Building resources and relationships

Determining what and who you need

Rosemary Pleva Flynn

Objectives

- Know how to develop a budget to support goals

- Know what questions to ask in advance

- Know who to talk to about funding and support

- Know how to adjust the project message to various audiences

How would you describe your approach to your own fiscal resources?

Risk Averse   Risk Neutral   Risk Seeking

How would you describe your approach to your own fiscal resources?

Fiscally Liberal   Fiscally Conservative

Your beliefs and your personal approaches to money and its management will influence the way you will approach developing budgets and seeking funding for your collections, your department or unit, and your organization.

Discussion

Justifying Your Budget, Your Collection, and Your Organization: What Do You Do Now?

Discussion

Q1. How do you currently justify the existence of your organization? Or, if someone would ask you what your organization does and why it needs funding, what do you say?

The group spent 3 minutes discussing this question. A complete transcript of Chat 1, Justifying the existence of GLAMS, can be downloaded on the webinar's home page found in the text below.

Discussion

Q1. How do you currently justify the existence of your organization? Or, if someone would ask you what your organization does and why it needs funding, what do you say?

Discussion

Q2. What metrics to you gather to support your justification?

The group spent 3 minutes discussing this question. A complete transcript of Chat 1, Justifying the existence of GLAMS, can be downloaded on the webinar's home page found in the text below.

Discussion

Q2. What metrics to you gather to support your justification?

The reality for cultural institutions is that the political and business environment continues to necessitate the frugal use of budget resources.

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Creating a Budget

The more information you have, the better your forecast will be.

Creating a budget…

- Assess needs and goals in terms of the organization's overall mission and goals
- Forecast anticipated revenues and expenses
- Analyze data from inside and outside the organization
- Prepare the budget
- Present the budget
- Adopt the budget

Assess needs and goals in terms of the organization's overall mission and goals

Be sure that the collection and your ultimate goals for it fit with your organization's mission and goals.

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Forecast anticipated revenues and expenses

During this step, you will need to anticipate where the money is coming from to do your project and what your expenses will be.

Revenues…

- What are your current revenue sources?
- What other sources are available to you for funding?

Forecast anticipated revenues and expenses

Expenses...

- Who is working on this project and how much time will they be need to complete the project? Do you need to hire additional staff?

- Will you need to work with other departments? How much will they charge for their time or services?

- What equipment and/or supplies do you need and how much will they cost?

- Will you need to travel?

- What metrics will you need to use to put together the budget and to advocate with potential funders?

When thinking about your hidden collection projects, what do you think some of your biggest expenses will be? Are there other things not on the list?

Computing the Cost

How do we do figure out
how much our project will cost?

Computing the Cost

For example, let's look some of the equations from "Computing the Total Costs of Archival Processing" by Thomas Wilsted, available in your resource list.

Most simplistic...

$$\frac{hours\ spent\ processing}{cubic\ feet\ of\ archives} = hours\ per\ cubic\ foot$$

There is more to processing a collection though.

This equation takes into account labor costs and the cost of shelving and supplies.

$$\frac{cost\ per\ hour \times hours\ spent\ processing\ +\ \dfrac{cost\ of\ shelving\ \&\ supplies}{cubic\ feet\ of\ archives}}{=\ cost\ per\ cubic\ foot}$$

Cost per hour

- Must remember to figure in
  - Salary
  - Social Security
  - Taxes and other benefits
  - Holidays
  - Paid time off/sick leave

- Also, must remember to include all staff involved with the project
  - Multiple employees in different positions
  - Supervisory time
  - Administrative time

Cost for shelving, supplies, etc.

- This part of the equation will vary greatly based on what your project is.

- Make sure you are including all activities related to your project
  - Collection care
  - Computing resources
  - Digitization
  - etc.

Cubic feet of archives…

- This equation was developed for processing archival collections. Your volume metric will likely be different.

- Various metrics could be
  - Volumes cataloged
  - Images scanned
  - Records converted
  - etc.

Free Resources?

They are never truly free.

Plan appropriately both in terms of your project and your budget.

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Analyze data from inside and outside the organization

Don't be afraid to ask for information from others as part of the budget preparation process.

Prepare the budget

Put the information you have gathered and your analysis into format that best suits your needs unless a format is mandated by the organization or a funding source.

Present the budget

Know your intended recipient and know what is the acceptable budget format.

- Certain grants will want very specific budget forms or formats.
- Others may just want a paragraph description with a short spreadsheet.
- You may actually need to do a presentation about the key points.
- You may need to present the budget in a variety of ways!

Adopt the budget

When the final budget is adopted, you will need to…

- Examine your work plan to make sure that what you requested is there.
- Adjust your work plan if it is not.

Discussion

Justifying Your Budget, Your Collection, and Your Organization: What Would You Differently?

