



LESSONS IN LEVERAGING

Best Practices Case Studies: A Report On Municipal & Nonprofit Partnership

Presented to
Florida League of Cities
82th Annual Conference
August 17, 2008



Presented by
Florida Association of Nonprofit Organizations, Inc



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Dear Municipal Leader:

Please let me take this opportunity on behalf of myself and the FANO board of directors to thank you for the opportunity to work with the Florida League on the event of your 80th anniversary conference.

Over the past year FANO has initiated a new membership program directed at municipalities that includes assistance in four areas: grantwriting, professional (leadership) development, cost savings human resource programs and resource (funding) development. For example we wrote over \$1million in successful grants in 2005.

Our job is to help nonprofits reach their potential and to bring to the attention of government that nonprofit organizations are there to help the community. How better for nonprofits to serve the community than to work with municipalities.

FANO, since its inception, has understood the nexus between nonprofits and municipalities. Now with this case study, Lessons in Leveraging, which is a compilation of your stories, we actually see examples of how partnerships have worked and how to replicate them. The resources, including millions of dollars, have come together strictly due to the described partnerships and could not have happened single-handedly.

These are a small sampling of Florida partnership. We would like to hear your stories for the next edition of Lessons in Leveraging. We would also like to help develop more partnerships by providing capacity building services to your local government which include: grantwriting, leadership development, human resource savings programs and resource development materials to member municipalities. (See attached membership form.)

Thank you for the opportunity to serve you and your municipality and to have the opportunity to bring to your attention some of our joint successes and new opportunities. By strategically planning and building relationships local government is sure to leverage even more. Please call our offices and speak to me or Marina Pavlov, President for more information.

Best wishes,

Russ Marchner, Chairman Emeritus

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Introduction:

According to online dictionary *WordNet (r) 1.7*, the definition of **leverage** is first a noun... the mechanical advantage gained by being in a position to use a lever. And secondly it is a verb... a strategic advantage; power to act effectively: for example "relatively small groups can sometimes exert immense political leverage". Thus the title of this publication is a case study, a compilation of best practices that exemplify the effective bringing together of resource to form a strategic advantage. Powerful stuff! And with the often limited resource we have available it is essential that we think smart and think strong. We often talk about economies of scale but in this publication we show them. One plus one, when put into a thought-out strategy can actually equal millions as this publication illustrates. Literally millions have been leverage with just 16 projects. We would like this publication to be the lever... the mechanical advantage that is a catalyst for more leveraging. Happy reading!

Marina Pavlov, President CEO

About FANO – We have used the heart as a symbol of the passion behind nonprofit leadership and management that sets nonprofits apart from the for-profit world. Nonprofits are the heart of Florida and FANO represents the hearts (H.E.A.R.T.S.) of the nonprofit community. Each letter represents one of our functions.

"H" E A R T S Help - FANO provides its Members with assistance in your day-to-day operations. By calling us for your management needs we bring you expertise right to your desk. We have a toll free HELPLINE to serve our members 800.362.3266 and in Miami-Dade the number 305.557.1764

H "E" A R T S Education - Education opportunities are available for nonprofit executives, board members, consultants, volunteers and other who want to develop an expertise in nonprofit management. Through a partnership with Barry University in 1995 FANO has offered a Certificate in Nonprofit Management for 8 years at various locations throughout Florida. At the Annual Conference a special day is designated to choose from several daylong topics. There are 9 classes in total and 8 of the 9 must be completed including a homework assignment to receive the Certificate in Nonprofit Management. Classes may be taken individually and Certificates of attendance are issued upon completion. To register and to receive more information click on "Certification"

H E "A" R T S Advocacy - More about how FANO is an advocate for nonprofits and the issues that concern them. Current issues that FANO is tracking include: Federal Election Commission - The FEC is changing rules that have the potential to restrict nonprofit advocacy and lobbying. The process is on a fast track. So far 97,000 messages have been received by the rulemaking committee to ask for an opportunity to express themselves on the issue. Grant uniformity and streamlining: The federal government is redesigning the federal grant system to have a uniform system of proposing, reporting and administering federal grants. FANO is active in submitting suggestions and recommending ideas to help nonprofits with less red tape, redundancy, and more consistency. There is more in our news and forum area. Please log on and join the discussions. www.fano.org

H E A "R" T S Research - FANO researches trends, demographics and more. Find out more about FANO's latest publication; "Nonprofits; More than a Charity" Did you know that there are 42,000 nonprofit organizations in Florida. They spend \$38 billion annually and control \$58 billion in assets. Florida Nonprofits contribute 6.6% to the gross state product. This is just about the same as the construction industry in Florida. Florida nonprofits create many jobs. Just under \$10 billion is spent on salaries annually. Yes, Florida Nonprofits are more than a charity. If you would like to help FANO spread this message and join our speaker's bureau, please email your information to fanoinfo@fano.org

H E A R "T" S Training - Workshops, roundtables, and other seminars are offered through out the year and at the annual conference through out the State. Custom workshops from the Certified Nonprofit Management Course and others are also available by request. FANO has supported many conferences with keynote and other specialized speakers through out the years. Our goal is to help organizations with their professional development needs. Call us when you need a speaker or a custom class or custom certificate at your office. FANO is here to assist Nonprofits and their professional staff

H E A R T "S" Savings - Learn how FANO can assist its membership in cost savings on items such as: consulting, grantwriting, insurance, to unemployment savings, conference calling, professional development and office supplies.

LESSONS IN LEVERAGING

Best Practices Case Studies: A Report On Municipal & Nonprofit Partnership

The Study was conducted by the Florida Association of Nonprofit Organizations in the summer of 2006. Local stories were gathered and documented which were exemplary of a local government and local nonprofit organization partnerships. Each case had a different theme and different players, however in each case the partners, often more than one, were successful in leveraging funding that would not have been available if not for the partnership.

