

ROCKING YOUR YOUTH MOVEMENT

A GUIDE TO ROCKSTAR SUSTAINABILITY

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THE TANETWORK
the technical assistance network for children's behavioral health

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WAS PRODUCED IN PARTNERSHIP WITH YOUTH MOVE NATIONAL
AND REAL DEVELOPMENT FOR SUCCESSFUL FUTURES.

FUNDERS

This document was prepared for The National Technical Assistance Network for Children's Behavioral Health under contract with the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Contract #HHSS280201500007C. However, these contents do not necessarily represent the policy of the U.S. Department of Health and Human Services, and you should not assume endorsement by the Federal Government.

Suggested citation

Richardson, R., Sims, D., Cason, J., Bergan, J., Khan, C., Logan, B., Pender, V., Rariden, L. (2014). Rocking Your Youth MOVEment: A Guide to RockStar Sustainability. Baltimore, MD: The Technical Assistance Network for Children's Behavioral Health.



HOW TO ROCK IT

SECTION TITLE & CONTENTS

INTRODUCTION

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NOTE: This toolkit was developed by Youth M.O.V.E. National with the intent to provide useful tools and information to both potential and current Youth M.O.V.E. Chapters, and to help orient them to the thinking required to develop a sustainable Chapter. This information is intended to help the lives of youth and young adults with lived experience along with, the efforts of Youth M.O.V.E. National Board of Directors and Staff.



CONGRATULATIONS!

You have just taken the first step towards taking your Youth M.O.V.E. Chapter to the next level! This toolkit is designed to help develop a Chapter that is sustainable, builds organizational and local capacity, and has the full involvement of the community. This information was developed to help lead Chapters through the process of understanding what sustainability means and how it affects activities. Plus it provides practical applications to help youth advocates, advocates for youth and supportive adults carry out strategies to sustain youth voice in each community. Generation Next™ is a concept developed by Youth M.O.V.E. National, which recognizes that in order to sustain any youth movement, it is essential that there is continuous engagement and creation of the next generation of members as Youth Advocates transition to Advocates for Youth.

Key concepts in Generation Next™ are shared events and experiences, mentorship, leadership development and modeling authentic youth-adult partnerships¹.

Sustainability is more than just a buzzword; it is a process to create, develop and expand youth Chapters. Simply put, Sustainability² is defined as the ability of a Youth M.O.V.E. Chapter to continue meeting the needs of youth with lived experience through potentially changing circumstances and sources of support. Youth M.O.V.E. National views its Chapters as the most important asset in uniting the voices and causes of youth. Identifying numerous funding sources, partnerships with collaborative strategies and capacity building is paramount to the success of the Youth MOVEMENT.

¹ Generation Next™

² Toolkit for Program Sustainability, Capacity Building, and Volunteer Recruitment/Management

³ Adapted from The Sustainability Formula.

As we get started consider the following formula:

YOUTH-DRIVEN LEADERSHIP + ADAPTABILITY + CHAPTER CAPACITY = SUSTAINABILITY³

Youth-Driven Leadership is described as passionate youth advocates, advocates for youth and supportive adults who are engaged in the decision-making process to meet the needs of youth with lived experience. All leaders are clear on the mission and vision; motivate others to achieve that mission and vision; take decisive action when faced with challenges; engage internal and external stakeholders; and oversee the success of the Chapter.

Adaptability is the ability to adjust resources, through changing circumstances and sources of support, to meet the needs of the Chapter. Creative problem solving, optimistic thinking and strong management practices that leverage resources, data and cost-effective strategies work together to help leaders adjust to changing financial and cultural needs.

Chapter Capacity is the ability of chapter leaders to manage and leverage all chapter resources in a way that promotes and fulfills the Chapter's mission and improves outcomes for the youth population engaged by the Chapter. Note that many resources are *not* going to be financial!

*AS YOU EMBARK ON THIS JOURNEY TO SUSTAINABILITY,
IT IS A GOOD IDEA TO:*

1. Talk with a Youth M.O.V.E. National staff member about your sustainability goals.
2. Create a small team of youth advocates, advocates for youth and supportive adults to discuss sustainability.
3. Develop a binder collection that compiles historical information* about your Chapter.

*Your Historical Information Binders should consist of: By-Laws, Sign-in sheets, program/activity descriptions, history narrative, youth members and contact information, strategic plans, logic models, funding plans, list of partners, and funding sources, budget, job descriptions, organizational chart, evaluation tools



Generation Next™ is concept developed by Youth M.O.V.E. National that recognizes in order to sustain any youth movement, as Youth Advocates transition to Advocates for Youth, it is essential that there is continuous engagement of the next generation. Key concepts in Generation Next™ are shared events and experiences, mentorship, leadership development, and modeling authentic youth-adult partnerships.

CHAPTER GROWTH & MATURITY

Youth M.O.V.E. Chapters are much like people. They are born, they grow up and thrive and, unfortunately, some even face decline and dissolve. Life is never lived in a straight line, however, and this is very true when discussing Chapter growth. There are five stages of growth (adapted from “Nonprofit Lifecycles” by Susan Kenny Stevens, PhD)⁴ that can help a Youth-Driven Leadership Team identify, understand and communicate what a Chapter is currently (or anticipates) experiencing. Keep in mind that growth is not only measured by where a Chapter stands fiscally or in membership, but also by how close the Chapter is to achieving their core mission.



Youth M.O.V.E. South Carolina
Youth M.O.V.E. Utah Children's
Mental Health Bowl-a-thon.

STAGE 1: IMAGINE & ENGAGE!

This is the visionary stage, where someone has heard of Youth M.O.V.E. and their imagination and inspiration about potentially getting involved abounds. The primary questions at this stage are “How can/Where do we fit youth voice into our organization? What are other Chapters doing? What do we need to accomplish our vision?” This stage is characterized by enthusiasm, energy and creativity. At this point, the often newly formed, group has created a mission and vision and has turned to dreaming of all the amazing things they can accomplish.

