

Keeping the Doors Open: Sustainability Tips for Fatherhood Programs
National Responsible Fatherhood Clearinghouse (NRFC)
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Speakers: Patrick Patterson, NRFC Project Manager, ICF; Michelle Foster, Ph.D., President and CEO, Greater Kanawha Valley Foundation; Kathy Lambert, Co-Founder and CEO, Connections to Success; and Andrew Freeberg, Ph.D., Director of Community Programs, the FATHER Project, Goodwill-Easter Seals Minnesota.

Female operator: Good day, and welcome to the "Keeping the Doors Open: Sustainability Tips for Fatherhood Programs" webinar. As a reminder, today's webinar is being recorded. At this time, I would like to turn the conference over to Patrick Patterson. Please go ahead.

Patrick Patterson: Thanks so much. Good afternoon, everybody. Hope you guys are having a great Wednesday, and we're very excited about this September webinar, recognizing that funding and sustainability are two of the most important things that keep our program doors open. I'm really, really excited about the panel of speakers that we have today, and we're going to just dive right in.

Of course, our topic today is "Keeping the Doors Open: Sustainability Tips for Fatherhood Programs." If you know the history of the program, there has been funding federally, there have been private dollars—there's been even some corporate dollars. But it's ebbed and flowed, and so we have three outstanding speakers who are going to walk us through their experience, their challenges, but also their successes and lessons learned to hopefully help you guys as you look forward to the future with your programs.

I don't want to assume that any of you guys know who the Clearinghouse is. My name is Patrick Patterson—I manage the Clearinghouse. This is our seventh year. We are a federally funded resource that provides support to programs, to practitioners, to dads, researchers and policy makers across the country. And we pride ourselves on the ability to provide not only resources in person through conferences and webinars, but also materials on our website.

The first place that many of you meet us is our website, www.fatherhood.gov. On a really, really strong, good month, we may get a million hits on our website. After that, particularly around Father's Day, it kind of ebbs and flows, but it's our major interface with the public. We're very, very proud of the resources that we've developed along the way. I always encourage folks that our website is never a finished product. As the field develops, so does our website.

There's two things that I would just point you to on our website—one is our [Toolkit](#). If you are new or a veteran in the fatherhood field, this resource is for you. It's downloadable and on our website. The second thing that I'll point you to on our website is a link where we have [archives](#) of all of our past webinars. Some amazing speakers, really rich content that we've made available to you guys.

And then I'll lastly point you to, if you have any questions during the webinar or after the webinar, and you want to reach out to us for today's content or anything else, go to info@fatherhood.gov. It's our immediate, direct contact for you guys.

As a resource for the field, in addition to having the website, we have a Call Center: a hotline for parents to call, for dads and moms to call with questions around child support, visitation, custody, co-parenting, and things of that sort. It's available five days a week, eight hours a day, and we have both English- and Spanish-speaking attendants to receive and answer your questions on those calls.

Last but not least, I'll point to what is probably a newer feature for us—research has shown us that many of our fathers and audience members are on social media, and so with OFA, our federal partner's approval, we're both on Facebook and Twitter at [Fatherhoodgov](#) [and [@Fatherhoodgov](#)]. We receive a lot of information on our social media, but we also disperse a lot of information, so if you have an event, if you want to communicate to us in that channel as well, you can reach us on Facebook and Twitter at Fatherhoodgov [also 1-877-4DAD411].

In the next few months, one of our most exciting elements that we're going to be adding is an Instagram account that will allow us to chronicle the beautiful joys of parenting through the eyes of fathers across the country. I'll highlight a couple of the key names that allow us to do what we do—John Allen, who works in the federal Office of Family Assistance in Washington, D.C., is our contracting officer. Kenneth Braswell is the Director of the Clearinghouse, and myself, Patrick Patterson, is the Manager. I just left you with each of the email addresses so that you can reach out to either one of us after today's webinar or in the future.

[<mailto:john.allen@acf.hhs.gov>, kenneth.braswell@gmail.com, <mailto:patrick.patterson@icf.com>]

So let's jump into the webinar. Our guests are an awesome panel of presenters. Our goal today is to really provide the resources related to sustainability as it relates to fatherhood programs. If you're working in other areas, there may be some transferable information received today, but I really want to allow us to hear specifically from three of the best in the field who've done amazing work for a long period of time, who have sustained their program to share with you guys what they've learned.

We're going to receive information and tips from first, Dr. Michelle Foster—she's the President and CEO of the Greater Kanawha Valley Foundation in Charleston, West Virginia. She is formerly a director/CEO of one of the federally funded projects, so she has two points of reference: as a president of a foundation, but also as a former fatherhood program director who can share with you guys.

The second presenter is Dr. Andrew Freeberg. He's the Director of Community Programs for the FATHER Project, Goodwill-Easter Seals, Minnesota in Minneapolis, who is a longtime servant in this field, and has done an amazing job of locating, accessing, and securing dollars, both public and private sector.

And then last but not least is Kathy Lambert, Co-Founder and CEO of the Connections to Success project in St. Charles, Missouri—an amazing project, has done some really innovative things that, if she doesn't mention, I'm going to pinch and try to get them to come out because she's made partnerships with Starbucks, for example, to allow their program to be sustained beyond private and foundation and federal dollars as well. So, really looking forward to hearing from each of our speakers today.

After today, we'll have a list of helpful resources available for you to download that will allow you to retrieve what you heard today, but also some other links and information as well. There's a question-and-answer session that will be opened at the very end of today's webinar, and so I'll try my best to answer as many questions as you guys have as we're leading to the next slide.

I want to share with you how you can submit questions during today's webinar. If you look at your screen, you'll see an Ask a Question box at the very bottom. You can submit your questions through there—we're going to tabulate all those questions and try to get as many of those answered as quickly as possible after each of our presenters conclude at the very end of the webinar. If you have a thought or question that comes to you after the webinar concludes, you can still submit those to our email address that I shared with you guys earlier—info@fatherhood.gov.

It is my joy and delight to introduce you to our first presenter. Our first presenter is Dr. Michelle Foster. As I mentioned, she's the President and CEO of the Greater Kanawha Valley Foundation. Her bio is one that is extensive, so I'll give you a brief. Michelle has been President and CEO of the Greater Kanawha Valley Foundation since February 2016. During that time, she has focused on developing an impact-measurable framework to help the Foundation and its donors fully understand the social return on their community investments. Prior to joining the Foundation, Michelle was CEO of the Kanawha Institute for Social Research and Action, otherwise known as KISRA for many of us, for 18 years, and a chemical engineer at Union Carbide, now Dow, for five years. She has a doctorate in Community Economic Development, and two Master's degrees: one in Community Economic Development and another in Engineering Management. She is a certified Economic Development Financial Professional and a certified Housing Development Financial Professional as well.