- Who** Local government and nonprofit organizations were contact to help identify success stories that were accomplished with a community nonprofit partnership.
- What** The case study investigated 16 partnerships that have various nonprofit sector mission areas including, arts and culture, education, environment, faith-based, human service and youth.
- When** The investigation of the project took place in the summer of 2006 under the direction of the Florida Association of Nonprofit Organizations. The purpose was to give examples of programs that enhanced all that were connected to the program. We call these best practices
- Where** The results (best practices), in the form of this publication, were disseminated at the 80th anniversary of the Florida League of Cities Convention in Jacksonville, Florida on August 11, 2006 in the Resource Center, from 11:45am to 3:00pm.
- How** Local governments and local nonprofit organizations will be able to use this book as a resource guide. They will be able to create replications of the cases, best practices illustrated in this publication. By contact the people who made it happen, many of the lessons learned can be passed on making the replication a smoother process. There is no substitute for this kind of sage advice and experience.
- Why** It is in the mission of the Florida Association of Nonprofit Organizations to build capacity of Florida's nonprofit sector. It is our belief that by building partnerships with local government both will benefit. It is our intention that this publication will encourage more of this type of partnership. It is our goal to build a capacity building program that enhances local community leadership. That is where the nexus is shown... what is common between nonprofits and government...
passion to serve the community.

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Special Thank you to: The municipalities and nonprofit organizations that participated in the case study, Florida League President Michael Sittig and the very helpful Florida League Staff, Maria Santamaria who was the project investigator, FANO Chair Barbara Weinstein, and Marina Pavlov, President CEO. Last but not least to our Chair Emeritus Russ Marchner who founded the organization and continues to persist in recognizing the power or partnership, namely local government and local nonprofits.

THANK YOU

Thank you to all the participants listed below.
With out your help this project would not have been possible.
We truly appreciate the time and care that went into identifying your local government projects and community partners.
Your enthusiasm and pride in the work you have accomplished made it a great pleasure to prepare this publication.
Thank you again and congratulation on your successes.
Keep up the good work because you are really making Florida look good!

- **The City of Delray Beach** – David Harden, City Manager
- **Delray Beach Public Library** Dan Murtaugh, President of the Board of the Delray Beach Library Association
- **Old School Square Cultural Arts Center** –Joe Gillie, Director of Old School Square Cultural Arts Center,
- **The Beacon Center at Village Academy** Nancy Hurd, Director of Community Child Care Center, Lula Butler, Director of Community Affairs and City Liaison to Beacon Center at Village Academy,
- **The City of Coral Gables** – David L. Brown, City Manager,
- **The Actors’ Playhouse at the Miracle Theatre** – Cathy Swanson Rivenbark, Development Director for City of Coral Gables, Barbara Stein, Executive Producing Director of Actors’ Playhouse
- **Parknership Initiative** Coral Gables Community Foundation Gloria Burns, Executive Director of the Coral Gables Community Foundation,
- **The City of Coral Springs** – Michael Levinson, City Manager
- **The Sawgrass Nature Center** – Joan Kohl, Founder and President of Sawgrass Nature Center,
- **Coral Springs Museum of Art** – Barbara O’Keefe, Executive Director of Coral Springs Museum of Art,
- **The Northwest Coral Springs Family Success Center**, Angie Washington, Regional Manager, Luis Pinzon, Director of Programs at Hispanic Unity,
- **The “UNI” Series Educational Program** –Coral Springs Multi-Cultural Advisory Committee – Joyce Campos, City of Coral Springs Community Relations Manager, Gayle Price-Wise, Acting Director of The National Conference for Community and Justice, Alyse Weiner Vilarello, Education Project Director, Florida Region, Anti-Defamation League,
- **The City of Gainesville** – Russ Blackburn, City Manager,
- **The Reichert House** –Tony Jones, Community Relations Coordinator Gainesville Police Department, Ms. Rosa Williams, Chairperson Black on Black Crime Task Force,
- **City of Greenacres** – Wadie Atallah, City Manager,
- **Rock n Roll Sunday** Clint Etheridge, President of Nam Knights, and Chris Noel, Founder and President of Vetsville Cease Firehouse
- **Greenacres Little League** Jeff Hume, President of Greenacres Little League,
- **The City of Jacksonville** – John Peyton, Mayor,
- **YouthBuild** – Rosemary Anderson, YouthBuild Program Supervisor, City of Jacksonville, Michelle Quinn-Davidson, Associate Director for YouthBuild USA,
- **The City of Key West** – Julio Avel, City Manager, **Key West City KOTS (Keys Overnight Temporary Shelters)** - John Jones, Key West Assistant City Manager, and Stephen Braddock, President and Executive Director, Florida Keys Outreach Coalition
- **City of Dade City** – Harold R. Sample, City Manager,
- **East Pasco Habitat for Humanity** –John J. Finnerty, Executive Director of East Pasco Habitat for Humanity
- **The City of Gulf Breeze** – Clay Ford, Mayor Pro Tem,
- **Gulf Breeze Interfaith Disaster Resources** Nancy Millay, Director of Finance for Gulf Breeze and City Coordinator,

Arts: Multidisciplinary Cultural Center

Partners:

- **The City of Delray Beach** – David Harden, City Manager, 100 NW 1st Avenue, Delray Beach, FL 33444, 561.243.7000.
- **Old School Square Cultural Arts Center** – 51 N. Swinton Avenue, Delray Beach, Florida, 33444, 561.243.7922, www.oldschool.org.

Contact: Joe Gillie, Director of Old School Square Cultural Arts Center, 561.243.7922 ext.504, director@oldschool.org.

Dollars Leveraged: \$2,100,000

Old School Square Cultural Arts Center is a nationally recognized historic preservation project due to the commitment and determination of Frances Bourque, Chairman Emeritus of Old School Square, who convinced the City of Delray Beach to form a task force to save the demolition of two historic school buildings in downtown Delray.

The City formed a task force and provided the initial investment of 2.1 million dollars for the renovation and revitalization of a 1913 elementary school and a 1925 high school building, which monies came from a bond referendum. Old School Square Cultural Arts Center became the catalyst for the redevelopment and revitalization of downtown Delray Beach where it was one of three anchor projects that won Delray the coveted All-America City designation.

The Cultural Arts Center is on the National Register of Historic Places and serves as a gathering place not only for the residents of Delray Beach but for all residents in Palm Beach County. Its mission is to be the community's gathering place, enriching the lives of all people by offering diverse experiences in the visual and performing arts, education and entertainment while preserving the National Historic Site.