STAGE 2: FOUND & FOCUS!

This is the start-up phase of the Chapter, when it has received its official Youth M.O.V.E. Chapter status and a majority of the historical documents have been created and/or gathered. The key question at this stage is “What projects will we work on this year? And, how are we going to pull this off?” Akin to Stage One, this stage is characterized by excitement and high levels of interest, accompanied by the fear that including new youth or supportive adults may result in the loss of its magic. The act of creating by-laws, an organizational chart and budget formally establishes the Chapter.

STAGE 3: GROUND & GROW!

In this stage, the Chapter is concerned with building its foundation by grounding its activities and growing the “programs.” The key question is “How can we build this to be fully funded and sustained?” Programs in this stage are focused on establishing systems of accountability. However, the need for growth on multiple fronts may be overwhelming to those leading the Chapter. The Ground and Grow Stage may have a mundane feel of “taking care of business”, but it also has numerous exciting intersections, choices and challenges.

STAGE 4: ROCK ON & SUSTAIN!

This is the mature phase of the Chapter's life. Activities, programming and partnerships are peaking and sustaining. The Chapter's momentum is a high priority. The Chapter is very stable, but that same stability may make it feel stale as concerns for documenting the process and procedures slow creativity and growth. Stage Four can be a productive place although it feels a little like you're working on automatic pilot. Staff and youth leaders are doing their work effectively and enthusiastically.

STAGE 5: REVIEW & RENEW!

In this stage the Chapter is reinventing itself in some way, shape or form through a process of review and renewal. The primary question is “What do we need to redesign?” It can be a time of large or small, exciting or stressful, but always necessary, change.

In the “Review & Renew” stage, thriving Chapters revisit one or more aspects of their organization—mission, vision, products, services, structure—sometimes changing them drastically and, sometimes only making slight innovations, as they rediscover who they are and how they fit in the changing world. Depending on where discussions lead, Chapters may cycle back to earlier stages.

FADE & FALL

Transitions from one stage to another in the Five Stages of Growth are always happening in organizations, youth groups and Chapters. Sometimes the unfortunate happens—transition results in a Chapter reducing programming, changing to a more specific focus, or choosing to shut its doors. In the above model, transition is not considered an inevitable stage of a Chapter's life cycle but rather one of the routes a program can find itself taking. This is why five stages are described; a Chapter can face transition at any stage.

AS YOU CONSIDER THE GROWTH AND MATURITY OF YOUR CHAPTER, IT IS A GOOD IDEA TO:

1. Host regular strategic planning sessions to discuss the above 5 stages with your sustainability team to help determine:
Where the Chapter is now?
Where does the Chapter want to go?
How will the Chapter get there?
2. Review the youth involvement ladder and determine where the Chapter and community ranks?
3. Identify who is missing at the sustainability team table and needs to be apart of future discussions?

LADDER OF YOUTH INVOLVEMENT

1. **Youth Initiated & Directed:** Designed and run by youth and decisions made by youth.
2. **Youth Initiated, Shared Decisions with Adults:** Designed and run by youth who share decisions with adults.
3. **Youth & Adult Initiated & Directed:** Designed and run by youth and adults in full partnership.
4. **Adult Initiated, Shared Decisions with Youth:** Minimum youth participation. Designed and run by adults who share decisions with youth.
5. **Consulted & Informed:** Designed and run by adults who consult with youth. Youth make recommendations that are considered by adults.
6. **Assigned & Informed:** Youth do not initiate, but understand and have some sense of ownership.
7. **Tokenism:** Symbolic representation by few youth. Youth may not have genuine voice, but may be asked to speak for the group they represent.
8. **Decoration:** Adults use youth to promote or support a cause without informing youth.
9. **Manipulation:** Youth are not involved in design or decisions. Youth involvement used by adults to communicate adults' messages.

CHAPTER STRUCTURE

Youth M.O.V.E. Chapters work hard to achieve their mission and advocacy goals. It is important to identify and understand how each Chapter is structured, and it is believed that youth organizations formed to meet the “needs” of the local community, will be the most successful in implementing services and creating systems change in that community⁵. When it comes to determining your Chapter’s structure, there are some important

questions that should be asked, i.e. Is the Chapter local or statewide? Are activities and/or programming focused on a specific population or are they open to everyone? No matter the structure, each Chapter must be equipped with the tools, enthusiasm and lived experiences necessary to impact youth and gain new partners as it grows and develops. Let’s take a look at some of the various structures of our current Youth MOVE Chapters.

STATEWIDE CHAPTER:

A statewide Chapter within the Youth MOVE National Chapter network is a youth-led organization that has a focus of affecting positive change using expert and authentic youth voice at the state level. A Statewide Chapter’s primary focus would be network building across systems, organizations, geographic regions within a state and it would focus its advocacy efforts at the state policy level. Statewide Chapters who function in a state with local Youth MOVE Chapters will engage in the creation of a statewide network of these youth groups.

RockStar for Youth

2013 Chapter RockStar Award recipients, Youth MOVE Oregon has been a leader in developing a true peer system of care in the state of Oregon. Youth MOVE Oregon created authentic opportunities for youth to develop the assets necessary to achieve success and knock down barriers. In 2013, Youth MOVE Oregon became the first Chapter to achieve 501(c)3 nonprofit status. Primary sources of funding for Youth MOVE Oregon include contracts from Oregon Health Authorities Addiction and Mental Health Division and government agencies, with minor funding from grants.

LOCAL CHAPTER:

A local Chapter within the Youth M.O.V.E. National Chapter network is a youth led organization that has a focus on a specific community including a city, county, or region. This community of focus is smaller in geographic size and population than that of the entire state in which the Chapter is located. Some local Chapters are focused on specific populations such as girls, youth living in residential facilities, or youth living in residential facilities.

