

PLACER COMMUNITY FOUNDATION

*The following document is to provide feedback to the
Board of Directors at Placer Community Foundation
to demonstrate the effectiveness of the
Technical Assistance Grant Program.
The following interviews were conducted
between September 2013 and December 2013
independently of the Foundation.*

December 13, 2013

*Tracy Regis
Graduate School of Management
University of California, Davis*

HIGHLIGHTS

TAP Grants

We've grown from very small organization to one bringing in just under half million a year, which is still small, but we're a very different, and more professional organization.

*Don Kleinfelder, Executive Director
Child Advocates of Placer County*

Since 2007 capacity and budget have both doubled and we are serving twice as many or more people; we have grown in leaps and bounds.

*Jennifer Price, Executive Director
Advocates for Mentally Ill Housing*

The grant allowed us to complete a two year evaluation project, which was very helpful in stating statistically the outcomes of our programs.

*Leslie DeDora, Executive Director
A Touch of Understanding*

All the grants collectively have done exactly what I believe the grants intended to do, which is build organizational capacity.

*Leilani Fratis, Chief Executive Officer
Placer SPCA*

...TAP grants have led to increased fundraising ability.

*Sonbol Aliabadi, Executive Director
Sierra College Foundation*

Board/Fundraising

We were able to better understand the science behind fundraising; for example, the best times of years to conduct outreach, the appropriate number of touch points, how to track donors, and database recommendations.

*Jeff Darlington, Executive Director
Placer Land Trust*

Now there is self-imposed accountability and each [board] member understands what being a member of our board represents and how they are expected to contribute.

*Sonbol Aliabadi, Executive Director
Sierra College Foundation*

We went from an organization that would typically raise \$10,000 in a year to one that raised \$100,000.

*Don Kleinfelder, Executive Director
Child Advocates of Placer County*

Placer Community Foundation

We consider the Foundation to be our most important partner; they are doing good work.

*Jeff Darlington, Executive Director
Placer Land Trust*

They [Placer Community Foundation] are a gift that keeps on giving.

*Suzi deFosset, Executive Director
The Gathering Inn*

I have really enjoyed working with team at PCF, they are always willing to help and consistently think of new things.

*Teresa Hofhenke, Interim Executive Director
The Keaton Raphael Memorial Foundation*

Placer Land Trust

Jeff Darlington, Executive Director

Mission: Placer Land Trust works with willing landowners and conservation partners to permanently preserve natural and agricultural lands in Placer County for future generations.

Placer Land Trust attended 8 workshops from 2006 – 2012 and received four TAP grants focusing on cash flow and funding analysis, development of major donor campaigns, strategic planning, and communications planning.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

One change that would make the list would be improvement to the governance structure of the board of directors, specifically regarding committees, task forces and board expectations. Many of the changes came out of the most recent non-profit leadership summit series. The shift in the board really happened in that The Trust went from having a hands-on **working** board to more of a governing **and fundraising** board. For example, we had a stewardship committee which made decisions on how we took care of land; ultimately this became a staff position and was removed from board responsibilities. Overall, we took a hard look at our committees and eliminated unnecessary ones; this improved overall agency efficiency. It's hard to say if the processes resulting from the leadership summit will lead to increases in fund raising because the end results aren't in yet. However, I and the board, feel we are better positioned to fundraise, and I do believe fundraising will increase.

One of the earliest tap grants we received was to prepare for an audit to get our financial ship in order and this really helped prepare us for a national accreditation process we underwent. We were one of the first to get this accreditation. The grant kick started us to not only go through the process but also to be successful. The accreditation provides a level of assurance among a certain funding committees like large philanthropic groups and grant agencies; they know an accredited land trust passes strict **fiscal and** ethical standards. Additionally, on an application this also means we can skip a lot of steps, which helps streamline grant applications and save time. The accreditation is also very good for our reputation as it provides a level of credibility. I just had a meeting with an auditor and had another great audit with no issues, which gives us something we can talk about with donors. We are a very compliant, ethical, and efficient organization.

Third example, we received a TAP grant for setting up a fundraising plan. As a result of the grant we updated and implemented a new plan and received a lot of good information about fundraising systems, like direct mail. We were able to better understand the science behind fundraising; for example, the best times of years to conduct outreach, the appropriate number of touch points, how to track donors, and

database recommendations. This information was very helpful for us. We have updated our fund raising systems as a result of the TAP grant.