Before she starts, I want to give space for our first poll question, so if you could bring that poll question up, and then we'll have Dr. Foster to follow. Just click on the question, the response as it pertains to you. The question is, "What sources of funding does your organization currently have? Please check all applicable responses." And so we'll give just a few seconds for you guys to respond, and then after that, you'll hear from Dr. Foster.

[pause]

Okay. Dr. Foster, the time is yours.

Dr. Michelle Foster: Okay. Good afternoon, everyone. It is a pleasure to be with you today. I will do my best to share knowledge that I acquired while operating the KISRA fatherhood program for over 12 years, and also my perspective from now being a funder, being on the other side. First off, the definition of sustainability that I am subscribing to today is just the ability to maintain an initiative and all of its benefits over time. As long as it's needed, being able to maintain that initiative.

And I would like to suggest a framework—a framework containing eight domains, all of which I believe are key to sustaining a community initiative. These domains are strategic planning, partnership, organizational capacity, program evaluation, program adaptation, communication, environmental support, and the one we always seem to focus on—funding stability.

When we started at our KISRA fatherhood program, we actually started our program in 2003 with local funding from the state, leftover funding from a Welfare to Work program, and then we earned our first grant from OSB in 2006. So we've been around the OFA circle a while now, and I left the organization in 2016.

So, first off, strategic planning—it's where you're really using a systematic approach to guiding your program with regards to its strategies and your goals. Strategic planning is the glue that holds sustainability efforts together. Without it, strategic direction and long-term desired outcomes, initiatives find themselves being more reactionary to day-to-day demands. There are always going to be fires starting on some issue, some participant, some partner, issues in those areas popping up every day. So it's important to have your strategic plan and to remember why you're doing this work and where you're headed. Strategic planning combines elements of all the sustainability domains into an outcome-oriented plan. So this planning really helps to ensure that the initiative is well-aligned with the larger external, as well as the organizational environment. A three-year strategic plan is ideal, and it's really a process of reflecting on where you are, and considering where you want to go, and then coming up with some specific targets for your program and for your organization.

The next domain is the partnership domain. It's really where you're cultivating connections between your initiatives and other key stakeholders. So depending on the design of your program, that could be workforce development, the child support office, a local funder, local employers—just an array of stakeholders that you can bring to the table. Partners play an important role in sustainability in many ways. They help to connect you and your participants to greater resources or expertise. They also may be other service providers who will help you to deliver your model program.

Partners also help with advocacy. A lot of times we're often just inundated with the work that we don't have the opportunities to advocate for our programs, so by having the right partners in the right places, they can help with that. Partners help to rally the community around your initiative and its goals—what you're trying to work towards. Partners can also champion your initiative; you cannot do this alone. So having a partner to really champion your initiative—and that could be partners who champion your initiative from your board of directors, as well as in the community.

Building awareness and capacity for sustainability requires a strategic approach and partnership across sectors, including alliances with private and public organizations, including universities, community foundations like the one I run right now. And sometimes I reflect, and I thought, we never really approached our community foundation for help with our fatherhood program. We were just relying on our federal funds. So that is a no-no. It's very important to make sure that you're really maximizing all your funding pools within your community.

Partnerships ultimately create synergy and really, you help to build a movement around your cause because the sum of the individual parts is going to be really less than what you can get as a whole. Working synergistically, the sum of the whole is greater than what you'll get from just working by yourself in your own little corner of the world.

And then, organizational capacity—this is really having the infrastructure, the internal support, and the resources that you need, to effectively manage your program. It encompasses a wide range of capabilities, knowledge, and resources—from having enough staff and having the leadership in place, the strong leadership in place—that can really make such a difference in accomplishing your goals. Cultivating and strengthening your internal support can also build your capacity and help you to grow as an organization, and really increase the likelihood of your success.

What I've learned over the years more than ever is that it's so important to have the right people on your team. It's so important to have the right people on your bus, and if you discover that someone is—this work is really, really important. It's almost like, when I was doing this work directly, it's more like a ministry, and the people who were there were really in it not because—it's not just for the money, but also because it's a way for them to give back to the community, to invest in the lives of others. So you need people like that on your team. If you discover as you go along that the people on your bus, that they aren't the right ones, please stop and let them off. Just get them off your bus, because it's better to do it sooner than later because that person or persons may end up affecting the journey.

So take time also to build your key systems within your organization, whether there is a—I'm referring here to financial systems, your human resources, your procurement, whatever it is. Take the time to really build that within your organization, and also invest in your people by dedicating a part of your budget towards their professional development so that they can remain on the cutting edge of the work.

Program evaluation is also a very important part of the work. Really evaluating, whether you're really achieving the goals that you've set out to achieve, and whether your program is operating, your processes are operating the way that you intend. Evaluation helps to keep your initiative on track towards your desired outcome. If evaluation data shows that an activity or strategy isn't working, you can correct your initiative's course to make the initiative more effective. Your evaluation also helps to measure whether your performance is as it should be. Collecting data about your initiative's success and impact is a powerful tool for gaining support and funding.

So it's not that you're just doing it because it's something you have to do, but that is really going to be used as your tool to sell your program to others, and to be able to sustain that effort, and to develop champions along the way. You use the story that you gain from your evaluations to tell the world about what you're doing, and to get their help and get their support, and really look at it just not in a quantitative way, but also a qualitative way. So it's okay to have the raw numbers, but also being able to tell the story of that person or persons who have been impacted by your program. And don't do it alone—get the help, get the professional help that you need to make it happen.

The next domain is program adaptation, which is really taking action to make adjustments to ensure the ongoing effectiveness of your initiative. Circumstances change, and sometimes your initiative needs to change as well. The goal is not necessarily to sustain every component over time, but rather to sustain the most effective components and their benefits to your target group. So this requires you being flexible, adapting to changing conditions and mechanisms for quality improvement within your initiative. By using your evaluation data and the most current evidence

base, you can ensure that your initiative effectively uses resources and continues to have an impact. So as you adapt your initiative, it's very important to make sure to keep up-to-date on what is current in the field. Keep up-to-date on the best practices so that you can be on the cutting edge. Once you evaluate, you may then have to adapt some things that are not working right, or whatever it is. Program adaptation is also very important.

Communications is the next key domain that can lead to sustainability, and it's really just getting the word out to your stakeholders and the general public about your program. People need to know what your initiative is about, and why it's important. You know what it is, but oftentimes we forget to really go out and tell the world about the great things that you're doing in the lives of fathers. Communication externally about your initiative's effectiveness helps to gain greater visibility and build support from stakeholders. And even internally, evidence that your initiative is working, even within your staff, motivates them. It really helps to increase buy-in and support from your internal organizational leaders. The more people know and care about your initiative and mission, the more likely they are to support your efforts to continue providing services in the long term.