CHAPTER PURPOSE AREAS:

Recreation and Peer Networking: Area of focus on networking with other young adults, providing positive peer role modeling, building healthy relationships, (increasing young adults’ sense of self-efficacy) and, above all, creating healthy outlets for positive recreational experiences to enhance the process of building strong relationships with peers.

Community Involvement: Area of focus on individual and/or legislative advocacy including providing opportunities for community service.

Social Marketing: Area of focus on stigma busting, awareness raising campaigns, speaking engagements, trainings and events to impact the way in which issues of interest are spoken about and are perceived by others.

Leadership Training: Area of focus on developing critical leadership skills including but not limited to meeting facilitation, public speaking, communications, goal setting, conflict resolution and by-law development.

Personal Development: Area of focus on helping youth to develop positive life skills that are essential to their success.

Peer Service Delivery: Area of focus on providing a service that is needed or wanted in a community, such as: Peer to Peer Support, Case Support, Youth Group Support staff, or Youth Engagement Specialist.



Youth MOVE Oregon @ Children’s Mental Health Rally

AS YOU REVIEW THE IMPORTANCE OF YOUR CHAPTER STRUCTURE, IT’S A GOOD IDEA TO:

1. Read and review how other Chapters are structured in the Youth M.O.V.E. Chapter Model Guide.
2. Read and review how other Chapters engage youth in the Youth M.O.V.E Chapter Purpose Areas Guide.

Learn how you can rock the youth MOVEment - Check out the Youth M.O.V.E. Chapter Purpose Areas Guide to learn more about Chapter purposes: Recreation and Peer Networking, Community Involvement and Advocacy, Social Marketing and Awareness Building, Youth Voice Development and Leadership Training, Personal Development and Empowerment, and Peer Service Delivery.

SEEKING & ESTABLISHING STRATEGIC PARTNERSHIPS

Youth M.O.V.E. National strives to ensure that youth voice has “a seat at the table” when decisions are being made that affect youth. This work would not be possible without strong partnerships. As each Youth M.O.V.E. Chapter gains exposure, community partnerships with businesses, government agencies and other nonprofits are vital to achieving the mission and vision. Inevitably, continued growth results in issues or tasks that the Chapter cannot tackle

alone. These might include fundraising, implementing a project or fiscal management tasks that require some additional expertise. Therefore, it is essential to engage in win-win partnerships and projects with other community-based organizations, faith-based organizations, local schools, fraternities, sororities, social clubs and businesses, early and often. A good rapport with community members will greatly benefit your sustainability efforts.⁶

Key Steps for Partnership Development and Sustainability⁷:

IDENTIFY CORE NEEDS + IDENTIFY PARTNERS + BUILD PARTNERSHIPS + MAINTAIN PARTNERSHIPS

Identify Core Needs

Partnerships are designed to address a very specific set of core needs and ongoing operations related to Chapter funding, activities, infrastructure and evaluation. Having a clear focus on your primary needs helps to guide your leadership team in their investment of time and resources. Youth M.O.V.E. National has identified the following four areas as core needs and has targeted relationship-building efforts accordingly.

1. Funding: Securing hard dollars and/or in-kind donations to support your mission and vision
2. Activities: Initiating, planning and executing youth-driven activities
3. Infrastructure: Identifying resources to enhance the management of risk, fiscal resources, human resource and communication responsibilities
4. Evaluation: Monitoring and controlling the effectiveness of activities and programming

Identify Partners

Looking for partnerships that will have a clear mutual benefit. Such partnerships are full of inspiration, excitement, clear and consistent levels of understanding purpose, open communication, and an embracing of differences in philosophies and work styles. Building mutually beneficial relationships help maintain partnerships that will be sustainable over time.

Partnership Example: RockStar for Youth

In 2013, 25 active youth members of Youth M.O.V.E. Pascua Yaqui, located in a Tribal community, worked very closely with local area tribes on other reservations. Young advocates from Pasqua were then invited by other tribes to engage with other young adults and explain the meaning and purpose of the Youth MOVEment. They have impacted 1,000 youth through community involvement, personal development, social marketing and leadership training activities.

Build Partnerships

Start with the end in mind—what does the Youth-Driven Leadership Team hope to achieve? Aim to connect Chapter purpose and youth activities to the mission, vision and goals of your potential partner.³ A shared vision for the partnership is instrumental to the breadth, depth and length of the relationship. Youth M.O.V.E. National has identified the following three activities, which are helpful when building partnerships:

- Assign a dedicated person or team to research, contact, meet, prepare materials and secure partnerships
- Increase your visibility by supporting activities connected to your potential partner or attending activities/meetings to identify and cultivate relationships with individuals.
- Craft and practice a pitch that is mutually beneficial to both parties; clearly stating what is being asked of your partner.

Maintain Partnerships

The history of Youth M.O.V.E. National is saturated with Supportive Adults who believed in the mission, cared about the young people behind the vision, insisted youth voice be represented throughout the decision-making process, and partnered to navigate unfamiliar situations.³ One of Youth M.O.V.E. National's strengths is the way in which it reinforces partnerships by recognizing and supporting its allies in meaningful ways.

Partnership Example: RockStar for Youth

Allies with Families, New Frontiers with Families and NAMI Utah partnered to form the Utah Family Coalition. Under the umbrella of Utah Family Coalition, Youth M.O.V.E. Utah provides an example that young people do go on to lead successful lives despite going through ‘the system’. Each organizational Director and a partner at the Utah Division of Substance Abuse and Mental Health are instrumental in helping to infuse youth voice into a variety of programs, boards and steering committees, and operate as partners who are invested in the success of Youth M.O.V.E. Utah and youth advocacy.