The Cornell Museum of Art & History, housed in the restored 1913 elementary school was dedicated in 1990 as the visual arts center. It features regional, national and international exhibits, which rotate every eight weeks. The Crest Theatre housed in the restored 1925 high school was dedicated in 1993 as the performing arts center. The 1926 gymnasium was restored to preserve the character of the original structure and is used for parties, wedding receptions, dances, craft shows, community events, and town gatherings. Furthermore, in 2002, Old School Square completed the construction of the Entertainment Pavilion, which includes a performance facility, concession stands and covered loggias. It hosts year-round community festivals, concerts and films.

Since 1993, Old School Square has been filling the void left by declining arts programs in the public school system. It has focused on bringing classes and families to the center for museum tours, live theatre, music performances and art classes. These educational programs provide 10,000 Palm Beach County children annually with high quality cultural arts instruction. The Cultural Arts Center also

provides a venue for area nonprofits to hold board meetings and events at a discounted rate.

The City of Delray Beach owns the buildings and facilities of the Center and leases it back to Old School Square, Inc. for \$1.00 per year. The Center has an annual yearly budget of approximately 2 million dollars where the City provides approximately 10% or \$210,000 of the Centers annual operational support. This unique collaborative partnership has improved the quality of life for all residents of Delray Beach by making historic preservation an anchor in the redevelopment efforts of the city and by using the arts as a catalyst to institute a positive change in the community.

Old School Square Cultural Arts Center generates over 20 million dollars per year by providing over 1500 events that bring in over 300,000 people yearly to the City of Delray Beach. This collaborative partnership with Old School Square benefits the City in that Old School Square, Inc. is not only able to leverage private donations that a city would not be able to raise but the Board of Directors can concentrate exclusively on developing the cultural arts community in the City of Delray Beach.

Arts: Museum

Partners:

- The City of Coral Springs – Michael Levinson, City Manager, 9551 W. Sample Road, Coral Springs FL 33065, 954.344.1142.
- Coral Springs Museum of Art – 2855 Coral Springs Drive, Coral Springs, FL 33065, www.csmart.org.

Contact: Barbara O’Keefe, Executive Director of Coral Springs Museum of Art, 954.340.5000.

Dollars Leveraged: \$471,000 plus

Since 1997, the Coral Springs Museum of Art has provided a stimulating and culturally diverse visual arts and learning experience for the residents of Coral Springs, and the surrounding areas by exhibiting innovative and ethnically diverse Florida, national and international artists and providing eclectic and challenging educational programs for both children and adults. The Museum has hosted over 135,000 visitors and students since opening and has exhibited the work of almost 200 artists in the galleries and the work of approximately 4,800 artists in the lobby. It’s Artist-In-Residence program, begun 5 years ago, hosts sculptors of international acclaim from Europe, Africa, North America, South America and Asia. The City supports the Artist-In-Residence program by providing the museum an additional \$10,000 to \$20,000 per year in operational support. The Museum has raised \$70,000 through the hard work of the Friends of the Museum. Sixty-five volunteers supplement the staff of one full-time director and three part-time personnel.

The City of Coral Springs owns the building and facilities and leases it back to the museum for \$1.00 per year. The museum has an annual yearly budget of approximately \$471,000 per year where the City provides approximately 33% in operational support, which sum includes a stipend of \$63,000 and the executive director’s salary and benefit package. The City also provides the Museum with computers, updates, IS service, free legal assistance and in-kind services from the City’s Communication and Marketing Dept., Parks and Recreation, the Streets Division and the Budget Dept. Furthermore, the City provides the museum with an additional \$50,000 per year for capital improvements. This collaborative partnership with the Coral Springs Museum of Art benefits the City in that the museum is not only able to leverage private donations and grants that a city would not be able to raise but the Board can concentrate exclusively on developing the visual arts community in the City of Coral Springs.

Arts: Theatre

Partners:

- **The City of Coral Gables** – David L. Brown, City Manager, 405 Biltmore Way, 1st Floor, Coral Gables, FL 33134, 305.460.5201.
- **The Actors' Playhouse at the Miracle Theatre** – 280 Miracle Mile, Coral Gables, FL 33134, 305.444.9293, www.actorsplayhouse.org.

Contact: Cathy Swanson Rivenbark, Development Director for City of Coral Gables, 305.460.5311, fdawson@coralgables.com and Barbara Stein, Executive Producing Director of Actors' Playhouse, 305.444.9293, bstein@actorsplayhouse.org.

Dollars Leveraged: \$7,000,000 plus

In 1995, Actors' Playhouse entered into a partnership with the City of Coral Gables to renovate the historic Miracle Theatre, transforming the 1948 movie house into the company's new home and a three-stage performing arts center in downtown Coral Gables. The City purchased the Miracle Theatre for \$3.2 million dollars (land and building combined) to prevent it from being sold to a discount retailer. In exchange for free rent under a 40-year lease, Actors' Playhouse bears full responsibility for operating the city-owned facility, managing all programs, and raising all necessary funds for operations and capital improvements while the City remains responsible for the exterior upkeep of the structure.

Furthermore, the City provided an additional \$60,000 per year for the first five years to assist in the start-up, served as co-applicant for State and County funding and designated the building as a historic landmark. With strong support from the State of Florida, Miami-Dade County, and many generous private donors, Actors' Playhouse has carried out comprehensive facility renovations of the historic theatre.

The 600-seat main stage auditorium was beautifully restored, and a portion of the large balcony area was transformed into a separate 300-seat theatre for children's theatre, smaller productions and use by community cultural groups. A third, 100-seat black-box performance space is designed for innovative new work, cutting-edge experimental theatre, and provides space for rehearsals, educational programs, and visual arts exhibitions. Theatre improvements have also included restoration of the Art Deco style lobby, box office and entrance facilities, additional classroom space, an elevator and new administrative offices. The capital project was a \$7 million investment for Actors' Playhouse.

The City of Coral Gables continues to provide general operating support through the City's Cultural Development Grant for Major Presenting Institutions. Each year, Actors' Playhouse presents a full season of six Mainstage and five children's theatre productions. According to the Sun-Sentinel, Actors' Playhouse is the "premier producer of large-scale musical theatre in South Florida."