Non-profits are usually so busy providing services that they forget to take the time to tell the story. You can't do it alone—get an intern. If you can't afford a communications director, get an intern. Get someone whose job it is to really go out there and tell your story. I've been in rooms where donors have been moved to tears just by the story of an individual that I've shared, where there's someone who's been impacted by their dollars—I mean, it's just amazing, the power of just sharing a story of impact.

Environmental support is another key domain. It's really having the support both internally and externally for your programs. Overall economic and political climates will affect your program and will affect your ability to get things done, whether it's at the local government, federal government—I don't have to go into much detail about that.

Initiatives are also influenced by internal organizational politics and leadership, and this is greater for those of you who are in larger organizations. You're not going to be able to pick who the director is, or who is in political office, but they can have a big impact on your programs, whether they support your cause or support your opposition. Decision makers require your attention, so it's important to make time to speak with your local leaders, your mayors, your legislators about your initiative, and why it's important and why you need them to support you as you try to make a difference in the lives of fathers.

And finally, funding stability—whenever we think of sustainability, we usually just think of, oh, just getting enough money for my program. So hopefully, by identifying the other seven domains, hopefully you bought into the idea that it's more than just the money. Planning for the sustainability of funding should be a strategic process that addresses the long-term needs of your initiative, adjusting to changing trends in economic and political cycles. You should know exactly what it takes to operate your programs, not just because OFA gives you a certain amount of money, but you should know what it would take to operate your models with or without OFA support. A defined plan with an adaptive timeframe that maintains [no audio] make it difficult to provide consistent quality services.

Valuable staff may leave or have to be laid off if funding shortfalls are anticipated. We've all been there, done that. Initiatives that rely on a single source of funding are more vulnerable to funding cuts. So cultivating a stable and diverse funding base is absolutely essential for ongoing sustainability. As the saying goes, you cannot put all your eggs in one basket, and you have to plan ahead of time. Don't wait until September when you're not sure about what's going to happen to your funding in October. Planning for funding stability should begin at the beginning of a grant.

Consider social enterprise—at KISRA, we had an urban farm and a culinary initiative, all various initiatives that helped to bring in streams of income. Now I'm working on—at the Foundation, we're looking at creative things like impact investing, partnerships where a funder, a donor, an investor would give to an initiative looking for not just a social return, but also a financial return. So these are all creative opportunities, creative partnerships for you to explore as you seek to widen and diversify your funding services. Also looking for fees for services through government agencies—those are all opportunities, as well as your community foundation, national foundation, state government, to name a few.

So that is my time, and I thank you for the opportunity. I hope you have learned something from what I've shared, and I'll get your questions at the end of the other presentations. Thank you. [Dr. Foster can be reached at mfoster@tgkvf.org.]

Patrick Patterson: Thank you, Dr. Foster. That was outstanding. We have a couple of minutes for a couple of quick questions, so if you don't mind, can I throw a couple at you?

Dr. Michelle Foster: Sure.

Patrick Patterson: Okay. One of them, you've been on both sides of the coin. You've been a grantee pursuing funding, and now you're sitting in a position where you are the funder. For someone on the line that has not reached out to a foundation yet, what's your advice on the first thing that they should do before reaching out to a foundation that may be local to them, maybe national—what's the first thing that they should do before reaching out to a funder?

Dr. Michelle Foster: I think the first thing I would recommend is looking on their website to see their process. A lot of times—like, our foundation, for funding in our proactive area, you wouldn't just submit a proposal blindly. You have to connect with a program officer. So figuring out exactly what that funder's application process is is critical. And also, just making an appointment to come by, and you could do that in-person to speak—depending on how big the foundation is, you may speak to a program officer, or you may speak to the president of the foundation, just to let them know who you are, and what you're about, and to gain information in person. And even consider inviting them to show them your work. Invite them to your site. Invite them to your class to really get that firsthand viewpoint. I think more and more funders, they want to have that close connection. They want to be proximate to the work that they're funding. So those are a few ideas that come to mind.

Patrick Patterson: That's awesome. I know a lot of people worry about whether you aspire to the top—I don't want to use the word "the bottom," but you start at some program-level person. Do

you have a thought about preference? You're sitting at the top—what's your thought about the first point of outreach? Is it [the] president's office, or is it the program officer?

Dr. Michelle Foster: I guess it depends on the size of the foundation. If it's [the] Ford Foundation, you're not going to get the president [laughs]—you know what I mean? It all depends on the foundation, and it never hurts to try. And if you can't get to the president, they'll refer you to an appropriate program officer, but I think it doesn't hurt to try. Be bold—go ahead and ask to meet with the president.

Patrick Patterson: Be bold—I like that.

Dr. Michelle Foster: Be bold. Don't be bashful, go for it.

Patrick Patterson: I like that. #BeBold. I love it, I love it. Thank you, Dr. Foster.

Dr. Michelle Foster: Thank you.

Patrick Patterson: We've got a couple of more questions that we'll toss at you at the end of today's webinar.

It's my pleasure to introduce you guys to our second presenter, Ms. Kathy Lambert, CEO and Co-founder of Connections to Success. Similar to Dr. Foster, if you haven't checked their website or checked the work they've done, it would be in your best interest to visit their website and find out all the amazing work that Kathy and team are doing.

Kathy is a forward-thinking social entrepreneur, social justice advocate, and thought leader. In 1998, she founded Dress for Success Midwest. Then, in 2001, recognizing the gaps in available job readiness services, she and her husband Brad co-founded Connections to Success, which has become nationally recognized as an evidence-based model for improving children's futures by first empowering parents to become economically independent. The organization provides services designed to break the generational cycle of poverty and inspire individuals to realize their dreams and achieve economic independence by providing hope, resources, and a plan. Please join me in welcoming Kathy to today's webinar. Kathy, the time is yours.

Kathy Lambert: Thank you so much, Patrick. It's a pleasure to be here today. With Connections to Success, our vision, as you can see, is to be the leader in empowering individuals in their transformation to economic independence. And we do that by our mission, which is to inspire individuals to realize their dreams and achieve economic independence by providing hope, resources, and a plan. Thank you, Patrick for the great introduction because it really kind of gives us our history.

So as you can see here, we are based in St. Louis, Kansas City, and then also in East St. Louis. We had our first Responsible Fatherhood grant in 2011, but our first federal grant, we actually had in 2004. We began then replicating our model in 2013 in the state of Kansas, and then in 2015, we had a Healthy Marriage and Relationship grant.

And in 2016, which I'm going to talk more about, is, we really started taking a look to be more data driven, and really having that a part of our whole organization in our strategic plans from

our board to our staff. And this past year, really taking a look at our digital platforms, and really how we can take that data and be able to scale the program for impact.