AS YOU CONSIDER YOUR EXISTING AND POTENTIAL PARTNERSHIPS, IT IS A GOOD IDEA TO:

1. Prepare and update collateral materials that summarize your mission, vision, audience, programs and current partners. These could include brochures, corporate capability statement, flyer, partnership agreement, Memorandum of understanding (MOU), or a linkage agreement.
2. Remember, most people and businesses want to know “What’s In It For Me?” In order to be informed, it is wise to research information about the potential partner (financial health, organizational history, leadership, previous giving, etc... to determine propensity to give.)
3. Get comfortable strategically sharing short inspirational stories that communicate the impact of an experience, project or Chapter.
4. Create a Memorandum of Understanding that clearly lists the responsibilities of all parties involved.

⁶ Sustaining Youth Voice as Critical to an SOC Community as Its Financing by Raphaëlle Richardson Alexander (2014)

⁷ Adapted from Building & Maintaining Successful Community Partnerships

CHAPTER EFFECTIVENESS

Similar to Youth M.O.V.E. South Carolina, many Chapters are established to recognize and support the crucial impact of youth voice across the state.⁸ As the needs of youth, community members and partners grow; an increased focus on evaluating effectiveness becomes crucial to sustainability. Supporters want to know how gifts and partnership are being used, and whether

they are truly contributing to the impact being made in the community. Evaluation of programs, activities and projects will help your Chapter to quantify community impact and identify short and long term goals, which will provide evidence of improved outcomes for youth with lived experience.

Youth M.O.V.E. National has identified the **Theory of Change Logic Model** as a helpful roadmap to guide Chapter activities, evaluation efforts and advocacy programs. A logic model is a framework that documents the strategies believed to be critical to producing change for youth using graphics and pictures in an easily accessible and simplified way⁹. Logic models aim to assist Chapters who may be:

- 1) Just starting a Chapter and in need of direction. The process of creating the logic model will assist the Chapter in creating and defining its goals, activities and outcomes.
- 2) Overwhelmed by activities, programming, meetings and trainings, and underwhelmed by the tangible data collected. A logic model will guide the Chapter in being strategic about its activities and create a stronger focus on their mission and vision.
- 3) Successful and desire to document, duplicate and/or improve current success. The process of creating the logic model will assist the Chapter in the examination current programming, funding sources and program effectiveness.

AS YOU DEVELOP A CHAPTER ROAD MAP, IT'S A GOOD IDEA TO:

1. Create your logic model using different evaluation methods to obtain diverse perspectives of Chapter involvement. Visit the Youth M.O.V.E. National website to see additional resources.
2. Be thorough, as logic models are often a key component of your funding strategy. Grantmakers and other financial partners will want to measure the effectiveness of their investments.
3. Periodically review logic model as a living document that is adapted to changing circumstance.
4. Use your Youth M.O.V.E. Annual Report to collect and report data to youth, community members, or partners.
5. Contact a Youth M.O.V.E. National staff member to review, advise or facilitate the logic model process.



Bravehearts M.O.V.E. New York (NY).

SIX STEPS TO CREATING A THEORY OF CHANGE LOGIC MODEL¹⁰:

1. Purpose or mission

What motivates the need for change? This can also be expressed as the problems or opportunities that the Chapter is addressing. Bravehearts M.O.V.E. New York aims for the success of young people who face multiple obstacles on the journey through Westchester and New York State system of services for children and youth with an emphasis on the child welfare system and homeless youth.⁵

2. Context or conditions

What is the climate in which change will take place? How will new policies and programs for Bravehearts M.O.V.E. New York be aligned with existing ones? What trends compete with the effort to engage youth in positive activities? What is the political and economic climate for investing in youth development?

Logic Model Example: RockStar for Youth:

After experiencing a great amount of success, Youth M.O.V.E. Miami through the Arts found themselves struggling to articulate all the Chapter goals. They found Theory of Change Logic Model to be a great tool and used it to guide future Chapter activities.

3. Inputs or resources or infrastructure

What raw materials will be used to conduct the effort or initiative? In Bravehearts M.O.V.E. New York, these materials are a coordinator, volunteers, office space, food, stipends, transportation, etc. Inputs can also include constraints on the program, such as regulations or funding gaps, which are barriers to achieve the objectives.

4. Activities

What will the initiative do with its resources to direct the course of change? In our example, Bravehearts M.O.V.E. New York will provide youth leadership trainings and monthly youth meetings. Activities, and thus a logic model, should always be guided by a clear analysis of risk factors.

5. Outputs

What evidence is there that the activities were performed as planned? Indicators might include the number of mentors trained and youth referred, and the frequency, type, duration and intensity of mentoring contacts.

6. Outcomes or impacts

What kinds of changes came about as a direct or indirect effect of the activities? Three ideal examples are bonding between adult mentors and youth, increased self-esteem among youth and fully employed youth.

Check out logic model examples on the Youth M.O.V.E. National website.

⁸ Youth M.O.V.E. Chapter Models by Jessica Grimm (2014)

⁹ USF Logic Model Development (2014)

¹⁰ Adapted from Community Toolbox (2014)

IDENTIFYING FUNDING SOURCES

Help Documents: Pledge form, in-kind form, sponsorship packet, Memorandum of Understanding (MOU), event planning template, Youth M.O.V.E. letter of support, etc...

Successful fundraising hinges on doing what works. Youth M.O.V.E. Chapters across the country have utilized numerous fundraising strategies to fund Chapter activities.

FUNDING EXAMPLE: ROCKSTARS FOR YOUTH

Youth M.O.V.E. Arkansas is a statewide Chapter with eleven local Chapters. Each chapter receives their own donations and leads their own fundraising efforts. The statewide office obtains a healthy amount of state funding through the Arkansas Department of Behavioral Health Services and submits proposals to additional funding sources yearly. Monies received in the statewide office support the statewide activities, such as the statewide conference, travel to out of state conferences, staff and stipends for youth participation. Additionally, monies are allocated annually for each local Chapter and the Chapters are given full discretion in determining how to use the money.