In addition to Mainstage productions, Actors' Playhouse presents a wide range of educational and children's programming, innovative services for special audiences,

and community outreach activities. Special programs are offered for at-risk students, giving extra attention to middle and high school students who have experienced drugs, gangs and other high-stress teen problems. Actors' Playhouse partners with community social service agencies such as South Miami Middle School Magnet Arts School, the Juvenile Justice Department, the CHARLEE Program, and Camillus House to offer educational outreach arts intervention programs.

This successful collaboration has served as a major revitalization tool for the downtown area that has attracted over 175,000 patrons annually for Mainstage and Children's Theatre. Actors' Playhouse has not only emerged as one of eight major theatre production organizations in the State of Florida but it has become the largest annually self-producing equity non-profit professional theatre in Miami-Dade County and is the largest employer of Florida-based Equity actors in the southern region.

Due to the renovation of the theatre, Barnes & Noble, Starbucks, Houston's and high-rise residential projects have clustered on the street where vacancy rates are low, restaurant traffic is high and the quality of year-round cultural life in Coral Gables has been greatly enhanced.

Education: Academic Performance

Partners:

- **The City of Delray Beach** – David Harden, City Manager, 100 NW 1st Avenue, Delray Beach, FL 33444, 561.243.7000.
- **The Beacon Center at Village Academy** – 400 SW 12 Avenue, Delray Beach, FL 33444.

Contact: Nancy Hurd, Director of Community Child Care Center, 561.276.0520, nkhurd@delraychild.org; and Lula Butler, Director of Community Affairs and City Liaison to Beacon Center at Village Academy, 561.243.7203, butler@ci.delray-beach.fl.us.

Dollars Leveraged: \$763,000 plus annual budget

The Village Academy Elementary School is a deregulated public school built to address the specific needs of low-income elementary students and families residing in Delray Beach, Florida. In 1998, the City of Delray Beach partnered with MAD DADS, Inc. of Greater Delray Beach to address the needs of the inner-city minority community of Delray that is 99 percent African-American and Hispanic and 10 percent Haitian.

The Village Academy is the first new public school built within a predominantly African-American neighborhood in over twenty-five years. The Village Academy and Beacon Center were established to specifically address the documented poor academic achievement and high drop out rate of minority youth in the community.

The Beacon Center aims to convert The Village Academy school building into an active community center for student and community use after school, on weekends and during the summer. It specifically provides wrap-around services to students and their families with an extended school day, which includes carry over academic instruction, FCAT preparation and traditional skill building activities through cultural arts education and recreational sports clubs.

Beacon Center staff work closely with the teachers of the Village Academy to address academic goals through individual tutoring, homework assistance and educational enrichment classes. The Center also provides middle school children and teens from the community with youth development and leadership classes, including career counseling, special speakers, weekly teen summit meetings, counseling sessions for young women and arts education.

Furthermore, at 6:00 p.m., parents and community members are provided adult education including, but not limited to: classes in literacy provided by the Palm Beach Literacy Coalition, GED preparation, computer classes, support groups, parenting workshops and family counseling. The Center also provides families with a Parent Resource Center that includes computers with access to the Internet, the use of copy machines and telephone services.

On May 24, 2004, the Children's Services Council selected the City of Delray Beach as the contract provider for the Beacon Center at Village Academy Elementary School. The City and Children's Services Council jointly appointed the Community Child Care Center as the nonprofit partner to operate the Center previously supervised by the Village Foundation.

Children's Services Council (CSC) is a Palm Beach County taxing district created to provide a dedicated source of funding for children's programs. CSC currently provides the City of Delray Beach with approximately \$673,000 per year for operational support and the City provides an additional \$90,000 yearly. In this creative collaborative partnership, the City of Delray Beach is not only the fiscal agent of the CSC grant but it also provides the nonprofit with technical support and input and makes sure that all of the needed resources are in place to assure the effectiveness of daily operations of the Center.

This collaborative partnership benefits the City in that it satisfies one of the city's most important goals of improving the academic performance and quality of life for at-risk children and their families in Delray Beach.

Education: Public Library

Partners:

- **The City of Delray Beach** – David Harden, City Manager, 100 NW 1st Avenue, Delray Beach, FL 33444, 561.243.7000.
- **Delray Beach Public Library** - 100 West Atlantic Avenue, Delray Beach, Florida 33444, 561.266.0194, www.delraylibrary.org.

Contact: Dan Murtaugh, President of the Board of the Delray Beach Library Association, 561.274.4854, dmurtaug@fau.edu.

Dollars Leveraged: \$11,500,000 initial costs plus

In 1950, the City of Delray Beach formed a creative collaboration with the Delray Beach Library Association that has provided the community with a comprehensive range of library materials, programs and services for adults, teens and children.

Since then, the City has provided a large percentage of the annual operating budget and the Library Association has raised all of the capital funds. In January 2006, the Delray Beach Public Library commemorated the opening of its 50,000 square foot facility which includes one automated check-in station, three automated check-out stations, a café, an auditorium with seating for 200 that can be divided into two rooms with two state-of-the-art audio/visual systems and a catering/warming kitchen, a conference room that seats 10 and three quiet study rooms.

The construction of the new library took five years from the planning and fundraising stages to the actual construction of the building. The Library Association raised approximately 7.5 million dollars for bricks and mortar while the City of Delray Beach provided another 3.6 million dollars for the construction of the parking garage.

Today, the Delray Beach Public Library has an annual yearly budget of 1.9 million dollars where the City provides approximately 86% or 1.5 million dollars per year through a city grant. This unique partnership between the City and the Library Association benefits the City in that the Library Association is able to leverage private donations that a city would not be able to raise.

Environmental: Animal Care

Partners:

- **The City of Coral Springs** – Michael Levinson, City Manager, 9551 W. Sample Road, Coral Springs FL 33065, 954.344.1142.
- **The Sawgrass Nature Center** – 3000 Sportsplex Drive, Coral Springs, FL 33065, www.sawgrassnaturecenter.org.

Contact: Joan Kohl, Founder and President of Sawgrass Nature Center, 954.752.7732, sncjoan01@aol.com.

Dollars Leveraged: \$500,000 plus, plus 3,000 plus volunteer hours

The Sawgrass Nature Center is an all-volunteer, nonprofit organization that educates the public about the environment and its many inhabitants, and provides excellent care for sick, injured and orphaned wildlife. In October 2006, the Center will commemorate the grand opening of its new Environmental and Administration Building and Wildlife Hospital. The Center is now located in Sportsplex Park on 5 acres of land donated by the City of Coral Springs. The City also helps the Center with grant funding. A Broward County Parks bond initiative of \$500,000 added to the Center's fundraising efforts that totaled one million dollars for the construction of the new buildings.