Our basic model, I'm just going to really briefly share with you what our model is, which is workforce readiness. We have a three-week class—it's cognitive, critical thinking, skill-based. We also focus on education and skill building, employment, life coaching, and mentoring. We have lifelong engagement, but this is the whole [thrust] of our program, and as you can see ... with our evaluation, we had taken a look at the dads in our Fatherhood program, taking a look at that, and really looking to see what is it that we really want to document. We can see that [is] economic stability with employment, responsible parenting skills, and then healthy relationship skills. And it's really about putting one dad to work for one year. What is that outcome, and what does that mean?

And so, working with Saint Wall Street and putting together the program impact analysis, you can see that creating, where putting one dad to work creates \$1,500 in new federal income tax. It also creates \$500 in new state income tax, saves \$3,060 in incarceration, and then what was actually paid into child support was, as you could see, over \$4,500. So really taking that data and then, how can we have that data help us with sustainability?

So taking a look at sustainability—and those of you who are on this webinar, many of you are probably like us—really taking a look at restricted versus unrestricted funding, and how do we move forward. And do that with capacity building, and then taking a look at the data and become data driven. And then, what is that return on investment? And then, looking at the strategy, whether you have a model or whatever way of how you're getting your outcome, and taking a look at that, and then with those strategic partnerships.

So we really this past year, actually just about a year ago, we had an opportunity with another funder, a foundation. And part of it, we applied for a capacity building grant. As part of that, they wanted us to take a CCAT, which is a Core Capacity Assessment Tool, and this—I can't tell you enough, it just made the difference for our organization. What it did, it really did an assessment of where we are as an organization, for example, on a bell curve, and to see on that bell curve, where are we? Well, our results, we were at the top of the bell curve, which is good; however, looking to see it, we almost maybe had a little tilt to the right. And what that meant is that actually, we were at the perfect place for capacity building. But it also meant, and it gave us the information to say, what are those areas that we really need to pay attention to in order to grow and to go to that next level? So that's the main areas where we had to go back and revisit our program.

We started almost 20 years ago, taking a look and having to go back through and circle through making sure that we have the right people, as Michelle, as you talked about—getting the right people on the bus. They have to have a passion to do the work. But did we have those right people? Were we getting the results that we needed to with our program? So really digging in and doing the hard work that it takes to really retool within our program.

Also it showed too that we needed to take a look at our board and our board structure. Do we have the right people on our board? And really taking a look at going from—and I think starting as just a grassroots and growing the way we have over the 20 years, is that the board also has to

change [*sic*]. One of the lessons I think we have learned is that we really need to have a fundraising board, and so, taking a look—what does that mean to have a fundraising board? So taking a look at that.

Also with marketing and communications. Many of you know that those are unrestricted funds, many times, to even hire someone. So another lesson we learned—we really didn't put any money into marketing and communications and branding. And I really think within this last year, what I have learned is that we really missed the boat, because with our branding, some people, even in our local area, don't really know who we are. And that's not good, and it's not good with funding and foundations. So we're really focusing on marketing and communications and really building that brand.

With all of this, taking a look at, what does it mean then, with gathering the data and capacity building? And I love this quote that's here, that "Organizations that collect and use high-quality data from program evaluation and gather stakeholder input for planning and strategy implementation efforts are significantly more sustainable than those that don't." So we really have to value the process of learning, and it's not just about gathering the data, but how do we review it, analyze and contextualize it, and then inform our strategic planning and where we go moving forward.

Part of that then is a data-driven culture: a culture of data, from our front-line staff to our readers, to our board. What does that mean in utilizing our data, and how can we use that for sustainability? One of the ways is really taking a look at, how can we look at the data, and what does it tell us about where we need to maybe allocate some resources, or we need to pay attention to? And a couple of examples—for example, we noticed that many of the individuals, many of the dads that were coming out of incarceration, many of them needed to have their eyes tested and needed glasses. So we established a partnership with Lenscrafters to help address that need.

Also, we partnered, for example, with dental clinics—we noticed that that was another need. So again, taking that data, finding out from the dads and their families, what is it that they need, and then how could we take that and meet that need? It really gives us more of a story as well.

So looking at the data and being data driven, I think, is really a mindset and a mind-shift, and a cultural shift. So that's something that we've also been working on within this past year, and really being able to take the data and to tell the story.

And the stories are, what we have found is that—to be able to share with foundations, with various funders, the partnerships—it's all about taking the data and to be able to show what the results are. What is the impact that you're having within the organization, and what is that return on investment? Once we went through this process, it helped us tremendously with our funding and being able to show the direct impact of every dollar that someone invests within the organization. We can show that, you know what? Three times more is what's really going to be benefiting from that dollar, that the benefits way exceed the cost. And many times what we like to say is that our program doesn't cost—it actually pays.

Another example, like we did in the state of Kansas with fatherhood is, we had the opportunity in working with child support, and putting together—we did a little pilot project, actually—and what they did in the state of Kansas is they said, what we'll do is, we will give \$50 an hour credit towards the arrears of any dad that signs up to your class, and we'll give the \$50 an hour and cap it at \$1,500. And so, after six months, they had forgiven over \$90,000, but actually, what was paid into the state by the dads that were working was over actually \$300,000. So you look at that return on investment, and that's what's helped us within the state of Kansas of really taking and training others in doing the work we do, but it's another way of taking that data and helping to think outside of the box of what can be done.

Looking at replication of our model—and I guess I always like to think of, it's not just of a model, but it's also, what do you have? What are you doing well, like your strategy or training? And how to develop that into a fee for service. And then, how can we sell the impact of what you're doing within your organization? So one of the things that we also took a look at is, how can we partner with like-minded organizations to possibly offer any training or technical assistance?

With Kansas, because what we did with that little pilot has really helped us, we now have seven other sites that we're working with in Kansas, so it offered other opportunities, now also outside of the state of Kansas. So [it's] really helping us to scale that impact. And much of this has also been, I think, with the work that we've been doing, but then along with doing that CCAT assessment and really taking a look at that long-term sustainability.

Another area is looking at strategic partnerships. There's one that I listed here, a couple on the slide, but before that, one of the things I think all along that we've done well is partnering with corporations and volunteers. And volunteers, all along for the last 20 years, volunteers have really been the fabric, if you will, of the work that we do. Taking a look at corporations and their corporate philanthropy, many times, and what I've learned over the years, is that volunteers, if you get people volunteering from corporations, and their skills—the skills they volunteer—activities could be having them help with mock interviews, mentoring, having them engage with the dads—what that leads to, it also leads to corporate dollars. So volunteers and corporate partnerships, strategic partnerships, are extremely valuable.

