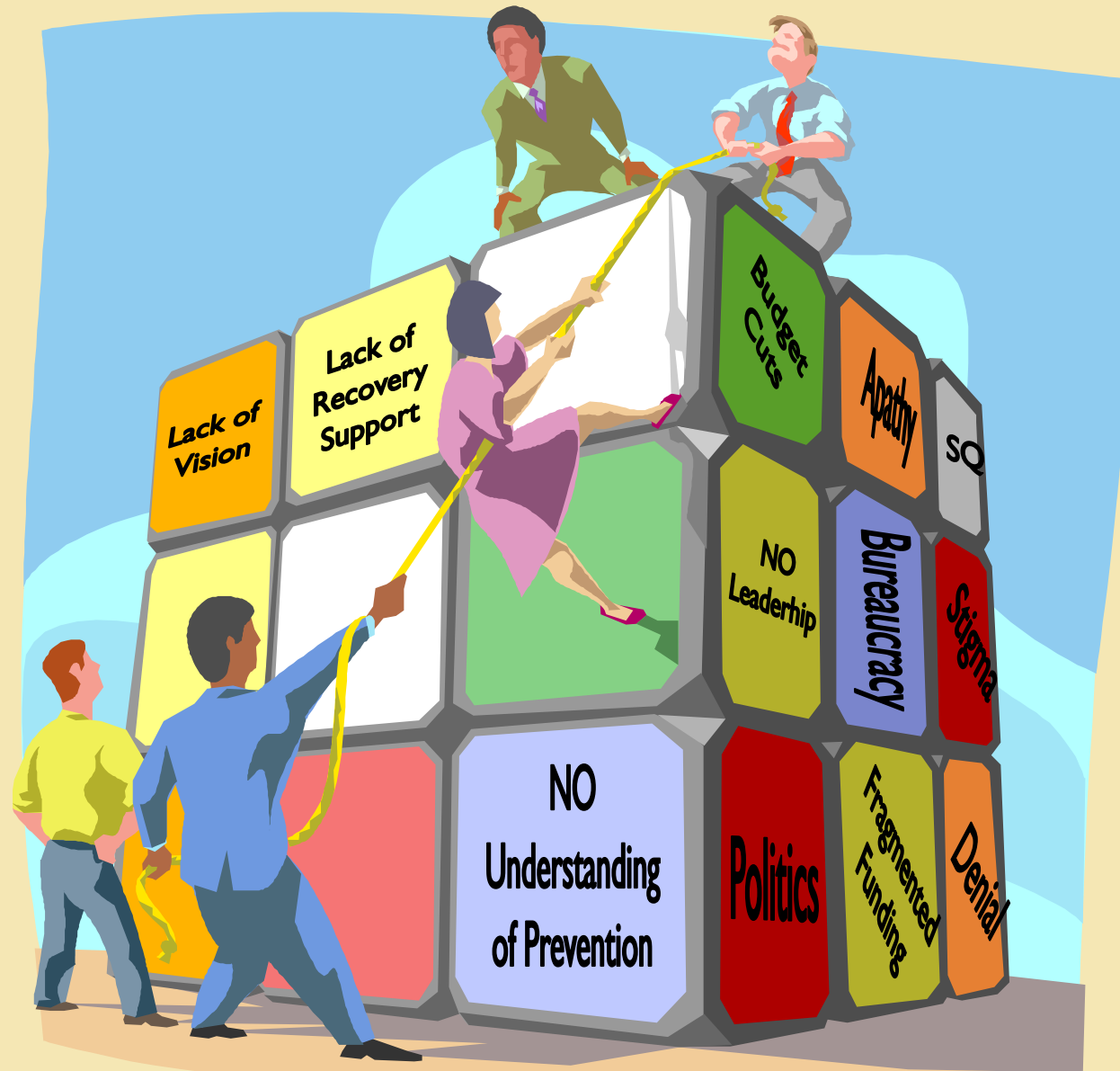*Chief Officer for Program Support*
and
Senior Vice President for Texas
WestCare Foundation
Beverly.watts@westcare.com

We can't arrest or treat our way out of this, but we can prevent it from getting worse!

