

Florida Library Literacy Tip Sheet

State Library and Archives of Florida

Program Management – Fund-Raising Part I

Introduction

Funding ranked as one of the priority issues in a survey of volunteer literacy programs completed by the Florida Literacy Coalition in 2005. It has been especially difficult for library and volunteer literacy programs to obtain grant funding and other ongoing funding to institutionalize their programs. Some of Florida’s literacy programs have been sustained through local or state aid library funding. Many other programs bounce from one grant source to another and discontinue services when grants dry up. Many community-based volunteer literacy programs survive with little or no paid staff and depend on the library for office space, telephone service, and other support. With stable funding, programs are able to effectively plan and manage operations. Without this funding, programs often change their program emphasis to meet the grant requirements, and may not be able to effectively manage their growth and continue to provide literacy services. The objective for program managers is to acquire sufficient financial resources to maintain the library literacy program on a long-term basis.

In this Issue

Part I of this series describes the various sources of funding needed to initiate, sustain, and grow a literacy program.

Funding and Organizational Growth

Funding sources and needs depend on the library literacy program’s stage of organizational growth. The following table outlines program management needs, which require funding support for each of three stages of development. Each stage of development includes the program management needs of the previous stage.

Stage of Development	Program Management Needs
Initiating a Program	<ul style="list-style-type: none">• To provide the leadership to perform program planning, monitoring, administration, and evaluation
Sustaining a Program	<ul style="list-style-type: none">• To accomplish the annual objectives for intake and support of tutors and students• To establish an advisory group to “look out” for the interests of the volunteer literacy organization and advocate for its mission• At the discretion of the sponsoring library board, may also be empowered to plan, monitor, and evaluate the volunteer literacy organization, and make policy recommendations
Growing a Program	<ul style="list-style-type: none">• To accomplish the administrative tasks required to assist in the achievement of intake and support of tutors and students, and/or the other tasks required to run the organization

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The following identifies sources of funding based on program management needs for each of three stages of growth.

Stage of Development	Examples of Funding Sources	Purpose of Funding
Initiating a Program	Library Services and Technology Act Grant VISTA/AmeriCorps	Staffing to perform program planning, monitoring, administration, and evaluation
Sustaining a Program	Local City/County Funds Florida Department of Education Welfare Human Services Private Donations (including contributions from tutors and students) Family or Corporate Foundations (e.g., Verizon, Wal-Mart, Dollar General) Friends of the Library United Way Annual Book Sale Annual Membership Drive Corporate Spelling Bee Fund-Raising Event Civic Groups Faith-Based Organizations Wealthy Individuals	Intake for tutors <ul style="list-style-type: none"> • Recruitment • Orientation • Training • Assessment • Matching Intake for students <ul style="list-style-type: none"> • Recruitment • Orientation • Assessment • Matching Support of tutors and students <ul style="list-style-type: none"> • Tutor/student follow-up • In-service training • Recognition activities • Newsletters • Support groups • Resource materials and libraries • Ongoing assessment • Re-matching Intake and support for advisory board <ul style="list-style-type: none"> • Membership analysis • Selection, preparation, and nomination • Orientation • Ongoing training • Assessment
Growing a Program	Governor's Family Literacy Initiative Even Start Family Literacy University Grants Workplace Initiatives	Intake and support of paid and volunteer administrative staff <ul style="list-style-type: none"> • Recruitment • Matching • Orientation • Ongoing training • Recognition • Supervision and Assessment

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Finding the Mix

The mix of funding sources required to initiate, sustain, and grow a library-based literacy program depends on the management needs of each stage of development. Grant funding sources are one way to initiate a program. However, programs that rely solely on one grant source may lose that funding, making them unable to sustain their programs. Grant driven programs must also keep shifting their program emphasis to meet the funding requirements. Various sources of funding support the full range of management requirements for a literacy program. Therefore, the mix of funding sources has to be diversified to meet these needs.