Also, taking a look at—right now, what we're looking at is the two-generation approach and partnerships. The one that's listed here is with SIUE [Southern Illinois University Edwardsville] in Edwardsville in East St. Louis, and coming together with their Head Start. And it's saying, again, outside of the box, how can we really truly come together, being like-minded with the mission of a whole family, and how can we bring our resources collectively together to do this work, and working with the parents and the children at Head Start? Not only with them, but bringing together also the Housing Authority and workforce development, and thinking about, what partnerships do you all have? What do you have that you could bring together to help with those resources, and also help to scale the impact of the work that you're doing?

Capacity Building Partnerships with local foundations—this has been really interesting, and I'm not sure if you all have had the same experience that we have. But many times with foundations and even corporations, many times applying for [no audio] grants, they want you to do a new project. Our local foundation that has been very generous to us, and very good for the last 12

years, every year or two years within the grant, we have to have a new project. So after going through this process with the CCAT survey, our team, and we took a look at everything—it's like, you know what? This is what we need. We need marketing and communications. We need capacity building.

So I had a meeting with them, and we were talking about the upcoming cycle, and I asked them, "Would you be open to capacity building and doing a grant for that?" So they asked me to explain, and I shared with them the whole process of the assessment, and what this would do for us as an organization.

And they said, "You know what? Put the proposal together and submit it." And so we submitted it. We actually just recently found out we got it, which we're thrilled. But I think that it's educating our funders and foundations, and Michelle, I loved how you're already thinking outside of the box and thinking about impact investing. That's what it's going to take, is for us to really educate the funders, how they can think differently and how they can help us, not just [with] always creating a new project, but how can they really strengthen the work that we're already doing to help really scale that impact.

The other partnership—and you alluded to that, Patrick, when you talked about Starbucks—is actually in St. Louis. A local partnership we have is with Natalie's Cakes and More. What we talked about, and she came to us actually, is—cookies. She has some cookies and cakes. But ... one of the programs we have is for a youth scholarship program. She said, "You know what? Let's partner together, and of the cookies, I will give [a] percent of the profits back to the organizations that support the youth."

So what that has done—she really isn't Starbucks, which is great—but what that has done is also start to make us begin to think, how can we have other strategic partnerships? How can we also look at other ways of partnering together to also have the different revenues back into the organization? So that's one way.

Another way is social enterprises. Lessons learned—we've learned of some things that didn't work out very well, and what we don't do well, but we also know that we have to keep trying to see what other things *can* work. So in St. Louis and Kansas City, we have launched what we call our MOXI Boutique, and it has a dual purpose. One is to scale our Dress for Success for not only women—it's men and women—and we take our clothing to the organizations [unintelligible]. That's one part. The other part is, we take that out, and we partner with local boutiques, and they donate clothing to us or accessories or what have you, and then we have different corporations, different individuals, and they will do Parties with a Purpose. We go out with these new items, we are able to sell the items, and the money then comes back into the organization. It also helps with our brand recognition, bringing someone. We always take somebody with us to share their story—if it's a dad, if it's a mom—to be able to share that full story. And then bringing that together for income, it helps to spread and to gain more volunteers in that regard.

But I think that probably, to really wrap it up, there is a quote that I just heard, and I'd love to share it with you: "How do you make common sense common practice?" And it's not on the slide, but I love that because sometimes I think that with common sense, common sense is the work that we're all doing, right? And the impact that we're having in our communities, and with

the families. How can we take that work and make it that common practice for funders to be able to do things differently, and to [unintelligible] the impact that we're actually doing. Thank you. [Kathy Lambert can be reached at klambert@connectionstosuccess.org.]

Patrick Patterson: Phenomenal, phenomenal. Thank you for mentioning the Starbucks piece, too. I thought that was important. There are a number of questions that I have for you, Kathy—I'm going to save them until the end. But just [to] give you a teaser, one of the questions I want to come back to later is, I know some people decide to use data, and some use stories to tell the essence of the program. I'd love to come back to you and ask you, which do you use, and who do you use them for? I know you use them for different reasons, but I want to find out and help the audience here, how you use which for which audience. Does that make sense?

Kathy Lambert: Yes, it does. I'll be happy to do that.

Patrick Patterson: Okay, I'll come back to you on that. Thank you again for the wonderful information.

Before we go to our last presenter, I'd like to also ask Enzo if he'd bring up our second poll for you guys to complete. We'll give a few minutes for that—thanks so much, Enzo. The question is, "To improve program sustainability, the organization I work with—" and then you're to check all applicable responses. So it's on the screen now. If you would just complete that, that'd be great.

[Pause]

I'd also encourage you while you're doing that to look at the Ask a Question box. If you have questions that you're thinking about that have come to you as you've heard from Dr. Foster and Kathy, feel free to drop those in there. We want to get as many questions answered as possible, seeing that funding and sustainability is core to the life of our projects, but also supporting the families in our community.

[Pause]

Okay. Our last presenter is Dr. Andrew Freeberg. Dr. Freeberg is Director of Community Programs for Goodwill-Easter Seals in Minnesota. He runs an amazing program. His bio is extensive, but I'll give you just a little bit for you to hear. Andrew has more than 15 years of experience in developing, implementing and managing community-based services designed to help low-income individuals and families in Minnesota achieve personal and economic stability. The end goal of this work is to reduce recidivism disparities and dependence on public benefits. Andrew currently oversees reentry, responsible fatherhood, FAST, which is an acronym, and TANF services, known locally as the Minnesota Family Investment Program, or MFIP for Goodwill-Easter Seals Minnesota.

Prior to joining Goodwill-Easter Seals, he managed the FATHER Project for the City of Minneapolis, and worked as a bilingual individual and family therapist for [Comunidades Latinas Unidas en Servicio]—that was a failed attempt, but I tried, Andrew. Andrew holds a Doctorate in Clinical and Community Psychology from Bowling Green State University in Ohio. Please join me in welcoming Dr. Andrew Freeberg to our webinar. Andrew, the time is yours.

Dr. Andrew Freeberg: Great—thank you so much, Patrick, and yeah, we'll stay on the line, we'll work on your Spanish a little bit afterwards and get you up to speed. But I really, really appreciate that warm welcome and, in particular, just really appreciate the opportunity to join my colleagues, Michelle and Kathy, on this important topic. And it's great to connect with our fatherhood colleagues, as always. So I appreciate the time today.

As Patrick mentioned, I've been working with the FATHER Project for quite a number of years. This is this fine picture of one of our program participants who was actually featured at a large-scale fundraising event that we did at Goodwill-Easter Seals called our "Power of Work" dinner that we hold as an annual event. It was really awesome to see a father held up in front of the larger community of funders, staff, board of directors—opportunity for us, within our fairly large Goodwill organization, to continue to champion and promote the issue of fatherhood. I'm already hearing just a number of themes across both Michelle and Kathy's that I'll kind of touch on maybe, in a little bit more of a tips, and some of the concrete things that we've done. I think they do align with the framework that Michelle talked about, and many of the strategies that Kathy alluded to as well.