Currently, the Environmental Learning Center provides the community with meeting rooms, administrative offices and a nature boutique. The Center also includes a Wildlife Hospital where injured, sick and orphaned wild birds, mammals and reptiles are rehabilitated and released. The Center accepts all injured and orphaned wildlife captured by the Coral Springs humane police officers. Non-releasable animals are housed in natural habitats that will be on view to the public. Butterfly gardens, native plants and a restored wetland surround the facilities. The Center works with the Coral Springs Police Department on educational programs for at-risk children.

Future development will include Wild World, a children's interactive area, an outdoor classroom and several exhibits and gardens. The center will be a site where children and adults can learn about the Florida environment and wildlife, visit native animals and walk a nature trail through a beautifully restored South Florida wetland preserve. Outdoor habitats and aviaries will house mammals, birds, raptors and reptiles. Trained volunteers will conduct wide variety of environmental education programs (ecology, natural history, wildlife rehabilitation, conservation) for all ages. Day programs for schools and youth groups, summer camps and evening programs for adults are planned including wildlife ID, nature photography, butterfly gardens and how to create a backyard wildlife habitat and a lecture series.

The Sawgrass Nature Center provides the City with a variety of educational programs that increase people's awareness of the wildlife around them thereby encouraging the preservation of natural habitats. The Center strives to strengthen the bond between people and the living earth by stimulating curiosity about the natural world, exciting the intellect with ecological insights, and inspiring a sense of wonder and stewardship for the planet.

Environmental – Parks

Partners:

- **The City of Coral Gables** – David L. Brown, City Manager, 405 Biltmore Way, 1st Floor, Coral Gables, FL 33134, 305.460.5201.
- **Parknership Initiative** – a project of the Coral Gables Community Foundation, 1825 Ponce De Leon Blvd., PMB 447, Coral Gables, FL 33134, 305.446.9670.

Contact: Gloria Burns, Executive Director of the Coral Gables Community Foundation, 305.446.9670, galburns@aol.com.

Dollars Leveraged: \$1,500,000

The Parknership Program, an initiative of the Coral Gables Community Foundation, was launched in 1997 as a grassroots effort to save a neighborhood park from development and has grown into a private/public collaboration involving residents, corporations, businesses and city government. The Parknership Initiative underwrites the acquisition of new parks as well as improvements to existing city parks and fountains with the overall objective to preserve green space in the City of Coral Gables.

In 1998, the Coral Gables Community Foundation purchased a parcel of land for \$400,000 and donated it to the City. In exchange, the City provided an additional \$100,000 to build and maintain a passive park. Since then, the City's Parks and Recreation Department supports Parknership by hosting meetings, working with group members to develop viable projects, and making sure that the Initiative has the information needed to make the best use of available funding. As of 2006, the project has raised over one million dollars. Park space is acquired and revitalized as funding becomes available through a combination of public, private, corporation and matching funds from the city.

This successful collaboration not only maintains the city's green space but also enhances the quality of life for all residents and visitors of Coral Gables. Through the Parknership Initiative, the City of Coral Gables and the Coral Gables Community Foundation has created three new parks, enhanced seven existing parks and restored four historic fountains. By affording the community an opportunity to participate in the creation and renovation of city parks, Parknership has brought a sense of community pride to the city. There is now a group of concerned citizens actively looking for potential land acquisitions for new active and passive parks, in addition to locating areas where green space can be opened up for enhancement.

Faithbased: Disaster Relief & Mitigation

Partners:

- **The City of Gulf Breeze** – Clay Ford, Mayor Pro Tem, 1070 Shoreline Drive, Gulf Breeze FL 32561, 850.432.1750.
- **Gulf Breeze Interfaith Disaster Resources** www.gulfbreezeidr.com

Contact: Nancy Millay, Director of Finance for Gulf Breeze and City Coordinator, 850.934.5100, nmillay@ci.gulf-breeze.fl.us.

Dollars Leveraged: \$45,000 plus 75 volunteers and more

The Gulf Breeze Interfaith Disaster Resources (IDR) is the most recent and one of the most successful collaborative projects the City has with several local nonprofits. IDR is the result of the vision of Clay Ford, Mayor Pro Tem, and the Gulf Breeze City Council. In September 2004, after Hurricane Ivan, Clay Ford noticed that the City had available resources (including volunteers) were not being used productively. There were duplication of services and needs not being met at the same time. On May 24, 2005, Clay Ford invited pastors of the local churches belonging to the Greater Gulf Breeze Interfaith Council to a pre-disaster planning meeting where he shared his idea of City government and the churches pooling their resources to meet the needs of the community in the aftermath of a disaster. Each faith-based organization chose missions within its capability to be accomplished in the aftermath of the next disaster where each would organize their own volunteer pool. The following churches are involved in IDR: First Baptist, Gulf Breeze; Gulf Breeze United Methodist; Gulf Breeze Presbyterian; St. Ann Catholic Church; St. Paul United Methodist; St. Francis Episcopal Church and St. Sylvester Catholic Church.

The development of a cooperative strategy was still in its infancy when Hurricane Dennis arrived, but the commitment of resources made by the City and the churches enabled a basic plan to be implemented and tested. A list of over 75 volunteers ready to help was made 48 hours before the hurricane. Gulf Breeze Baptist Church mobilized the man-to-man point of distribution (POD) for food, water and ice the day after Dennis. Meals and day care services for emergency workers and city staff were provided by Gulf Breeze United Methodist Church. In the same manner, other faith based organizations delivered ice and hot meals to those without transportation and made help calls to the elderly and homebound. The total effort was well organized, staffed and successfully executed due in large part to the extensive preplanning that had occurred. This cooperative effort caught the attention of Governor Bush during his visit to Gulf Breeze who encouraged IDR representatives to complete a "how to do it" manual for effective response to disasters, anticipating this to become a model for other communities State-wide.