If a grant is secured to initiate a program and fund a program staff position, then this revenue source has to be replaced by an ongoing institutional source such as the city or county government, United Way, or other local resource. Multiple-year grants are preferable to single year awards. Funding for ongoing intake and support of tutors and students needs to be varied and part of the overall mix of funding sources. Emphasis should be on the support activities in a program, not solely on the intake activities. Later, after a program is established and sustainable, other grant sources can be sought to grow the program into other areas of need. Such funding would round out program services and increase the support for tutors and students.

Program Management – Fund-Raising Part II

Proposal Writing and Funding Packages

Grant Writing: Government funding sources, as well as foundations, require well-written proposals containing basic information on needs, goals and objectives, implementation plans, program outcomes, budgets, and letters of support. Each has its own funding cycles and grant requirements. Resources for effective proposal writing are available through the State Library and Archives of Florida and the Florida Regional Literacy Resource Centers, including the Florida Literacy Coalition.

Proposal writing is often very time consuming for staff. There is often a long lag between submission of proposals and actual funding. Library literacy managers have to be prepared to wait and sometimes be disappointed. There are more applicants than grant awards.

Major grant proposals can be written both to begin a library literacy program, and to grow a program with new services. Library programs that depend on grants to sustain their activities are at risk. Other sources of income need to be found to sustain the ongoing efforts to bring in tutors and students, and to keep them working in the program.

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Funding Packages: Funding packages for intake and support activities that sustain a program can be developed to solicit funds from local businesses, civic groups and organizations, members, wealthy individuals, faith-based organizations, Friends of the Library, etc. The following describes the overall technique:

1. Determine the Intake and Support Management Objectives

Intake Objective

- the cost to complete a tutor training workshop, or
- the cost to create an initial tutor/student match

Support Objective

- the cost to support a match, or
- the cost to generate one instructional hour

2. Develop the budget

3. Calculate the package

Detailed strategies for developing funding packages can be found in *Maintaining the Balance: A Guide to 50/50 Management*, which is available from New Readers Press, ProLiteracy Worldwide. Training on volunteer management, including how to write funding packages, is also available through Literacy Florida! Inc.

Working with a Fund-Raising Committee

The fund-raising committee should be part of your overall organizational structure from the beginning. The committee must have the support of the library administration, and fund-raising may need to be coordinated with Friends of the Library groups or the library foundation. Although a paid library staff member may take responsibility for an initial startup grant, all subsequent fund-raising efforts should be carefully planned through a committee of library and community stakeholders. Such a committee may have community representation from potential funders and could make a personal appeal on your behalf. Others could be searching out potential sources of support from family or corporate foundations, government agencies, etc., and do the research for staff. Committee members may take the leadership in planning, advertising, and implementing all types of local and community fund-raising events, thereby freeing up staff to manage the overall program.

Forming Partnerships as a Funding Strategy

One of the most effective ways to sustain and grow a library-based literacy program is by forming partnerships with other literacy providers or entities needing literacy services. Through formal Memorandums of Agreement and informal, personal connections made by the program advisory group and fund-raising committee, libraries can find ways to fund intake and support services for tutors and students. Referrals from other agencies, coordination of programs with other providers, sponsorship of programs, and membership in coalitions have all been identified as effective partnerships. These various forms of linkages and support may result in both real and in-kind funding.

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For example, the local Adult Basic Education program may place paid instructors within a library volunteer program, thereby eliminating the need for additional instructional staff salaries. A faith-based group may take the leadership for organizing and implementing a fund-raiser such as a food taster's luncheon or craft sale. A local business that sends employees for ESL tutoring at the library may fund numerous intake and support funding packages that you prepared. A civic group may adopt your program for a year and raise funds to purchase new computer equipment and software. These, and countless other examples you have already thought of, both sustain your program and bring added value to the services you wish to provide tutors and students.

Library Services and Technology Act (LSTA) Grants

The Library Services and Technology Act, the major federal grant program for libraries, was passed September 30, 1996. The LSTA grant program is administered by the Florida Department of State, State Library and Archives of Florida.