So the mission of the FATHER Project really... [we've] been around since 1999, and I guess I'm proud of the fact that the mission has really stayed consistent, and as we've been involved in various projects over the years, we've been able to stay true to that, and at the same time, continuing to assess and analyze, what is that context around us, so that we can continue to stay relevant, continue to have the impact on fathers as we've gone along.

FATHER Project started back in—those who may remember the Partners for Fragile Families days—funded through Ford Foundation and the federal Office of Child Support and Enforcement. That was a federally-funded project that we could see the end coming, and we knew the timeline that it was coming. That was kind of our first opportunity to say, how are we going to keep the doors open at FATHER Project?

So about a year in advance of that—I highlighted that second bullet point, downsizing. As we were winding down the grant, and we saw the end of that fiscal year coming, we got down to core staff, strong staff that we really wanted to make every effort to keep with us to keep things going. Folks like Guy Bowling, who's been in the fatherhood field a long time. Michelle Bell, who was a key staff at the time. And I think, as has been alluded to, you can't always guarantee that you're going to keep key staff, but everything you can do can be extremely helpful along those lines.

At the time, we felt like we were having impact—the program model was coming together—so we approached a number of non-profit organizations that we felt had a similar mission and vision, and one of those was Goodwill-Easter Seals. And we were able to navigate and negotiate a merger of the FATHER Project. So in 2004, myself, along with about three or four staff at the time, became employees of Goodwill-Easter Seals, and the FATHER Project became a program of Goodwill-Easter Seals. That was our first transition.

We operated on a shoestring budget for a couple of years, the integrity of the model being really the key, and soaking in and trying to learn as much as we could to take advantage and collaborate, and really internalize the expertise that Goodwill had in the employment and training

arena. So then, when the opportunity came through OFA to apply for the Responsible Fatherhood funding, we felt like we were in a great position. We were successful in securing that, and then went on to another round of funding through OFA in 2011 that ran through 2015.

And then, we were hit with that reality of, we have to downsize again. It was a significant downsizing at the time when we did not receive funding through OFA. And I think sort of a lesson learned, the really tough lesson for us was, had we really done everything that we could to diversify our funding, and to put ourselves in a position to sustain the program beyond that?

So we have been able to continue on and add, sort of by necessity, some other funding streams into the mix—city funding that came through a new source for us, which was through the Public Health Department. Then just this last legislative session, the State of Minnesota appropriated some funds directly to Goodwill-Easter Seals and two of our partners here in Minnesota to continue to be able to provide services through the FATHER Project.

I wanted to walk you through the history, but also use that opportunity to highlight some of the steps we took and had to take to keep things going, again, over the last 18 years. I've alluded to the quality programming, the integrity of the programming, finding funding that really aligns with what your program is designed to do. Relevant, quality partners—for us that has been primarily child support and trying to maintain that relevance of child support in addition to some of our workforce development partners.

When we talk about achieving high-impact outcomes, I put the emphasis there on parenting *and* workforce development. For example, FATHER Project in the early days, the emphasis was heavy on parenting, and we have tried to put a lot of effort and emphasis on staying current, staying relevant when it comes to workforce development training, career pathways, and those kinds of things that I think, just again out of necessity, we have to continue to stay relevant in the workforce development field.

Fatherhood awareness and program exposure—I think the thing that I would say after 18 years is we just can never really take it for granted. That it is a story that needs to be told, data that needs to be shared, and really, a case that just continues to need to be made so that folks understand the importance of engaging fathers as part of the solution to family stability, part of the solution to our communities moving forward in a positive direction so that the children will thrive.

And then, lastly, it's an ongoing process of, what are the tools? Social media didn't even exist, and now [it's] a question of, how are we going to reach the people that we need to reach through a variety of formats and tools?

So again, I think I've kind of touched on this already, and I guess the last bullet point there—I'm going to hopefully move into some examples of just a little bit more detail of what we've done to diversify funding, and then share very briefly some of the tools that we have developed to state the case and tell the story. And if anybody's interested in getting copies of those, or getting into more detail, I'm certainly happy to share whatever I can.

This is just a very brief example of, we all know logic models and evaluation. The reason I put this one in here is that we found a way to connect a logic model to try to make it a little bit more accessible. We put hyperlinks in here to some brief participant videos and statements that tied

back to specific outcomes, be those short-term impacts or long-term impacts, to try to find a way to take it from something that typically you see on paper or electronic format, tie that to some YouTube videos and things like that, to help try to bring the logic model and outcomes to life. So that is just one brief tool I wanted to share.

Secondly, I wanted to just talk a little bit, with one specific example, about our workforce development example, and some of what we have integrated, again, based on our connection here locally with ... being a program of Goodwill-Easter Seals Minnesota.

Labor market needs—there's just a lot of great tools, I know through our state Department of Economic Development. LMI, Labor Market Information—what are the trends, what are we seeing, and how are we going to connect the dads that we serve, barriers they're facing, to be ready to go as part of that next generation to join the workforce?

Business and community partnerships are a big part of that. The example that we use here—we have established business advisory councils that are comprised of employers representing specific industries—for example, construction, automotive, medical office—trying to help us understand, what are the business needs of employers? What do we need to be training and teaching curriculum-wise so that folks in a very short period of time—regardless of high school diploma, criminal background—that we're getting them in an eight-week, a 10-week, a 12-week period of time ready to enter the workforce in an industry that needs employees, that they've got the skills to enter as an entry-level employee, and then try to provide support so that folks advance and move on from that.

And I think the next slide here is just a logo example of some of the corporate partners that we have integrated as partners on some of the business advisory councils—part of the "Power of Work" dinner, for example. Fendler Patterson made a very generous donation to support the skills training programs over the years. Folks like Wells Fargo, U.S. Bank have made contributions of in-kind donations that have been very helpful. So connecting our employment training and education with our FATHER Project has really been a powerful model.

I won't spend a lot of time, I guess, talking about the return on investment. That has been discussed. The figures that we came out with, the most recent intensive ROI that we conducted here on FATHER Project was back in 2009. I think the numbers were very similar to what Kathy shared, just over a 3-to-1 ratio, in terms of the dollars invested, and the return on those dollars invested. But for us, I think we still found a lot of relevance, particularly in this past year when we started reaching out to state legislators and folks at that level, that they're really interested in some data that they could share with constituents that could help us make the case for supporting FATHER Project in that way.