According to the Urban Institute, Americans donated over \$300 billion dollars to nonprofits in 2012. 72% of that came from individuals, with small percentages coming from foundations, corporations and other sources. It takes high-impact dollars to put on events, attend conferences, and create opportunities for the community to see all the great work of our Chapters. A good fundraising plan involves identifying a variety of strategies that will aid you in effectively raising funds; therefore increasing Chapter adaptability, Chapter capacity and Youth-Driven Leadership. Developing effective fundraising strategies begins by identifying reliable funding sources, which are someone or something that provides money that can be used for a special purpose. Youth M.O.V.E. National has identified the following nine helpful funding sources to diversify Chapter income and develop effective fundraising strategies:

Individual Donations

Individuals donate for many reasons, but the largest reason is they BELIEVE in your Chapter's mission. This is a way for people to support your Chapter's work. An individual can give money to your Chapter through several ways, including, a text-to-give campaign, write a check, give money, make a pledge of support or crowd sourcing.

Foundation Grants

There are thousands of community-based, statewide and national foundations. They provide funding to help achieve your goals, but usually require a rigorous application and evaluation process. For example, Youth M.O.V.E. South Carolina partnered with Youth M.O.V.E. National to submit a proposal agreeing to increase awareness of wellness among youth and young adults and expand current sub-Chapter infrastructure.

Government and Private Contracts

This is a legal agreement between a Chapter and company/organization/governmental agency to provide a service or goods at a fixed price. For example, Youth M.O.V.E. Oregon contracts with Oregon Health Authorities Addiction and Mental Health Division to provide peer support services across the state. ¹¹

Membership Dues

A fee or charge paid in regular intervals to belong to a Chapter or organization. For example, Youth M.O.V.E. National charges an annual membership fee, and in return, Chapter members receive certain benefits such as joining a national network of youth advocates and Chapters, Chapter only opportunities, free resources and access to a National Leadership Team (staff) for Chapter support and success.

Events

A planned occasion, with a goal to raise funds, in order to support Chapter activity. For example, Youth M.O.V.E. Arkansas sub-Chapters host bake sales and car washes to fund local activities.

Chapter Related Services

Paid work, which further promotes your mission, performed by a Chapter in partnership with a nonprofit organization, government agency or business. Youth M.O.V.E. National provides a variety of services to organizations, Chapters, government agencies and businesses through a consultant pool that conducts workshops, delivers keynote speeches, and facilitates a Youth Advocate Leadership Academy and Chapter youth development activities.

In-Kind

In-kind funding is not actual money like most other funding sources. Instead, it is time, talent or treasure. In-kind time might look like an unpaid internship, while, in-kind talent would be a service provided at no cost or a discounted rate. In-kind treasure would be given in the form of tangible items such as gift cards, meeting space, equipment, supplies or food.

Corporate Giving¹²

These are donations made by businesses to Chapters to foster community involvement. Although donations are most often made in the form of cash, they might also include the use of the company's buildings; property such as old computers; equipment, products, and services; and other forms of contributions. Many companies also have groups of employee volunteers who give their time to help nonprofits. Companies often administer the donations directly or through their foundation.

Corporate Sponsorship¹³

A corporate sponsorship is financial support from a business to a Chapter to further the Chapter's mission. In return for providing funding to a Chapter, a business will generally expect some type of public acknowledgment that the business has supported the Chapter's activities, programs, or special event.

AS YOU IDENTIFY FUNDING SOURCES, IT'S A GOOD IDEA TO:

- Overcome your assumptions regarding fundraising. For example, fundraising is too hard and youth can't fundraise. - Not True! Fundraising can be highly rewarding and fun for young people.
- Look at what other organizations have done.
- Explore funding strategies: how to match a funding source to your mission.
- Properly plan for Chapter activities through yearly funding meetings and retreats.



11 The Nonprofit Sector in Brief, 2013
12 Business Directory
13 National Council of Nonprofits Corporate Sponsorship Toolkit (2014)

PROTECTING FUNDRAISING STRATEGIES

As fundraising efforts increase, greater responsibility is required of Chapter leaders to be accountable for how monies are raised and spent. The easiest way to answer any possible concerns that donors and other potential partners may have about the way that your program goes about raising funds is to create an ethics statement. An ethics statement is a document that highlights how your organization handles money, information and partnerships

with donors. Chapters rely on the public's trust in order to carry out organizational missions and providing transparency with an ethics statement is a strong first step in earning, maintaining and increasing that trust. Simple statements can help Chapters to avoid misunderstandings and potential scandals and allow focus on sharing and executing Chapter mission.

YOUTH M.O.V.E. NATIONAL HAS IDENTIFIED FIVE ESSENTIAL COMPONENTS TO A STATEMENT OF ETHICS¹⁵.

Personal and Professional Integrity

Provide a clear indication that Chapter members are committed to operating and representing the program in a manner that is above reproach. Donors and other partners are depending on Chapter members to act ethically when representing the Youth M.O.V.E. National brand.

Confidentiality Policy

Provide a clear way to ensure all dealings with donors and their data will not be openly discussed outside the organization. This will keep information from getting out to the wrong sources.

Governance

Provide a clear statement of who's who in your Chapter structure. Your Chapter board or leadership team is ultimately responsible for financial and donor oversight, and having this clear will help donors know that you are serious about maintaining a strong relationship with them.

Legal Compliance

Provide a clear indication that the Chapter is subject to any and all local, state and federal laws and regulations that pertain to the day-to-day running of operations.

Fundraising

Provide a clear indication about how the Chapter will navigate your fundraising strategy to ensure that donors' gifts are used for the purpose for which they were given. For example: Who will be asking for money? Who will have access to donors' information? Will donor lists be shared with other organizations? How will relationships with donors be handled in a professional manner?