TAP grants are a great example of how the Placer Foundation and the Placer Land Trust have gotten to know each other better and the Trust has really benefited from the deepened relationship. We are two organizations that provide reciprocal support to each other through grants and investments, [referrals and joint ventures](#). Lots of benefits come from many intangibles [in our relationship](#); I believe the friendship and partnership has overall been the most beneficial out of everything. We consider the Foundation to be our most important partner; they are doing [great](#) work.

Sierra College Foundation

Sonbol Aliabadi, Executive Director

Mission: We will challenge ourselves and our community to become fulfilled citizens in a global environment by contributing to and engaging in the thoughtful application of knowledge guided by respect for others and the world in which we live. ‘

Sierra College Foundation attended 8 workshops from 2006 – 2012 and received five TAP grants focusing on a board/fund development, gift software training for the board and staff, strategic planning and staffing assessment, corporate structure and board development, and marketing and public relations.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

Three positive outcomes are: more board engagement, increased fundraising, and a lot more efficiency with our internal processes.

The grant received to help with our board was effective for creating a strategic plan and goal setting objectives for the year. Now each year the board gets together for goal setting and identifies the top three areas for improvement and sets goals to manage themselves. Some examples of outcomes include an increase in small contributors and the fact that each board member makes personal goals for themselves and self-monitors their contributions. At the beginning of each meeting here is a self-assessment and board members talk about successes and barriers to success. Prior to the technical assistance grant the board was more of a reporting board; there were not any measurements for accountability. Now there is self-imposed accountability and each member understands what being a member of our board represents and how they are expected to contribute.

Other TAP grants have led to increased fund raising ability; this is part of the goal setting. The organization focuses on different areas we want to grow, identifies campaigns and makes decisions on how we will go after funding. We have increased the

size of grants that we go after. We also identify major donors; people who have affinity toward supporting education. Previously most of fundraising was done by staff now after training and technical assistance the board understands their goal is to assist with fundraising. Hard to say how much corporate sponsorship is up, maybe 32% and individual sponsorship increased by 12%. These are not necessarily good measurements because last year has been tough. In a good year the result should be much higher.

Internal efficiency has also increased. We have the Cadillac of donor software but staff needed training to utilize the tools available. We have become a lot more efficient at sorting and cultivating donors. Productivity of staff members have increased. We can now access donor and campaign information much easier! Even though it is difficult to say how much productivity has increased, we can be certain that information is a lot more accurate. We've been able to have a lot more touch points with donors; we can set up reminders, messages and notices and be more systematic in our approach.

The last two or three years that the Foundation has hosted speakers have been incredibly productive, good opportunities for board member to be engaged and to see how others operate.

A Touch of Understanding

Leslie DeDora, Executive Director

Mission: To encourage acceptance and respect for all individuals and to minimize the discriminations, bullying and misunderstanding experienced by children and adults who are perceived as different for any reason, but especially for those with disabilities.

A Touch of Understanding attended six workshops from 2006 – 2012 and received two TAP grants focused on a strategic planning.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

Some of the biggest changes from the strategic planning work is more board involvement as well as a focus on the long-term vision of the agency. There is definitely more responsibility for personal commitment. Although it's hard to quantify there is increased funding and outreach to the community. There has also been a difference in terms of long-term decision making. Another positive outcome was the work we did with a consultant hired to help with strategic planning. After the project was finalized the consultant joined our board to continue the work started. This was very important because it increased our agency capacity. One of the most important discoveries during this process was that the community believed our organization only benefitted children

with disabilities. We used this opportunity to remarket ourselves as a character building program for all school children – this was a very important change.

Another grant was for evaluation, which is easier to quantify although not with a specific dollar amount. The grant allowed us to complete a two year evaluation project, which was very helpful in stating statistically the outcomes of our disability-awareness workshops. More than 900 students participated, with 778 matched pre and post workshop test pairs. More than two-thirds (70.1%) demonstrated a significant increase in positive attitudes towards peers with a disability and demonstrated overall improvement in feelings, intentions and beliefs associated with people with a disability. Additionally, the grant and the findings strengthened proposals that ultimately help increase bottom line; we have also seen demand for services increase. Richard Knecht from the Department of Health and Human Services asked for statistical data on program proposals, and this grant gave us that information. It is now used in all the agency's grant proposals. There isn't a specific dollar amount to assign, but definitely feels it is helpful and give the agency credibility.