SUSTAINABILITY

❖"Foundational" suggestions

❖Broaden prevention definition

❖Vision and Mission

❖Identifying funding sources to meet Community Needs

"Foundational" suggestions that contribute to an organization's sustainability

Leadership

- **Succession planning**
- **Leaders serve as Facilitators and Collaborators and Partners**
- **Collaboration is necessary to comprehensively addresses issues (i.e. Substance Abuse and Crime and Delinquency)**

Programmatic

- **Prevention Framework That Works (i.e. Strategic Prevention Framework)**
- **Common Data Sets Across Services and Systems Help Assess Efficacy & Promote Accountability**
- **Data collection infused across programs/strategies for data-driven decision-making**
- **Trauma-informed overlay (What is wrong with you? to What happened to you?)**
- **Workforce Development is ongoing (Strategic Thinking, Supplementing not Supplanting programs, Compatible Funding)**

Broadening Definition of Prevention

> Prevention is a Continuum
> Prevention is Prevention is Prevention
> Prevention is Health Promotion
> Successful Prevention Decreases Risk Factors and Enhances Protective Factors
> Systems of Prevention Services Work Better Than Service Silos
> Prevention comprehensively addresses issues (i.e. Substance Abuse, Behavior)
> Evidence-based, evidence informed, and practice-based evidence are fundamental for performance measurement
> Prevention is culturally relevant and eliminates/reduces disparities
> Recovery support and relapse prevention are strategic components

Broaden Definition of Prevention

Vision – Safe and Healthy Community

Mission – Address Social Determinants of Health with a prevention and capacity-building and a "Community of Solutions" approach

Prevention is still the most cost effective and humane approach we can implement in our communities.

COMMON COMMUNITY CHARACTERISTICS

Barriers to Access and Lack of Healthcare, Social Services, Housing, Transportation, Employment, Legal Services, Political Representation

Current and historic strains in community and public sector relationships, e.g., law enforcement, school, health, housing and community relationships

Racial/ethnic minority and marginalized populations with experiences of poverty and inequality

Community Risk Factors

Higher incidence of vacant lots/abandoned buildings

Lack of economic development and jobs

Higher incidence of predatory businesses (pawn shops, payday loans, liquor stores)
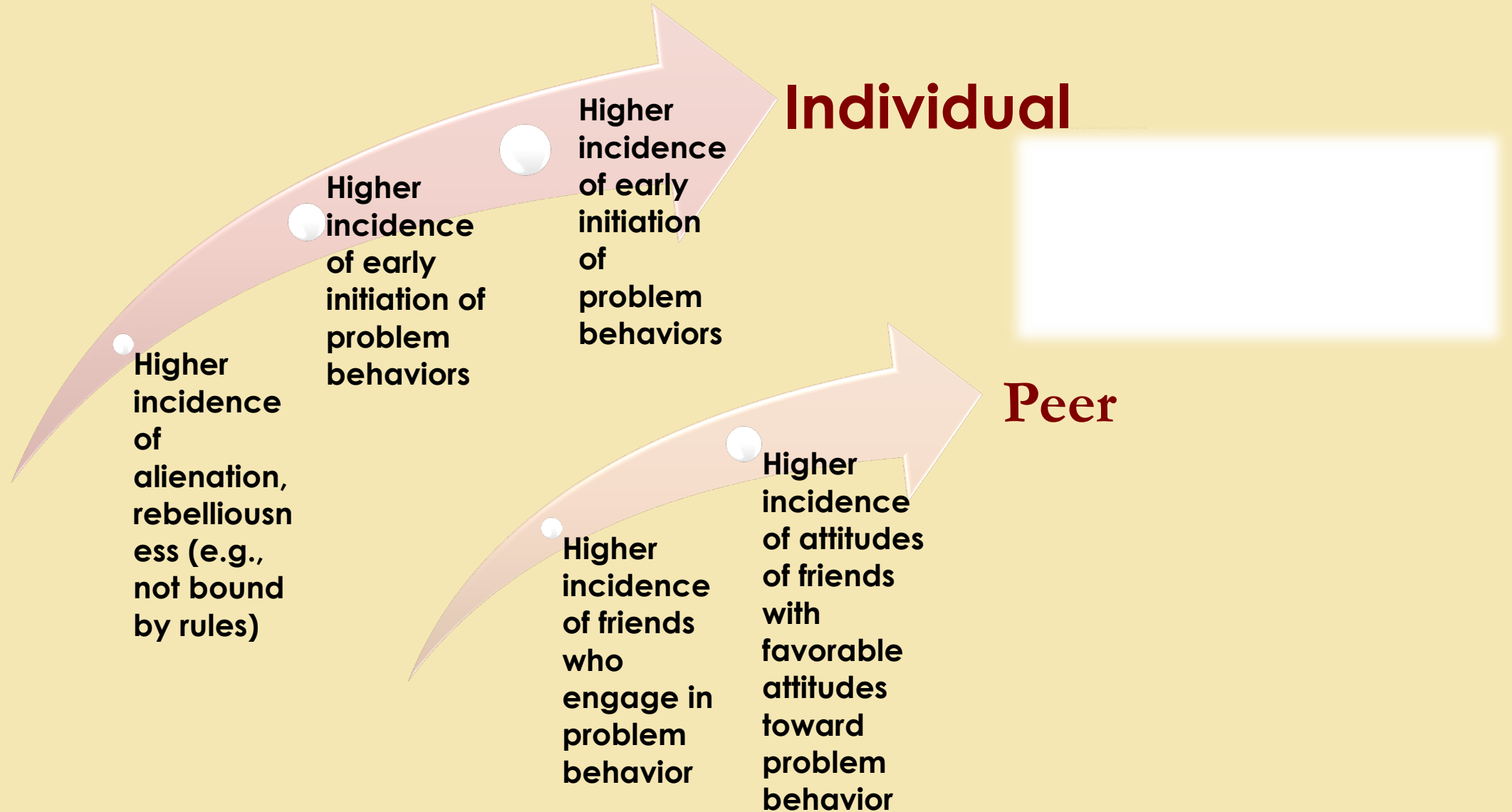
Faith community that "prays" but not engages