AS YOU DEVELOP A STATEMENT OF ETHICS, IT'S A GOOD IDEA TO:

- Review a sample Statement of Ethics
- Contact Youth M.O.V.E. National staff to discuss the Chapter's fundraising goals, approaches to increase resources, and Statement of Ethics

Historical Documents: Ethics Statement (Condensed or Detailed), Conflict of Interest Policy, Donor Bill of Rights

CONVERTING SUPPORTERS TO REGULAR DONORS

As Chapters gain momentum and publicity, the amount of supporters who admire Chapter work from a distance but have not yet been engaged to make a donation will also increase. Transforming supporters to consistent donors is essential to ensure Chapter skills, systems and infrastructure are continuously

improving, which serves to increase Chapter Capacity. A “one-size fits all” model is non-existent on the journey to sustainability; therefore, it is paramount to create and utilize a history for each supporter of their event attendance, personal interest inquiries, and other information that could help you convert that supporter into a regular donor.

ROCKSTAR FOR YOUTH

If you ask Youth MOVE NEXT, giving back to the community is essential to their Chapter mission. Leadership trainings are available to youth leaders; which can lead to paid peer support roles and opportunities for volunteering. The Chapter receives funding through community contributions, Mental Health Substance Abuse funding and have been the proud recipients of 3 Dare To Dream grants! Youth MOVE NEXT actively works on creative ways to develop funding streams.



Youth MOVE Seminole

YOUTH M.O.V.E. NATIONAL HAS IDENTIFIED THE FOLLOWING SIX STEPS TO CONVERT SUPPORTERS INTO FINANCIAL PARTNERS¹⁶:

1. Identify and Engage Supporters

Who is it that the Chapter would like to acquire as donors and how can you engage them? For example, one way you could engage supporters is through social media.

2. Segment the Supporters

Although this might not be entirely possible, separate individuals who are most passionate about the Chapter and cause. This can be done by tracking the number of actions the supporter has taken at the Chapter's request.

3. Collect Ample Information

Using a multi-channel approach to communicate with supporters increases the likelihood of a donor conversion. It is crucial to get a full name, street address, phone number and email address so you can contact each supporter in a number of ways.

4. Build a Relationship

Build a relationship over a series of six to eight communications, which is how long it typically takes to motivate someone to take action. These communications can vary and include a thank you letter for showing interest in your organization and cause; more information about the Chapter; newsletters; a direct mail package; calls-to-actions and more. The end communication should include an ask based on what is normally requested from a prospective donor.

5. Make the Call

After communicating with supporters over the six to eight week period, it's time to engage with a phone call if they haven't already donated. The goal of this call is to convert the supporter to a regular donor. The call should happen within three months of the initial action, and within a few weeks of the supporter's receipt of a direct mail piece or email to help open the call with “I'm calling to follow up on the mail we sent you.”

6. Test and Adjust.

Many factors will influence the response rate. The last time the supporter took action, how active the supporter was, how urgent the appeal was, how the support was engaged, and the strength of the call to action. The best course of action is to continually test fundraising program and adjust accordingly.

THE BENEVON MODEL.

AS YOU WORK TOWARDS CONVERTING SUPPORTERS TO DONORS, IT'S A GREAT IDEA TO:

- Create a supporter database that captures contact information, researched information and information gathered during conversations, and supporter interactions with the Chapter.
 - Consider using a petition, pledge, survey, registration, newsletter or other simple information gathering tool.
 - Consider using fundraising models, such as The BENEVON Model to support your efforts.
- Historical Documents: Supporter database, BENEVON model



16 Adapted from authorSTREAM (2014)

MODERN DAY DAVID & GOLIATH

DAVID AND GOLIATH IS ONE OF THE MOST FAMOUS ALLEGORIES OF ALL TIME,

telling the story of a teenager who, against all odds, defeated a giant measuring over nine feet tall. Goliath repeatedly mocked and challenged his opposing army, resulting in an entire people that were terrified to stand up against him. Until one day, against the wishes of family members and leaders, David volunteered to fight Goliath. After much deliberation, adult leaders allowed David to utilize a new approach to boldly address an old problem. With his youth culture and lived experience intact, David's passion and dexterity defeated the barrier to progress with tools that worked for him, and paved the way toward victory. David would eventually live on to become one of the most influential Kings in history¹⁸.

The work of Chapter development and sustainability is seldom easy. However; it is very rewarding to observe youth in communities, regions, states and the nation that are all now better off because the Youth MOVEment impacted their lives. During challenging times that will arise, it is paramount to keep the Chapter mission, vision and core values in perspective.

Youth M.O.V.E. Chapters, and the leaders therein, are the Davids in each community: each with a passion and an indefeasible creative energy to solve critical issues of today and tomorrow¹⁹. Positive outcomes for youth with lived experience work to defeat the Goliaths, which are: pieces of the system that can sometimes be unfriendly, lack understanding of youth experiences, and often treat youth as tokens rather than a vital part of the process. Each Chapter purpose area asserts itself as the tools with which the Davids defeat the Goliaths in each community.