So, again, a lot more could be said about the Wilder Research return on investment, but I'll kind of leave it at that. Again, Saint Wall Street has been— that was just an extensive process that we went through. We got a lot out of it in terms of just some new and innovative ways to state the case, tell our story, and raise awareness.

And I think, just in summary there, the big takeaway that I had, in addition to the cost-benefit analysis and the importance of making that economic case for the relevance of your program—a

lot of times we put a lot of energy, time, effort, language, brochures, etc. into describing the services, and the impact of those services can tend to take a back seat. I think that was really a push from the Saint Wall Street group, and the end product of that process was being able to do a much better job of describing the impact of the services, as opposed to dwelling too much on the services themselves.

Again, I'm not sure we're doing anything necessarily extremely innovative on, when it comes to social media, but I wanted to put this out there: we did have an opportunity to do a professional profile of a FATHER Project participant, and we have had numerous, numerous opportunities to share that at events and speaking engagements, and just different ways to get it out in front of people via social media, via some in-person presentations. It's a tried-and-true kind of thing, but [we] just continue to find impactful ways to utilize that to tell the story.

And then just a brief word I guess about how can we utilize and partner with participants? Participants who have succeeded, their lives [have] changed and been transformed. What we've seen at FATHER Project is, a lot of those dads really come through that process wanting to give back, and wanting to be a part of helping other people understand—hey, my life has changed. I've been transformed. How can I help give back to other dads, help promote the program so that more dads can be served?

This is something that really came to life in the 2011 OFA grant that we received—giving dads a message that they're coming to us because they're looking for a service, they're looking to make a change, but they have the potential to be leaders, be leaders within their family, be leaders within the community. And that's really how we see them, and wanting to engage dads at that level with the mindset of, Okay, you've achieved that. What's your next step? What's your next step? What's your next step?

So for us this meant, once you enroll in the program, you complete parenting classes, you complete advanced parenting classes. Then we created some leadership track options, one of which was becoming a mentor; one of which was becoming trained as a parenting group facilitator, which was powerful for the other dads to be led through that parenting group process by some dads who had been through it themselves. And then finally—and I know the lettering is very small in this—but the Citizen Father, which was like, I'm a part of my community—let me get out there and do presentations and tell the story in that way.

So I think, when I look back on everything we've done, those are the kinds of things [where] we've seen the highest impact, especially with folks who may not totally get it and understand the impact and importance of engaging dads when they get a chance to hear from some of those participants. It's just been really powerful for us.

The state appropriation—again, I think this was just sort of the culmination of, there was a necessity to say we've got to get out here, and we've got to really ask for funding in a new and different way. And I'd say we just used all of the tools and all of the strategies and all of the relationship-building efforts that I've already described to try to get in front of legislators and decision makers, bipartisan. And for us here in Minnesota, that meant just reaching out to both sides of the aisle, maybe tailoring the emphasis of what we were talking about, depending on the audience, and making sure we brought partners to the table. If this were a statewide message, we

needed to make sure that we had the interest of urban dads, as well as dads in greater Minnesota, some of the rural parts of our state coming together so that it had a broader appeal. Fortunately for us, those are some of the relationships we've been able to continue to nurture and cultivate over the years so that when the time came to have those conversations, we have those partners that were speaking on behalf of their own community, and the needs that they were seeing in their own community. It was just amazing to see Park Rapids, Minnesota, which is a very small town in a county that's pretty rural, come together with Minneapolis-St. Paul and Rochester, Minnesota, which is kind of a medium-sized city, but ultimately we were effective in making that case.

The most recent thing that we've been working on is trying to see what kind of connections, in addition to what I talked about, about workforce development and parenting, connections to public health. And I think there's a lot of interest here—I know locally in the Twin Cities—how do we reach the families that really need help? And one of those vehicles and avenues, whether it's child protection, foster care system—just so many families that are really facing the economic challenges. Some of those family stability questions, [and] public health and a home visiting model that I think does need a little bit of work, could benefit from thinking about engaging dads in a new way. So that's where we've gotten some of those fundings in Minneapolis. Park Rapids is utilizing public health dollars in rural Minnesota, and we're trying to see where we can pull on that string to continue to promote the work of the FATHER Project.

So with that, I will wrap up my comments and just appreciate everybody's attention, and thank you.

Patrick Patterson: Brilliant, brilliant. Thank you, Dr. Freeberg. Thank you so much for giving us some of your lessons learned, but also examples, real examples of how you guys have done that.

At this time, we're going to go through a speed round of questions that we have for our presenters. I'm going to just call upon you guys. You guys can still—and the audience members can still use the Ask a Question box to submit questions, but I'll go through some rapid-fire questions and try to get as many answers as I can.

I'll start back with you, Kathy. One of the questions that I want to just hear from you is, do you use data, or do you use stories, and do you differentiate who you use them with? Give us some insight about how you guys think about that.

Kathy Lambert: This is Kathy. You know what? With answering that question, usually what I always do is I would tell a story, but back it up with the data. The stories always go with the data, and you need to have the data. And then, looking at what different audiences really depends on the story I share [*sic*]. But the data is definitely imperative to share along with the story.

Patrick Patterson: So you do both.

Kathy Lambert: I do both. Now with grants, obviously, it really is not a good place for the story, and then you need that data. But I generally do—I usually always, if I am telling a story, I always back it up with the data so I can show the impact.

Patrick Patterson: Awesome. Dr. Foster, you mentioned earlier about people, when they're first reaching out or looking for a foundation to support them, should check their website. What should they be looking for on the website?

Dr. Michelle Foster: Just their funding guidelines and their funding process. How do they go about—what is their application process like? Doing that basic homework. Look at the things that they fund, their priority areas. That should all be on a foundation's website.

Patrick Patterson: Awesome. Great guidance.

Dr. Freeberg, when you think about who you guys use when you do your outreach, it looks like you guys have a menu of corporate and—not grants, but community partners. Who do you typically take with you for some of those initial meetings? Do you take families or participants, the program director, program manager—what level? Who do you take with you?

Dr. Andrew Freeberg: Yes, probably for initial meetings. Probably not so much program participants. But I think one of the strengths that we're able to bring is, for example, one of my colleagues, the Director of Employment Training and Education—who really has not only the knowledge of the industry, the connection to employers, but also local connections to a lot of the technical colleges and those education opportunities—much deeper expertise than I would have, for example—could partner with our FATHER Project program manager and attend that meeting if we're trying to make a deliberate connection between the training and the fatherhood piece.

Patrick Patterson: That's good.

Kathy, when it comes to board engagement—I know a lot of non-profits, I hear stories on both ends talk about using the board to help fundraise. What's your best advice for getting your board to support you? And what's realistic, when it comes to fundraising, when you think about your board?