There was no initial budget allocated for IDR, however, the City has set aside \$45,000 for matching grants to purchase auxiliary, back up generators for those churches who have assumed a post disaster role using church facilities. In addition, the Navarre High School ROTC unit has raised \$2000 to support the efforts of IDR and the County of Santa Rosa is assisting in pre-positioning supplies for post disaster relief.

Human Resources: At Risk Youth

Partners:

- **The City of Gainesville** – Russ Blackburn, City Manager, P.O. Box, Gainesville, FL 32602, 352.334.5010.
- **The Reichert House** – 1704 SE 2nd Avenue, Gainesville, FL; mailing address: P.O. Box 1250, Gainesville, FL 32602.

Contact: Tony Jones, Community Relations Coordinator Gainesville Police Department, 352.334.2441, jonestr@ci.gainesville.fl.us, and Ms. Rosa Williams, Chairperson Black on Black Crime Task Force, 352.955.5958, rosa_williams@dcf.state.fl.us.

Dollars Leveraged: \$330,000 plus 1,800 volunteer hours annually

The Reichert House is an intensive after-school program for high “At-Risk” youth, which is administered as a partnership between the Gainesville Police Department and the Black on Black Crime Task Force, a nonprofit organization. Partners also include the Corner Drug Store (also a nonprofit), and the Gainesville Housing Authority. In 1987, the Reichert House was established to address the issue of minority over-representation in the Criminal Justice system.

The Reichert House operates Monday through Thursday, from 2:30 p.m. until 8:00 p.m.. The 100 members are transported by Reichert House staff from their various middle and high schools to the Reichert House. The curriculum focuses on providing the youth with discipline, academic tutoring, life skill training, community service, physical fitness and recreation in a mentoring type of setting.

Reichert House is staffed with two full-time police officers, one full-time civilian Case Manager, one full-time Education Coordinator, one part-time Education Coordinator, and several part-time tutors. It also has four (4) full-time Intervention Specialists. In addition, the Reichert House enjoys the support of numerous volunteers from the University of Florida, Santa Fe Community College, the greater Gainesville community, and the parents of members, who assist with various program activities. The City pays for the Reichert House-dedicated police officers’ salaries and benefits at a cost of approximately \$330,000 per year. The City has a 21st Century Community Learning Center grant-funded contract from the School Board, which provides \$185,185 for salaries, fringe benefits, and operating costs. This figure includes \$161,869 for staffing for police officer overtime, a Boys and Girls Club Youth Specialist/Family Liaison position, academic instructors, a mental health counselor, intervention specialists (one full-time and 2 part-time positions) and fringe benefits. Furthermore, acquiring grants, donations from businesses, organizations, individuals and encouraging the youth to participate in fund-raisers helps to off-set expenses so the Reichert House organization can maintain its high level of performance expectations.

This successful collaboration provides the City of Gainesville many benefits that improve the quality of life in the city. The Reichert House provides mentoring to the youth enrolled in the program in an effort to reduce the risk of members

becoming involved in crime. The Reichert House, through its Life Skills segment of the program, has partnered with the Youth Employment Start (Y.E.S.) program to help train and employ members in sustainable careers. The Reichert House Staff makes referrals to members and, when needed, to their families, with professional family and substance abuse counseling. This service is established through the Corner Drug Store, a community-based service for children and families in need of services. This relationship has been successful in dramatically reducing domestic violence and substance abuse in the families of Reichert House members. Understanding that domestic situations often arise after hours, staff are “on call” to assist in family crisis situations when needed.

The verifiable evidence that the Reichert House program has positively impacted the community is easily noted in two areas. First, the number of school-based disciplinary referrals of Reichert House members, compared prior to the members’ enrollment into the Reichert House, consistently has been reduced. Further, a continuous check of the Juvenile Justice record system has also proved that in 2005, 80% of the Reichert House members remained crime free.

In the area of education, many of the Reichert House members have shown academic progress since their involvement in the program. Many of the youth in the program start with being at least two grade levels behind where they should be according to their age. This year, approximately seven (7) Reichert House members completed high school. Out of these seven, four of these members were awarded scholarships to attend community college, one member joined the United States Marines, and two entered the workforce full-time. Currently, a former Reichert House member is a senior at the University of Central Florida earning his BA degree. He has plans to attend medical school thereafter. Another former Reichert House member is enrolled at the University of West Florida, pursuing a Masters’ degree. Several others have enlisted in various branches of the United States Military. There are five (5) former Reichert House members in law enforcement: one is a Sergeant with the Florida Department of Corrections, two are Alachua County Sheriff’s Correction Deputies, and two are certified police officers serving as a Police Service Technicians with the Gainesville Police Department.

The youth enrolled in the Reichert House and the citizens of the community are equal benefactors of the Reichert House program. The youth benefit because they are in a structured and supervised after-school program that teaches them the skills necessary to live a productive and crime free life. The youth also benefit because Reichert House staff are positive role models and serve as active mentors. Approximately 90% of the Reichert House youth do not have fathers who are active in their lives. Male role models have been shown to be important in the social development of youth.

The citizens of Alachua County benefit because the Reichert House members are becoming useful productive and even exemplary citizens. The Crime rate has been significantly lowered because of this community program.

Human Services: Homeless

Partners:

- The City of Key West – Julio Avel, City Manager, P.O. Box 1409, Key West, FL 33041, 305.809.3888.
- Key West City KOTS (Keys Overnight Temporary Shelters) - 5537 College Road, Stock Island, FL 33040 www.neighborhoodlink.com/org/fkoc

Contact: John Jones, Key West Assistant City Manager, 305.809.3877, jjones@keywestcity.com, and Stephen Braddock, President and Executive Director of Florida Keys Outreach Coalition, 800.528.6595, fkoc4homeless@cs.com.

Dollars Leveraged: \$459,000 plus initial costs

In 2002, the City of Key West had a homeless problem that included chronic alcohol and drug abusers as well as families and the working homeless. Trying to find a location to shelter the homeless was difficult, but in 2003, the City formed a collaborative partnership with the Monroe County Sheriff's Department to create a shelter located on sheriff's property on Stock Island. Key West Assistant City Manager John Jones and the U.S. Navy built the first shelter using military surplus tents. These tents were large structures similar to those seen on the old TV series M*A*S*H*.