Placer SPCA

Leilani Fratis, Chief Executive Officer

Mission: The mission of the Placer Society for the Prevention of Cruelty to Animals (Placer SPCA) is to enhance the lives of companion animals and support the human-animal bond.

Placer SPCA attended nine workshops from 2006 – 2012 and received five TAP grants focused on a human resources review, website redesign, planned giving, community needs assessment and communications planning.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

The first grant for human resources focused on updating our personnel handbook. A very important outcome for us is that we entered into relation with an HR consultant and to this day we have maintained that relationship. As we grow this ensures we stay compliant with all the ever changing employment laws. In turn this makes us more confident and comfortable that as we grow our staff, that we are doing so appropriately.

The planned giving grant allowed us to put together a plan and the result is that our program has grown exponentially. We have received a number of gifts from people who have included the Placer SPCA in their estate planning. We have an active planned giving committee. We now have professional forums for financial planners, estate planning attorneys and CPA's on quarterly basis to gain these professionals insights on

growing our program and to provide them with information their clients may need. With the assistance of professionals, we also offer workshops to community members to help educate them about planned giving with a unique niche in planning for their pets.

The needs assessment and marketing strategies allowed us to open up an adoption center in Auburn. The center ensured that we maintained a presence in foothill community. The center is still there today and as of now we have adopted close to 500 animals in that area. The communications plan was specific to the Auburn center and served as a follow up from the needs assessment.

The grant for website redesign was helpful for updating our site and although we are currently looking at doing a bit more redesign our site continues to be complimented and attracts new and previous visitors. We are very heavy into social media and grateful we had the support to update our site when we did. Our attractive website was used as a marketing tool to enhance our corporate partnership program, and we won an award from the Rocklin Chamber for best website as well as a couple of other rewards.

All the grants collectively have done exactly what I believe the grants intended to do, which is build organizational capacity. We are in a good spot, and currently in a growth phase going from a medium to large organization. Without the opportunity to receive funding we might have made a few backward steps instead of just moving forward. The grants and support helped us avoid some stumbling.

Stand Up Placer (previously PEACE for Families)

Michelle Coleman, Executive Director

Mission: Stand Up Placer firmly believes that everyone – regardless of sex, race, religion, or occupation, whether they are heterosexual, homosexual, bisexual, gay, lesbian or transgender – deserves to live a life free from violence. We provide victims of domestic violence and sexual assault in Placer County with a safe, caring and nurturing environment.

Stand Up Placer attended seven workshops from 2006 – 2012 and received three TAP grants focused on a merger exploration, human resource development and corporate structure.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

The result of first two grants was a great for opportunity for learning. At the end of the day we were able to put in the due diligence and discovered that a merger would not have been the best outcome for our organization. If we had not received the grant we wouldn't have had the bandwidth to do this research. We may not have ruled out the

option of a merger, and if we had gone through with it I believe the change would have been bad for the organization.

HR grant was right before I came on board and it was during a time when there was an interim Executive Director. At the time the interim ED discovered that there were not a lot of updated job descriptions. Many people in charge with management or leadership responsibilities didn't know what they should do or take in to account in regards to HR or laws. The grant allowed us to contract with an outside firm. The interim ED was not working full time so this relationship was useful to the staff to better understand compliance issues.

Corporate structure was used to update bylaws and to make sure board bylaws were in line with new changes happening in the world and in the ways we communicate. As a result the board adopted a brand new set of bylaws and this is very crucial when the needs of an organization and the laws change so quickly. We were able to create, adopt and implement our new bylaws because of the grant.

Additionally, the foundation has created some financial partnerships with various people giving in the community. We had grant money and through our relationship with the Foundation we were able to get matching funds. We then used these funds to pay for our safe house. Generally, grants don't allow you to charge mortgage payments, but we could with matching funds. So because of our relationship with the Foundation we paid the mortgage and now have more money that can go back into our programs.

The group trainings are another thing I really like. When nonprofit board members are in the room with other board members they see what they are trying to accomplish is difficult. These are successful individuals who are used to having the answers and often don't want to acknowledge if they are struggling. However, in a group setting they realize everyone else is struggling too. So although they normally may be hesitant to acknowledge what they don't know the training environment opens their ability to admit they need help. They will ask questions when they are in a room with other people who care about Placer County. I believe it builds synergy; everyone comes away feeling revitalized in addition to leaving with a set of tools that can use; great trainings and great tools to use moving forward.