Learn to Lead

"HE WHO THINKS HE IS LEADING AND HAS NO ONE FOLLOWING HIM IS ONLY TAKING A WALK"

African Proverb

#YouthMOVE

¹⁸ David and Goliath Bible Story Summary by Mary Fairchild

¹⁹ Sustaining Youth Voice as Critical to an SOC Community as Its Financing by Rphaelle Richardson Alexander (2014)

GLOSSARY

- Above Reproach** ----- • Such that no criticism can be made; squeaky clean
- Adaptability** ----- • The ability to adjust resources, through changing circumstances and sources of support to meet the needs of the Chapter
- Advocates for Youth** ----- • A young adult, typically between the ages of 25-35, who has transitioned from being a Youth Advocate into a role of advocating for youth involvement across individual, program and system levels. This person may still share personal experience, but focus is on supporting Youth Advocates to utilize their voice as agents of change and creating opportunities for youth voice within systems
- Allegory** ----- • A story, poem, or picture that can be interpreted to reveal a hidden meaning, typically a moral or political one
- Breadth** ----- • The quality of including many things; the wide scope or range of something
- Campaign** ----- • A series of activities designed to produce a particular result
- Capability** ----- • The ability to do something
- Capacity** ----- • The facility or power to produce, perform, or deploy
- Chapter Capacity** ----- • The resources needed to enhance the mission, strategy, skills, systems, infrastructure and human resources to improve the outcomes of youth with lived experience.
- Collateral Materials** ----- • Materials used to support and reinforce a Chapter. This includes items such as business cards, letterhead, envelopes, brochures, flyers, catalogs, booklets, trade show exhibits, point-of-purchase displays and so much more
- Communication Management** ----- • Systematic planning, implementing, monitoring, and revision of all the channels of communication within an organization, and between organizations
- Core Values** ----- • The basic elements of how we go about our work, how those elements interact with each other, and which strategies we employ to fulfill our mission
- Corporate Capability Statement** ----- • A promotional or marketing statement about your business and its capabilities and skills that advertises who your company is, what it does, and why you are the best company to be hired
- Crowdsourcing** ----- • The practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from the online community rather than from traditional employees or suppliers
- Depth** ----- • The degree of intensity
- Dexterity** ----- • The ability to use your hands skillfully, easily MOVE in a way that is graceful and/or think and act quickly and cleverly
- Diversification or Diversify** ----- • Increase the variety of funding sources to support Chapter infrastructure, resources and activities
- Evaluation** ----- • Act of determining the significance, worth or condition of; usually by careful appraisal and study
- Gross Income** ----- • Total revenue of a Chapter before deduction for expenses, allowances, depreciation, or other adjustments
- Hard Dollars** ----- • Direct payments made by a funder for services rendered
- High-impact dollars** ----- • Funds that make the biggest difference possible given the amount of resources invested.
- Human Resource Management** ----- • The process of hiring and developing employees and volunteers so that they become more valuable to the Chapter
- Indefeasible** ----- • Not capable of being annulled or voided or undone
- Infrastructure** ----- • The underlying foundation or basic framework (as of a system or organization)
- In-Kind** ----- • A kind of charitable giving in which, instead of giving money to buy needed goods and services, the goods and services themselves are given
- Inspirational Stories** ----- • A vehicle to communicate the impact of an experience, program or organization.
- Institutional** ----- • Of or relating to an established organization
- Length** ----- • Duration or extent in time
- Leverage** ----- • Influence or power used to achieve a desired result
- Lived Experience** ----- • Past participation in human-serving systems receiving services as a child, youth or young adult (including but not limited to mental health, child welfare, juvenile justice, and/or special education) or currently or formerly living with a mental health or substance abuse diagnosis
- Memorandum of Understanding** ----- • A formal agreement, also known as MOU, between two or more parties, which is not legally binding but carries a degree of seriousness and mutual respect
- Mission** ----- • A specific task with which a person or a group is charged
- Multichannel Marketing** ----- • The practice of interacting with supporters using a combination of indirect and direct communication channels – websites, advertisements, PSAs, social media, direct mail, email, mobile, etc. – and enabling customers to take action in response, – preferably to support your Chapter or program– using the channel of their choice

GLOSSARY

- Net Profit** ----- • Often referred to as the bottom line, net profit is calculated by subtracting a Chapter's total expenses from total revenue, thus showing what the Chapter has earned (or lost) in a given period of time (usually one year)
- Opportunity Cost** ----- • The loss of potential gain from other alternatives when one alternative is chosen
- Pitch** ----- • Presentation by one or more persons from a Chapter to prospective partner.
- Pledge** ----- • A promise to give money
- Qualify** ----- • To declare competent or adequate
- Quantify** ----- • To find or calculate the quantity or amount of (something)
- Relationship-Building** ----- • Building relationships is about your ability to identify and initiate working relationships and to develop and maintain them in a way that is of mutual benefit to both yourself and the other party
- Resources** ----- • Materials, money, staff and other assets necessary for effective operation.
- Risk Analysis or Risk Management** ----- • The process of identification, assessment and either acceptance or mitigation of uncertainty in investment decision-making
- Segment** ----- • Separating out those supporters who are most likely to be converted to donors as best you can
- Steward** ----- • Someone who protects or is responsible for money, property, etc
- Supportive Adults** ----- • An adult ally who supports young people in utilizing their voice in systems change
- Sustainability** ----- • The ability of a Youth M.O.V.E. Chapter to continue meeting the needs of youth with lived experience, through potentially changing circumstances and sources of support
- Vision** ----- • An aspirational description of what a Chapter would like to achieve or accomplish in the mid-term or long-term future
- Youth Advocate** ----- • A young person, typically between the ages of 15-25, who utilizes lived experience to educate, inform, motivate and inspire others in an effort to create positive systems change
- Youth-Driven Leadership** ----- • Passionate youth advocates, advocates for youth and supportive adults who are involved in the decision making process to meet the needs of youth with lived experience

RESOURCES

FUNDRAISING IDEAS

BE SURE TO VISIT WWW.YOUTHMOVENATIONAL.ORG FOR A COMPLETE LIST OF RESOURCES

Individual Donations

- Obtain individuals who make a one-time donations or give on a regular basis.
- Text-to-give services
- Thank-a-thons
- Phone-a-thon

Foundation Grants

- Search foundation directory at public library
- www.grantsalert.com
- www.grants.gov (search youth children services, substance abuse, youth development)
- www.fundsnetservices.com
- Search the County website
- Make a distinction between idea driven funds and service driven funds

Government and Private Contracts

- Contracts can be made on several levels: Community, Federal, State
- Block Grant dollar
- Youth Peer to Peer Support
- Perform comparison analysis of direct billing or working with service provider
- Train youth peer to peer support workers

Membership Dues

- Calculate the cost of programs/services for each youth served. Identify business or individuals that can sponsor youth scholarships.