Kathy Lambert: So, thinking about—that's interesting you're talking about that, because we're kind of going through our restructuring, or taking a look at that right now. I think that one of the lessons I learned, Patrick, is being really intentional with the board member. Setting up what are those requirements to be on the board, and having them sign an actual, basically like [unintelligible]., so they commit to how much they're going to raise. And we have, within being a board member, a give-and/or-get threshold that they need to meet. So then, they have a plan for the year—how are they going to do it? What are they going to personally give? There's an amount they need to personally give. And then, how are they going to get the rest of it? And to just stay engaged with them. And that, what I've learned ... the key is to stay engaged with them. Put right up front—this is what the requirements are to be on the board.

Patrick Patterson: Yeah, that's good. One of the things I've seen, there's probably a program I met at a couple of years go. And they were, at one point, struggling with board donations, and it's just simple—realistically what happened today. They were trying to get people to fill out these forms and doing checks, and they ended up getting an auto-deduction, like you would a bank draft, and people were paying like \$20 every two weeks. But it came out of your check, and it was probably the most successful strategy they've ever done to get the board involved. But also some foundations expect 100 percent of your board to give, and by doing that simple strategy, it was

successful at doing the fundraising, but also meeting some of their requirements for some of the funders. So that is super helpful.

Kathy Lambert: Yeah, that's a great strategy.

Patrick Patterson: Works, works, works.

Andrew, I think it was you that mentioned that you can bring the funder to you—it might have been you or Kathy. What's your experience with inviting a funder to you that you're trying to engage with to potentially give you some resources? Andrew.

Dr. Andrew Freeberg: Yeah. I can maybe speak to that a little bit, Patrick. I think we've had success in—I go back to just really trying to raise awareness of some new funders that may be more familiar with workforce development issues, a little bit less familiar with some of the family issues that we deal with. One thing that comes to mind is inviting them to some of our participant recognition events, where they can just get a real deep and personal glimpse of, what does that progress, what does that transformation look like? And then work backwards from, “Okay, now we've piqued your interest. Now let's talk a little bit more about the nuts and bolts of the program, and kind of where things are headed that way.”

Patrick Patterson: Yep, yep, yep – that's great.

Dr. Foster, you're on the other end of the conversation. How do you respond to invitations to come to programs when they're courting you, more or less?

Dr. Michelle Foster: Oh, I go gladly. A lot of times recently, I've been inviting myself. I've been calling, I've been reaching out to non-profits to say, hey, I want a tour of whatever the project is, and kind of being a little more proactive about it because I like what they're doing. We have a proactive funding arm, where we fund and initiate projects. So a lot of times, I've been calling up to say, hey, I want a tour—and then try to figure out where their gaps are. But I would go—our program staff, myself, we would go readily if someone asked us.

Patrick Patterson: I'm going to put an asterisk by that comment, because I think—I'm going to say this in the most loving way as possible—you're different. Some funders may not be as open to the invitation. So that's a good way to think about it. Let me ask you one follow-up question: If they do get a funder to come out for this kind of—you're courting each other—what should they focus on? You don't have all day, so what should they focus on showing a potential funder?

Dr. Michelle Foster: Really, I think the most beneficial would be to speak with participants frankly, nothing staged. Being able to speak with someone who is impacted by the initiative. I think, in my foundation, in the past they focused a lot on the inputs that they made to a community. Oh, we gave this many millions, and so on. So what I've infused is, "And so what?" What's been the impact of that? That led to the development of our Strategic Impact Measurements framework.

But also, I have participants come—I highlight, because we have an annual report to the community. In the past, they have just talked about, oh, well we've given out this many millions. But what I've done is say, Okay, this particular program has impacted someone, a participant like

John, and I would talk about John's story. Then John would actually be there and wave, and afterwards, they flock to him. They would flock to them. So I think that's making it come alive.

I mean, we've had a unique situation where one of our board members—our board is mainly a policy board. They don't necessarily fundraise. But I had one of my board members link me up to one of her clients. She's an accountant, and linked me up to one of her very wealthy clients to share what the needs are in the community and so on. And I shared what we were seeing in terms of demand for funding, and I told the story of a young man who was impacted by one of the programs we funded. There were tears in her eyes. And from that simple pitch, she gave us—she said, "I'm going to give you a million dollars, and I want you to get it out in a year. I don't want to endow it like typical funds. I want it to be on the street within 12 months."

So I think you can, what Kathy said about the combination—yes, I have data, but that simple story about this young man whose father was in prison—and it was a simple dance program, a simple arts initiative, and she was so touched by it. So definitely bringing those, using stories to bring your "ask" alive is really important.

Patrick Patterson: So true—that's so true. Very valuable. Well, we've come to a time, at the close of our webinar—I just want to personally and publicly thank you, Dr. Foster, Dr. Freeberg and Kathy, for being transparent, for sharing things that have really worked really well for you guys, but the challenges that you've experienced, and then, some things for folks to think about. This is not going to go away. As long as we're doing this work, sustainability in funding is always going to be a need and a priority. So I just want to thank you guys publicly for your transparency again on today's webinar.

I want to close out with a couple of thoughts, things that I've heard and things I would suggest. One of the things that I've seen in probably each of your programs, but also that have worked, is people who have roleplayed before visiting a funder. It's because sometimes it gets unnerving. So roleplay, it's a great exercise for staff who have never made "the ask" to practice that. It's very important. You don't want to fumble when you finally get to the big stage.

A second thing that I would say—hearing each of you, a key takeaway that I heard is to value relationships. I think each of you, as you've funded or been a part of being a funder, is that [you value] the relationship. And I believe, in my mind, my experience, about 90 percent of it, unless you're applying federally, is relationship driven.

And then the last thing that I would suggest, based on watching you guys but also knowing the field, is that folks should align their potential funding request with their program priorities and the people they're serving. I have a vivid example of a program that we did years ago that targeted Foot Locker. It was [a] direct tie to the folks we were serving. Think about who locally you guys work with that might be a potential supporter financially. In-kind is as good as financial. I've seen programs who have gotten sandwiches donated from Chick-fil-A that would've cost, but they were in-kind.

So I just want to encourage you guys. I want to say thank you so much. If you have questions, you can follow up with us. Our email address is info@fatherhood.gov. If you have comments or

suggestions for future webinars, you can do that as well. So I'll ask Enzo for the posting of our last slide, and then we'll close out by saying thanks to everybody.

So, thanks so much, everybody—please look forward to the posting of the audio, as well as the materials that you guys have received for today's webinar. Thank you so much. Have a great rest of the day and rest of the week. And I'll just remind you, continue to stay connected, as funding is a priority for all of us. Have a great one.

Operator: That concludes today's webinar. Thank you for your participation—you may now disconnect.

[End]