The Gathering Inn

Suzi deFosset, Executive Director

Mission: The Gathering Inn is a nonprofit organization offering a community-based response to south Placer County's homeless population. With the assistance of more than 60 local churches, our mission is to provide physical, mental and spiritual restoration for homeless women, men and children in south Placer County. We do this by providing our guests with social, health and case management services that will help them become active participants in our community to

the best of their ability. We give voice to our community's belief that care for persons in need is both a blessing and a responsibility.

The Gathering Inn attended six workshops from 2006 – 2012 and received one TAP grant focused on strategic planning to build sustainability.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

Our tap grant was a few years ago, but they help us do some direct focus on board activities and things along that line, which was very helpful at the time. When you're an executive director you wear many hats. One is operating a program and the other is figuring out how a board works. It can be very difficult to switch hats. The grant helped us get to a point where we could develop an efficient board; PCF gave us tools to do all this. Some of this is boring; bylaws and that sort of thing. But we were also given boundaries of what works and what doesn't work. We used a consultant from Sacramento who helped us identify issues that needed work and we were able to clean up these issues moving forward. Having a set of eyes on how we do business and how we interact with our board that came from the outside was very helpful. As a result we moved some board members out that didn't belong.

Before I came on board as first executive director, the organization had been run by the volunteers who started The Gathering. At this time they had to move from a volunteer organization to a business model. This is what the PCF grants made possible. A lot of changes happened because of the grant and we found it very helpful to have someone come in to facilitate, and to point out activities that were crazy making. Like any family if you grow up with it you think that's how it is. Having a person come in and validate changes we believed needed to be made was key. Without funding the necessary changes may have been dragged out much longer, who knows what would have happened, and it's hard to say in retrospect. We could have stayed working in their former model, but we would not have ever grown into the social service organization we are now. The Gathering has become a very vital social service organization to homeless and the underserved in Placer County and I don't think we could have done that being the organization we were when I first started.

On a side note I wanted to mention something else. We closed down a year ago and had a lot of people calling us. Because of our relationship with PCF we went to them for support. They were incredibly supportive and interested how they could help. They agreed that we needed to hire someone as a development director. The relationship we developed with PCF opened the door and we felt comfortable reaching out when we were down and out. They are a gift that keeps on giving.

Child Advocates of Placer County

Don Kleinfelder, Executive Director

Mission: To connect foster youth, at-risk youth and young adults with well-trained, caring and reliable adult mentors and Court Appointed Special Advocates.

Child Advocates of Placer County attended six workshops from 2006 – 2012 and received one TAP grant focused on fund development and donor programs.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

Our TAP grant happened when I first took over as Executive Director, so I don't recall too much about what the grant was about, but I will say that the annual Board Leadership retreats have been really helpful. We had one guy who came two years in a row, Chuck Loring, and we basically used all the materials we received to run our own retreat last year.

We've grown from a very small organization to one with an annual budget of just under \$500,000 a year, which is still small, but we've become a very different and more professional organization. The PCF events have been really helpful in helping my board understand what their roles are and how they can really help further our mission. Now every year everyone on our board has to sign a board commitment letter agreeing to a financial gift. Some people who are considering joining the board think this is aggressive, but it weeds out legitimate candidates from those who just want to pad their resume. The retreats have made our board much more solid, which reflects all through the organization.

Additionally we have increased our fundraising ability and our ability to hold successful events because our board is much more active. We went from holding events that might raise \$10,000 in a year to one that now raises about \$130,000 a year. And we've also reworked our governance bylaws, which has also been very helpful.

Veronica and Jessica are both awesome. Veronica and I have coffee every 6 months or so, and she brings a world of knowledge to help me better promote my organization to the greater community. I have been fortunate that some generous people have stepped in to help, but I came in very green in terms of fundraising and have learned a lot through PCF and from Veronica.

Both Veronica and Jessica have pointed donors toward us which resulted in donations of \$10,000 in 2012 and another \$45,000 this year. Other people are coming to us through recommendations that are originating from PCF. With the help of PCF, we've come a long way. When we received our first grant, we barely had phones. Now we have a

great updated website, a remote server to allow my staff to work remotely (including directly from court), and VOIP phones that let us take calls directly from our smart phones and get phone messages via email – all amazing tools that let us work more efficiently.