Higher incidence of scarcity of resources.

Higher incidence of availability of illicit drugs & alcohol.

Higher incidence of transitions/mobility and low attachment

Higher incidence of poverty

Individual Risk Factors

Higher incidence of alienation, rebelliousness (e.g., not bound by rules)

Higher incidence of early initiation of problem behaviors

Higher incidence of early initiation of problem behaviors

Individual

Higher incidence of friends who engage in problem behavior

Higher incidence of attitudes of friends with favorable attitudes toward problem behavior

Peer

Family Risk Factors

Higher incidence of family history of problem behaviors.

Higher incidence of Family management problems.

Higher incidence of parental involvement in problem behavior.

School Risk Factors

Higher incidence of low expectations by school staff and students.

Higher incidence of low attendance of students.

Higher incidence of academic failure.

SCHOOL

*W*e act as though comfort and luxury were the chief requirements
in life, when all that we need to make us really happy
is something to be enthusiastic about.

Charles Kingsley

Deciding how you will address challenges through a collective impact approach

- Understand the landscape (use data to geo-map indicators by zip code, block, house)
- Collaboratively develop and implement plans with multiple partners
- Use grant funding as shared added-value
- Co-location without co-opting
- Capacity-building training for community and partner staff
- Cross training – "Walk a mile in my Shoes"
- Grassroot leadership development (i.e. Community Ambassadors, Neighborhood Leadership Academy)
- Address population health with "Place-based Strategies" (relevant and actionable strategies that focus on the geography and culture of a community by addressing multi-level individual and community risk and protective factors)
- Policy changes achieve significant and sustained change in population-level conditions

BUILDING ORGANIZATIONAL CAPACITY

- Build Capacity for Infrastructure
- Build Program Capacity
- Build Financial Capacity

Indirect Rate
- Administrative Costs
- Overhead

Leveraging Resources
- **Supplementing**
- **Partnerships**

Building Equity
- **Mergers**
- **Revenue Generating Assets**

Indirect Cost Rate

- Funding for programs typically covers direct program expenditures but not enough (or any) of the indirect overhead costs that the nonprofit incurs in its operations. As a result, nonprofits are often not receiving sufficient funding to fully cover their costs.

- Indirect costs are necessary for all nonprofits to operate their programs. Indirect costs include the managerial staff, such as the Executive Director, Financial Officer and staff; Human Resources and IT staff; and depreciation costs for property and equipment. Without adequate funding, a nonprofit would have to rely on raising additional revenue through contributions and/or special events to cover those allocable costs.

- A nonprofit that applies and receives a federally approved ICR receives funding to cover their overhead indirect costs and will not need to rely on contributions and special events just to break even. The federally negotiated ICR will be at least 10% and can be as much as 20% or more.

- A pass-through entity, such as a local government, is required to include a subrecipient's negotiated ICR in the subaward, unless certain exceptions apply.

- This process can take time for the cognizant agency to review so be prepared for the wait.

- The collection of monies from obtaining an Indirect Cost Rate can be used for capacity building, expansion, and the purchase of capital assets.

Information provided by cbiz.com.