Today, KOTS is run by the Florida Keys Outreach Coalition (FKOC) and financed by the City of Key West. Incorporated with nonprofit status in 1992, FKOC provides homeless outreach and residential services in Monroe County, Florida. FKOC makes resources and opportunities available to homeless individuals so they can become self-sustaining, contributing members of society. KOTS is now comprised of fiberglass buildings. There are four buildings for men and one for women that serve 120 local homeless. The facility also offers 10 full bathrooms and laundry facilities. KOTS is open from 6 p.m.-7:30 a.m. daily and has greatly assisted the city in removing sleeping homeless from the streets. FKOC records indicate that on average 80-100 people use the shelter nightly where 60-70 percent of them are working homeless.

The City of Key West has budgeted \$329,000 yearly for the shelter. The Monroe County Sheriff pays \$5,000 yearly toward electric costs and pays the full cost of sewer and water. The sheriff also provides inmate labor for maintenance, laundry and cleaning of the shelter after it closes each morning. The inmate work equates to an estimated \$125,000 savings for the City. This project could not have happened without the successful collaborative partnership between the City of Key West, the U.S. Navy, the Monroe County Sheriff's Department and the Florida Keys Outreach Coalition.

Human Services: Housing

Partners:

- **City of Dade City** – Harold R. Sample, City Manager, 38020 Meridian Avenue, Dade City, FL 33525, 352.523.5050.
- **East Pasco Habitat for Humanity** – 14206 U.S. Highway 98 Bypass, Dade City, FL 33523, mailing, POB 1931 Dade City, FL 33526, www.ephabitat.org.

Contact: John J. Finnerty, Executive Director of East Pasco Habitat for Humanity, 352.567.1444, epascoh@earthlink.net.

Dollars Leveraged: \$5,000,000 plus

The East Pasco Habitat for Humanity is a non-profit, ecumenical Christian housing ministry affiliated with Habitat for Humanity International dedicated to eliminating poverty housing and homelessness in East Pasco County. Since its start in 1994, East Pasco Habitat for Humanity, Inc., has built 37 houses throughout East Pasco County where 32 of these homes are located in Dade City. Currently, four Habitat houses are under construction on Lowell Harris Way in Dade City.

Since 1994, Dade City has successfully collaborated with East Pasco Habitat for Humanity and has annually budgeted to assist Habitat on homes built within city limits. This amount is used to pay impact fees (considered non-waivable) for the Habitat homes under construction. All other fees that can be legally waived are also waived accordingly. Several years ago, Habitat had 28 old building lots that had been platted in the 1950s, which were well under the present building lot size requirement. At the City's urging, Habitat submitted a proposal, which was later approved by the City Commission, for an overlay district so Habitat would be able to construct homes on these smaller lots. If the City had not approved the proposal for the overlay district, Habitat would have lost 8 building lots for low-income families.

At the present time, Habitat is working on a new seven-acre parcel of land within Dade City limits. After eighteen months, Habitat finally obtained approval from the Southwest Florida Water Management District and the Department of Environment. On July 21st, the City Commission waived all project review fees and Habitat will begin the installation of the water and sewer lines and the construction of the roads within a few weeks. Sixteen additional houses for low-income families will be constructed on this land, which will add over \$1.8 million dollars to the City tax base. Including these 16 homes, the total number of houses constructed within Dade City will increase to 52 where all of the homes are now appraised at over \$100,000 and over \$5 million dollars has been added to the City tax base.

This year the City budgeted \$7000.00 to assist Habitat and their new homeowners with incidental construction related costs. As of May 8, 2006, the new East Pasco Habitat for Humanity offices are located at the Dade City Historic Train Depot, 14206 U.S. Highway 98 Bypass, a city owned facility where Habitat only pays for the cost of utilities.

Human Services: Multicultural Programs

Partners:

- **The City of Coral Springs** – Michael Levinson, City Manager, 9551 W. Sample Road, Coral Springs FL 33065, 954.344.1142.
- **The Northwest Coral Springs Family Success Center**, 10077 NW 29th Street, Coral Springs, FL 33065, 954.761.2121.

Contact: Angie Washington, Regional Manager, 954.761.2121, anwashington@broward.org and Luis Pinzon, Director of Programs at Hispanic Unity, 954.964.8884, lpinzon@hispanicunity.org.

Dollars Leveraged: County Funded , Marketing covered by City

In 2003, Hispanic Unity of Florida, the City of Coral Springs, Broward County Human Services Department and the Department of Children and Families formed a collaborative partnership to better serve residents living in the western portion of Broward County.

The City of Coral Springs took an active lead towards establishing the NW Family Success Center. It initiated the Task Force in collaboration with Hispanic Unity and Broward County and incurred all of the costs associated with the renovation of the temporary facility located at Cypress Hammock Park, 1300 Coral Springs Drive, while the permanent facility was being located and renovated. For approximately ten months Hispanic Unity was providing services from this location.

In June 2005, The Northwest Coral Springs Family Success Center opened its doors to help individuals and families achieve economic and social stability. The Center is a one-stop source for a variety of services including: rent/mortgage and utility assistance, individual family and group therapy, integrated intake, assessment and case management, life skills classes, bus passes and food vouchers.

The goal is to meet the needs of all area residents, providing quality services with client-friendly, culturally competent, and results-oriented customer service. Services are available in Spanish and Creole.

Hispanic Unity of Florida, a nonprofit organization that has been in existence for twenty-four years, assists eligible community residents in meeting their economic needs and achieving their potential by strengthening the individual and the family in a number of functional areas: housing, nutrition, employment education, physical and mental health, transportation, social functioning, income, parenting skills and substance abuse.

They also offer Emergency Assistance to those who are currently experiencing economic hardship and need help paying their rent, mortgage or utility bills.

The City of Coral Springs Youth Coordinator works out of the Center and provides services to help teens find jobs by learning how to write a resume, dress for

success, and interview for a job. The Youth Coordinator also administers seed money grants to local schools for at-risk student programs.

Broward County's Elderly and Veteran's Services Division provides services for veterans and their dependents. Refugees, asylees, and Cuban/Haitian entrants also receive assistance through Broward County Refugee Services, which provides specialized social services, employment assistance, comprehensive case management services and opportunities to participate in economic and professional development programs.