There are three legs in a non-profit: staff, board, and volunteers. Our board was the weakest link and a lot of credit for waking up our board goes to the PCF workshops. Last year the presenter from Stanford made a big impact on a board member who is an attorney; she got a lot out of it and as a result has become much more engaged as the Governance Chair, and has initiated some great governance ideas that she had learned at the Board Leadership retreat. I always bring 4 to 5 board members to these retreats and we all find them to be good bonding experiences.

In the last couple of years I have really seen Veronica grow and push PCF to find new initiatives. When I first came to Placer County seven years ago, it felt like PCF was in a startup mode (much like my own program was) and that has changed. I am also happy to send donors their way; PCF is a great asset to our community.

Advocates for Mentally Ill Housing

Jennifer Price, Executive Director

Mission: To provide housing and life skills programs to adults with mental illness in Placer County, who otherwise might be homeless.

Advocates for Mentally Ill Housing attended six workshops from 2006 – 2012 and received one TAP grant focused on board development.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

The grant money has all been directed at the board helping them grow, become more organized and to understand their roles better as well as the distinction between staff and board responsibilities. Finally, we had our first fundraiser and I believe this would not have happened without the grant money. Another important outcome was the realization that certain people shouldn't be on the board because they weren't willing to do the work needed from a board member. We used to accept anyone who wanted to serve and now understand that is not useful.

The grant also really helped them to get organized which was very important, in fact it's hard to explain how important getting organized was. We have grown, raised more money and increased capacity. Since 2007 capacity and budget have both doubled and we are serving twice as many or more people; we have grown in leaps and bounds.

Feedback on trainings: Did not find the training from last year helpful but did find the training from the year before to be extremely helpful, one of the best I've been to. We are still using materials from that training for board development – didn't use anything from this past year.

Acres of Hope

Michael Harper, Development Director

Mission: The mission of Acres of Hope is to improve the physical, emotional, social, economic and spiritual quality of life for homeless women and their children. We accomplish this by identifying and replacing faulty belief systems that drive destructive behaviors with biblically based truths and the implementation of healthy life skills.

Acres of Hope attended seven workshops from 2006 – 2012 and but did not receive any grants.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

I have attended a few these workshops at least 3 or 4 around the areas of board development to understand what it means to come onto a board of a small non-profit. I've learned new ways to implement fund raising activities by leveraging resources from those workshops. For example, I will be using the book Fundraising House Party by Morrie Warshawski from one of the workshops. After speaking with him I got a number of ideas and I'm now in the process of implement my plans. Additionally, the board and staff has attended leadership summits which have been very helpful in terms of understanding how we measure board effectiveness and initiatives. We also have good materials to evaluate the board and its effectiveness. We've integrated some of these ideas into our internal evaluations. We've also made changes and have had some turnover as a result of board evaluations. We are currently seeking a new board chair, and have added a couple of members; one from the business community and one from the faith based community. We are in the process of recruiting and made a call to PCF to get a recommendation.

We also applied for one of the grants from PCF but didn't get an award. However, we try to remain engaged with PCF and believe they offer an opportunity to help us.

We are hoping to create more awareness of Acres of Hope through the Foundation. We understand they manage a few trustees in the community who have private funds and are seeking different opportunities to invest or give funding and PCF administers that.

Over time we have received our fair share, and then some, of resources, advice and relationships. In our current phase of development we are looking for resources to help us, not only monetary but also for consultation or to provide materials or time. For

example, are we complying correctly with the ADA. We'd like to find other organizations that want to do community based work that we could partner with.

The Keaton Raphael Memorial Foundation

Teresa Hofhenke, Interim Executive Director

Mission: To support children with cancer and their families by providing emotional, educational and financial support, while increasing awareness and funding research toward a cure.