Indirect Cost Rate

Documents for submission:

1. **Organizational profile/mission**
2. **Financial reports for the year under review**
3. **Allocation methodology**
4. **Listing of all grants and contracts**
5. **Statement on unallowable costs**
6. **ICR preparation policies and procedures**
7. **ICR proposal**
    1. Description of indirect expenses by function and cost category
    2. Description of fund distribution of the direct cost base by function
    3. Reconciliation between the proposal and the financial statements
8. **Allocation of Salaries and Wages**
9. **Statement of Employee Benefits**
10. **Completed Lobbying Certificate**
11. **Completed Certificate of Indirect Costs**
12. **Signed Cost Policy Statement (CPS)**

Building Resources

- **GRANT AND PRIVATE FUNDING**
- **IN-KIND CONTRIBUTIONS**
- **HUMAN CAPITAL – SHARE VOLUNTEERS AND JOBS**
- **COMMUNITY CAPITAL – SHARE RESOURCES AND BUILDINGS (CAPITAL ASSETS)**
- **LEVERAGING RESOURCES THROUGH CO-LOCATION, CO-SPONSORSHIP, JOINT TRAINING AND STAFF DEVELOPMENT, JOINT GRANT SUBMISSIONS, AND JOINT FUNDRAISERS**
- **NON-PROFIT ENTREPRENEURSHIP (i.e. Goodwill)**
- **ORGANIZATIONAL CONSULTING**

Capacity-Building Resources

- American Rescue Plan Act Funds (multi-purpose)
- SAMHSA – Substance Abuse, Mental Health, Recovery Support
- Department of Labor - Workforce Development for Community Health Workers, Youth and Family Workforce Training, Apprenticeship, YouthBuild, and Re-entry Training)
- Department of Justice (crime, violence, gang prevention, victimization, re-entry, community policing, Project Safe Neighborhood)
- Administration on Children and Families (Promoting Safe and Stable Families (PSSF) and Preventing Child Abuse)

Capacity-Building Resources

- CDC – SUD-related prevention (i.e. DFC, HIV, Violence, Injury)
- HRSA – (Behavioral Health Workforce Education and Training, Maternal Health)
- HUD ROSS (**Resident Opportunities and Self Sufficiency**)
- NIH (NIDA, NIMH, NIAAA) – (Partnering with Researchers)
- **AmeriCorps (Public Allies, City Year, VISTA, Senior Corps)** - AmeriCorps is the federal agency for national service and volunteerism. AmeriCorps provides opportunities for Americans to serve their country by addressing the nation's most pressing challenges and improve lives and communities.
- Area and National Foundations - ("Community of Solutions")
- United Way
- Chain Store Foundations (Chick-Fil-A, McDonalds, CVS, Walmart, Home Depot)
- City, County, and State funding

Asset-Building Resources

- **Community Development Block Grants (CDBG**) - The Community Development Block Grant (CDBG) Program provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

- **Community Reinvestment Act (CRA)** - The Community Reinvestment Act (CRA) is a federal law enacted that encourages depository institutions to meet the credit needs of the communities where they are chartered, including low- and moderate-income neighborhoods to address the negative impact of "redlining".

- **TIRZ (Tax Increment Refinancing Zone)** - A tax increment reinvestment zone (TIRZ) is a special zone created by a municipality or county to attract new investment in an area. They are used to implement tax increment financing and help finance costs of redevelopment and promote growth in areas that would otherwise not attract sufficient market development in a timely manner. In a TIRZ, most of the city property taxes generated each year are set aside to be spent only within the zone.

- **Asset Forfeiture Funding** - The Comprehensive Crime Control Act of 1984 established the Department of Justice Assets Forfeiture Fund to receive the proceeds of forfeiture and to pay the costs associated with such forfeitures

Add the 1% through Collaborations

The 1% is the extra effort to get to the tipping point.

➢ Repurposing of publicly-owned buildings

➢ One-stop servicing with centralized case management

➢ "Surplus School/City/County Buildings" for Neighborhood Resource Centers, Education/Training Centers, Pre-Crisis Community Hubs, and Full-service Community School

• Partnerships and Mergers

• Earn It as a non-profit entrepreneur (i.e. Goodwill and Habitat for Humanity)

Interconnect Systems Change with Policy Change

- Learn the advocacy rules to change policies
- Engage and educate policymakers
- Learn to be the tipping point to change systems and policies
- Build networks that change systems and policies by uniting community leaders and partners to collectively build equitable, safe, and healthy communities where everyone participates and prospers

NEVER GIVE IN. NEVER GIVE IN. NEVER, NEVER, NEVER

Winston Churchill

QUESTIONS?