RESOURCES

FUNDRAISING IDEAS CONTINUED

Events

- Silent Auctions (donated items)
- Concert
- Donation Birthday
- Bake Sale
- Car Wash
- Conference (Registration fee)

Chapter Related Services

- Provide keynotes/presentations
- Provide trainings
- Host youth track
- Facilitate youth peer to peer support (formal or informal)
- Informal Services
- Formal Services

In-Kind

- Interns (college students, youth)
- Food donations
- Free meeting space
- Search for In-kind Formulas to calculate the cost of meeting space, volunteers, etc...
- Identify grants to match in-kind
- Discounted professional services
- Research the hourly value of volunteers in your state (www.independentsector.org/volunteer_time or www.volunteeringinamerica.gov)
- Mileage that is not reimbursed
- Transportation (church vans)

Corporate Giving

- Kohls Clothing Store
- Non-profit associations
- Search public library
- Partner with small businesses to donate a portion of their proceeds
- Gift wrapping at Barnes and Noble Bookstore
- Register with Kroger Grocery
- Restaurants

Corporate sponsorship

Aim to execute fundraising events or programs where 75% of the costs are paid by an event sponsor and/or covered with in-kind donations.

EVALUATION METHODS

Questionnaires & Surveys: Use when larger amounts of information are needed quickly and/or easily in a non-threatening manner.

Advantages: Often completed anonymously, easy to compare and analyze, able to acquire large amounts of data, many samples already exist

Challenges: May not receive careful feedback, wording can bias client's responses, impersonal, may need sampling expert, doesn't capture full story

Interviews: Use when wanting to fully understand someone's impressions/ experiences; learn more from their survey answers.
Advantages: Obtain a full range/depth of info, develop relationship with partner, flexibility with interviewee

Challenges: May take large amounts of time, difficult to analyze and compare, costly, interviewer can bias client's responses

Documentation Review: Use when an impression is needed of how program operates without interrupting the program: review of applications, finances, memos, minutes, etc.

Advantages: Comprehensive and historical information, no interruption to program or routine in program, information already exists, few biases about information

Challenges: Often takes time, info may be incomplete, need to be quite clear about what looking for, not a flexible means to obtain data; data restricted to what already exists

Focus Groups: Use when exploring a topic through in-depth group discussion

Advantages: Quickly and reliably get common impressions, efficient way to get range and depth of information in short time, can convey key information about programs

Challenges: Difficulty analyzing responses, need good facilitator for safety and closure, difficult to schedule 6-8 people together

Observation: Use to gather accurate information about how a program actually operates, particularly about processes

Advantages: View operations of a program as they are actually occurring, can adapt to events as they occur

Challenges: Difficult to interpret seen behaviors, can influence behaviors of program participants, can be expensive

HELPFUL TOOLS

Logic Model Community Tool Box

<http://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/main>

Strategic Fundraising: 10 Tips for Better Financial Results

<http://www.fundraiser-ideas.net/strategic-fundraising/>

Volunteer Fundraising Do's and Don'ts

<http://www.thefundraisingauthority.com/volunteers/volunteer-fundraising/>

My Top 10 Year-End Fundraising Strategies for 2013

<http://www.gailperry.com/2013/08/10-ways-to-ensure-your-best-year-end-ever/>

25 Good Fundraising Ideas (and One Bad One)

<http://www.fundraisingsuccessmag.com/article/25-good-fundraising-strategies-creative-ideas-and-one-bad-one/2>

Corporate Sponsorship Toolkit

<http://www.councilofnonprofits.org/resources/resources-type/toolkits/corporate-sponsorship-toolkit>

Best Fundraising Strategies for Small Non-Profits

<http://www.thefundraisingauthority.com/strategy-and-planning/best-fundraising-strategies/>

RESOURCES

5 Strategies for Building a Strong Fundraising Organization

<http://www.thefundraisingauthority.com/strategy-and-planning/building-a-strong-fundraising-organization/>

Critical Alignment of Mission Money and Competence

<http://www.socialvelocity.net/2009/03/the-critical-alignment-of-mission-money-and-competence/>

Cultivating a Culture of Accountability and Transparency <http://www.councilofnonprofits.org/resources/resources-topic/ethics-accountability/cultivating-culture-accountability-and-transparency>

Legal Checklist for Non-profit

http://www.forakergroup.org/layouts/forakergroup/files/documents/resources_legal/Legal%20Checklist%20for%20NP%205.1.2014.pdf

Code of Ethics (Simplified)

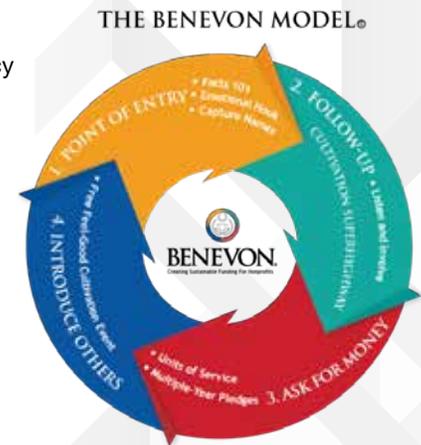
<http://www.mott.org/about/values/codeofethics.aspx>

Fundraising Planning Worksheet

http://www.fundraising123.org/files/KleinNP911_Fund_Plan_Worksheet.pdf

Grassroots Fundraising Journal, Fundraising Plan Worksheets

http://www.fundraising123.org/files/KleinNP911_Fund_Plan_Worksheet.pdf



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