The Keaton Raphael Memorial Foundation attended six workshops from 2006 – 2012 and received three TAP grants focused on board recruitment and development, professional development and program evaluation.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

One over the years I have been on the board and became the executive director just this last year. During that time I have been more connected with PCF and have really had the opportunity to expand my knowledge in regards to learning more about nonprofits. PCF is really helpful in providing opportunities for my organization to collaborate and find ways —through meetings and/or seminars — to learn about other organizations and decide to partner with groups when we can find mutually beneficial relationships. So we find opportunities and are able to reduce problems we may be having. Right now we are partnering with one organization for an event in December and another organization later in the year for a different event. We don't have the opportunity to work directly with the state for services, but we have connected with an organization that does have this ability; this has allowed us to send one of our clients to an agency where they can get help directly; sometimes other agencies have access to better services than we can offer. This is good for everyone. Without the networking capabilities we wouldn't have known about these opportunities.

I believe the workshops are also beneficial to PCF because it reduces the duplication of services they provide.

The 2007 grant gave us the opportunity to hire someone to train our board. At the time, we had a major board retreat, conference, and seminar. Up until this point the board was homegrown; the funding was used to significantly improve board membership. Afterwards we had a better idea of necessary governance, and a better understanding of the board's responsibilities. Since that time we have kept our most impactful board members and they are still contributing to the organization which has made us more stable.

The most recent grant in 2009 allowed us to introduce and launch our family navigator program. 2009 was a year for development then in 2010 we launched the program, and this is now the core program for our agency.

I have really enjoyed working with team at PCF, they are always willing to help and consistently think of new things. Last grant luncheon was informative and fun; really good to bring all the various organizations together to see how we can work better collectively.

Auburn Interfaith Food Closet

Sandy Bassett

Mission: To provide nutritious food to individuals and families who do not have sufficient resources to purchase it themselves. This group includes low income workers, seniors, disabled, unemployed, homeless, and people in transition. We utilize the USDA nutrition guideline to ensure the families receive the right types of foods.

Auburn Interfaith Food Closet attended six workshops from 2006 – 2012 and but did not receive any grants.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

I just attended the major gift fundraising workshop last week, basically we plan to put techniques and practices we learned into place, it was very informative about what to do and what not to do. That is the most beneficial thing PCF can do for non-profits in the area. I noticed there are all kinds of non-profits present and this shows what a great need there is for PCF in the community.

I also feel that grants are really important. We have received one grant, but not a technical assistance grant. I would like them to reconsider how they give TAP grants, the grants seem limited to groups with hired employees with the rationale that an organization with hired staff is more stable than one with all volunteers. We have been incorporated since 1998 and have proved our stability we are ongoing, well-known and highly respected. I think PCF should use other criteria to determine stability in order to be considered for a grant. Being all volunteer is not necessarily a bad thing. We had a hired staff at one point but decided the money was better spent on our programs and feeding people.

I have been part of the Placer collaborative network for a while and it is doing a great job. There was a workshop where everyone came together to figure out what groups we should pursue. As a result of this meeting we created a working group focused on food access. The group produced a report of hunger needs in community and offered

suggestions on how the community can help. We were able to discuss if we needed more distribution or if we needed more people. The outcome of the collaboration was very good for us. The community was more engaged and informed than they previously were.

I also chair a food closet collaboration and the exchange I get with other groups I meet through PCF is very helpful.

Veronica is an incredible CEO; I really admire and respect her.

Friends of the Roseville Public Library

Lenore Batiste, Board Member

Mission: non-profit organization whose purpose is to support programs and services at the library.

Friends of the Roseville Public Library attended six workshops from 2006 – 2012 and did not receive any grants.

What top three or more changes do you believe occurred in your organization as a result of this assistance?

I've been to a couple of the day long events. I can't remember all of the issues; my general sense is that they had help for growing your membership, or organizing and making plans for your group. That information has helped, we are still frustrated trying to get younger members, and have been trying to use the techniques we've learned at the workshops. We also now have a better understanding of our financial status. An attempt has been made to make a longer range plan. Every year we set out what we want to do, right now we're working on 2013-2014 year.

Allowed us to sit down and really think about our members and recruitment. We have some financial ideas about increasing funding and visibility.

Friends group has always been pretty active but were on a way to help the library achieve the financing for a new mobile library, this will have technology and be able to go to retirement homes, preschools, and other community events. People can also come with their kindles. It's a multi-purpose vehicle that replaces our delivery van and book mobile. Lots of people on the other side of town don't have transportation so now we can get to them. Working to put on a winter gala in December, proceeds will go toward financing for vehicle.

They do a very good job with their presenters; they have found some people with good and helpful ideas well worth your while to attend PCF's events.