The purpose of this state funded, community-based grant program is to support the development and implementation of innovative adult literacy programs through Florida public libraries. Projects will assist in addressing the outcome of improving adult learners' literacy skills in order to create lifelong learners and library users, supporting their roles as parents, workers, and citizens. Partnerships with other literacy providers, the business community, and other institutions serving the targeted clientele are encouraged. It is a state-based program with a broad mandate to use technology to bring information to people in innovative and effective ways, and to assure that library service is accessible to all, especially those who have difficulty using the library.

The fiscal year for Library Services and Technology Act grants is October 1 – September 30. There is no limit on the number of years that a project may be funded. A library's track record, including effectiveness of evaluation, will be taken into account for multiyear projects. Libraries must provide local match that equals a minimum one-third of the amount of grant funds requested or awarded. Match must be directly related to the project and may be in the form of direct expenditures, in-kind donations, or services of partner agencies. Rural counties and some rural communities labeled REDI counties can waive the match. Any Florida public library is eligible to apply for LSTA Grant Program funds.

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Resources

Information, technical assistance, and training related to program management and funding for library literacy programs can be obtained from a wide variety of state and national sources.

Source	Services Provided
State Library and Archives of Florida Contact: Sandra Newell, Library Program Specialist E-mail: snewell@dos.state.fl.us	Programs at the Florida Library Association Conference and the Florida Literacy Coalition Conference, Information Services, Referrals, Training, Technical Assistance, Grant Opportunities, Grant Writing, and Workshops on Demand
Florida Department of Education For a complete reference guide: www.firn.edu/doe/dwdgrants/grants.htm (see Department of Education, Education Directories)	State Funding Opportunities, Sponsorship of Florida Literacy Coalition and Regional Resource Centers
Florida Literacy Coalition www.floridaliteracy.org	Facts and Statistics, Policy and Legislation, Tutor Training, Grants and Funding Sources, Calendar of Events, Research Articles and Curriculum Materials, Free Materials, Newsletter, Technical Assistance, Directory of State Literacy Programs, Trainer Database, State Conference, Access to the Literacy Information and Communications System (LINCS)
Florida Regional Literacy Resource Centers www.literacyflorida.org (see Field Services, Directory)	Information and Referrals, Training, Technical Assistance, Grant Writing Workshops
Literacy Florida! Inc. www.literacyflorida.org	Volunteer Management Training, Training of Trainers, Supervising Trainers, Directory of Volunteer-Based Literacy Programs, Trainer Database, Newsletter, Training Calendar, Technical Assistance
Florida Adult and Community Educators www.aceofflorida.org	State Conference, Training, Newsletter
ProLiteracy America Inc. www.proliteracy.org	National Accreditation, Trainer Certification, National Conference, Technical Assistance, Regional Training, New Readers Press, Verizon Literacy Campus Online Training, Newsletters, Listservs, Best Practices Tool Kit, National Grant Partnerships, Other Information and Referrals
Local United Way	Grant Writing Workshops, Ongoing Funding Opportunities

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The following groups will support your efforts. Your program should become a member of ProLiteracy America (www.proliteracy.org), Literacy Florida! (www.literacyflorida.org), and Florida Literacy Coalition (www.floridaliteracy.org). The State of Florida also provides training, technical assistance, and grants for library sponsored programs.

For more information about library literacy services and programs in Florida, contact

Sandra Newell at: **State Library and Archives of Florida**

500 South Bronough Street

Tallahassee, Florida 32399-0250

Phone: 850.245.6624

Fax: 850.245.6643

E-mail: snewell@dos.state.fl.us

You may also visit http://dlis.dos.state.fl.us/bld/Literacy/BLD_literacy_index.html.

References

DuPrey, Anne. *Maintaining the Balance: A Guide to 50/50 Management*. Syracuse, NY: Literacy Volunteers of America, Inc., New Readers Press, 2002.