The group spent 5 minutes discussing this question. A complete transcript of Chat 2, What would you do differently, can be downloaded on the webinar's home page found in the text below.

Discussion

Q1. Based on what you learned so far in the webinar series, what would you do differently as you are trying to get funding for your project?

Discussion

Q2. Are there things you would add to your justification that might help you get the budget you are requesting? Are there things you would remove?

The group spent 3 minutes discussing this question. A complete transcript of Chat 2, What would you do differently, can be downloaded on the webinar's home page found in the text below.

Discussion

Q2. Are there things you would add to your justification that might help you get the budget you are requesting? Are there things you would remove?

Funding Sources

- Grants
- Donations/Contributions
- Endowments
- Appropriated funds
- Membership fees
- Fees for services/Contracts
- Internal reallocations

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But we are so small!

How do we compete with bigger organizations when there are limited funding opportunities already?

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Funding for smaller organizations

- It is more difficult, but not impossible, to compete with bigger organizations.

- Sometimes, working in partnerships is the only way a project is going to be funded and completed.

- You may need to look at funding opportunities that are specifically directed to smaller entities or to collaborations. For example, the National Endowment for the Humanities (NEH) recently announced a new grant program called "Creating Humanities Communities."

Advocacy

Approaching potential funders is really about advocacy.

- Identify who you hope to influence and then deliver the right message to them.

- Budget numbers are only numbers until you explain how they relate to the business of your archives and what it will mean for the funder.

Discussion

Approaching Funding Sources

Discussion

Q1. What are some funding sources that are not the typical grant funding organizations (i.e., not Mellon Foundation, IMLS, NEH, and NHPRC)? Anything off the wall that you have tried?

The group spent 10 minutes discussing this question. A complete transcript of Chat 3, Not Your Usual Funding sources, can be downloaded on the webinar's home page found in the text below.

Discussion

Q1. What are some funding sources that are not the typical grant funding organizations (i.e., not Mellon Foundation, IMLS, NEH, and NHPRC)? Anything off the wall that you have tried?

Discussion

Q2. What is your experience with the external funders and the application process?

The group spent 5 minutes discussing this question. A complete transcript of Chat 3, Not Your Usual Funding sources, can be downloaded on the webinar's home page found in the text below.

Discussion

Q2. What is your experience with the external funders and the application process?

Monitoring Budgets

- Statement of cash flow or a monthly summary report
- Look for revenue and expense trends

Always remember that the reports you are looking at are only a reflection of a moment in time.

What if You Lose Funding for Your Project or Need to Make Budget Cuts?

- Have a solid budget plan, monthly reports, and excellent project documentation

- Have an idea of the "must have" and "would be nice" in your budget plan.
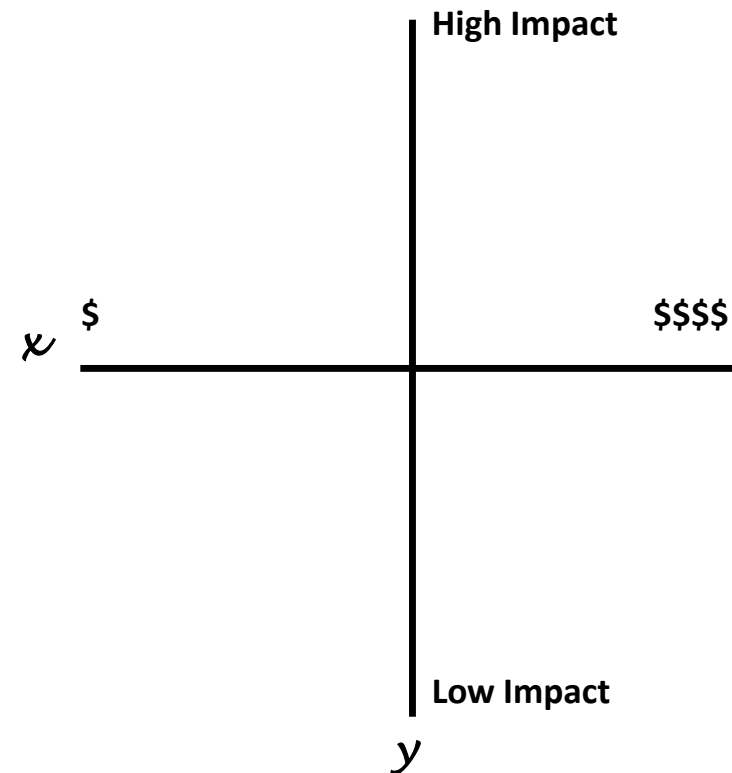
Sustainability

- Financial sustainability

- Programmatic sustainability

- Environmental sustainability

Sustainability

- Financial sustainability

- Programmatic sustainability

- Environmental sustainability

Where does your project fit in with the big picture?

High Impact

x $

$$$$

Low Impact

y

Questions?

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