The Broward County Community Action Partnership (CAP) is a case management program dedicated to helping individuals and families live independent of public assistance. CAP provides the Center with childcare, tuition, purchase of school supplies and tools, and savings assistance. Since the Northwest Family Support Center opened in May 2005, it has served 2,485 clients although it was closed twice due to damage from Hurricane Wilma.

The City actively markets the services offered at the Center to all residents of Coral Springs and neighboring communities. The City benefits highly from this collaboration in that social services are now, for the first time, geographically located on the western part of Broward County where the residents of Coral Springs, Tamarac, Margate, North Lauderdale and Parkland can access crucial social services close to home.

Human Services: Public Safety

Partners

- **City of Greenacres** – Wadie Atallah, City Manager, 5985 10th Avenue North, Greenacres, FL 33463, 561.642.2006.
- **Rock n Roll Sunday** - An annual event and community get together

Contact: Clint Etheridge, President of Nam Knights, 561.722.8403, and Chris Noel, Founder and President of Vetsville Cease Firehouse, 561.714.0025.

Dollars Leveraged: \$26,000 plus much public awareness

Rock 'n Roll Sundays is a yearly concert organized through a collaborative partnership between the City of Greenacres, Nam Knights and Vetsville Cease Fire House to benefit veterans within and outside of city borders.

All proceeds derived from the concert are given to Vets Cease Fire House, a nonprofit public charity dedicated to providing shelter for homeless, handicapped or indigent veterans. The concert usually takes place on the Sunday before Memorial Day.

The City of Greenacres provides all of the security and resources for the planning and execution of the event.

Approximately 4000 people attended the last event and over \$26,000 was raised for Vetsville Cease Firehouse. This event benefits the city in that it attracts residents of the city and the surrounding communities to the city park while raising public awareness on the plight of the American veteran.

Youth: Education and Job Training

Partners:

- The City of Jacksonville – John Peyton, Mayor, 4th Floor City Hall at St. James, 117 West Duval Street, Jacksonville, FL 33202, 904.630.1776.
- YouthBuild – 117 West Duval Street, Jacksonville, FL 32202.

Contact: Rosemary Anderson, YouthBuild Program Supervisor, City of Jacksonville, 904.630.2757, rande@coj.net and Michelle Quinn-Davidson, Associate Director for YouthBuild USA, 617.741.1256.

Dollars Leveraged: \$700,000 over 3 years plus 15,000 volunteer hours

YouthBuild provides on-the-job training, including vocational classroom instruction and hands-on housing rehabilitation. These training and skill development opportunities are provided in partnership with HabiJax and Housing Partnership Inc. Because of its inmate population and the high risk of incarceration, the City of Jacksonville's YouthBuild program is distinctly unique from other YouthBuild programs. YouthBuild is a comprehensive youth and community development program that simultaneously addresses several core issues facing low-income communities. These issues include the lack of education, housing, employment and leadership development. The program provides GED and Adult Basic Education instruction, leadership development opportunities, job readiness skills and placement services.

YouthBuild creates an environment that motivates young males, ages 16-24, and provides them opportunities for success. The program currently has a 90 percent success rate of program participants earning their GEDs. Since its inception, 184 students have received GEDs and 244 have graduated from YouthBuild Construction/Building Trade Program. Several graduates have pursued higher education and military service. More than 1,000 youth have participated in the program at various stages to receive its benefits of supplemental educational or skills training.

YouthBuild originated from the Private Industry Council in partnership with the City of Jacksonville's Community Services Department in 1995. When the Private Industry Council dissolved, the Community Services Department continued the project. YouthBuild receives funding from the US Department of Housing and Urban Development (HUD) (\$2,100,000) and in-kind contributions from the City of Jacksonville about 15,000 work hours. The in-kind contributions consist of the office space for program administration and classroom space for General Education Diploma (GED) instruction. (valued at least \$20,000)

YouthBuild has been recognized by the Jacksonville Sheriff's Office and the State Attorney's Office as a "best practice" program for youthful offenders. It has helped with reducing the alarming rate of recidivism in the City. It has also enhanced the Mayor's policy to provide better living conditions for Jacksonville's low-income citizens, specifically in the Intensive Care Neighborhoods where his new Seeds of Change initiative is helping to build stronger communities.

Youth: Recreation Programs

Partners

- **City of Greenacres** – Wadie Atallah, City Manager, 5985 10th Avenue North, Greenacres, FL 33463, 561.642.2006.
- **Greenacres Little League**

Contact: Jeff Hume, President of Greenacres Little League, 561.965.5750.

Dollars Leveraged: Mostly in-kind

The Greenacres Little League, 501c(3) designated nonprofit organization, was established in 1967. The Little League program assists youth in developing the qualities of citizenship, discipline, teamwork and physical well-being. Each year Greenacres Little League serves approximately 600 youth. Since 1967, the city has provided all of the baseball fields for practices and games free of charge.

We hope you have enjoyed the stories told in this case study. It certainly has been a project that was exciting for us to examine and write. In the spirit of getting the word out of more success stories around Florida we hope you will share with us some of the project you have done in the recent past. We would like to add your success story in the second publication. Please complete this form and we will contact you about your project. Descriptions should include: the nature of your partnership, how it was formed, how it was sustained, the resources leveraged, and how the project benefited your citizens. Thank you again for your participation and work. We thank you for your efforts and ask you to keep up the good work. Together local government and local nonprofits can make one plus one equal a lot more than two. Please call Marina Pavlov if you have any questions: 305.557.1764.

Local Government Name:
Contact Person:
Phone:
Email:
Partner Name:
Contact Person:
Phone :
Email:
Description of project:
Resources Leveraged: Dollars, Volunteer, Other:
Outcome: How the project benefited:
Remit to FANO, 7480 Fairway Drive, Suite 206, Miami Lakes, FL 33014 or FAX 305.821.5228



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The membership program offers leadership solutions to local government. Your membership will help your local government build the capacity of existing leadership and community resources. In addressing such areas as grantwriting, professional development, resource development and human resources, local government can leverage community resources through the local nonprofit vehicles. Local governments and Nonprofit often serve the same constituency. While often projects are separately achieved, more is possible when partnering and together leveraging major resources. FANO can help to increase participation of nonprofits in Local Government initiatives. The membership categories are listed below:

Leader \$25,000

Local Governments hosts a customized capacity building program. Together local government leaders and community organizations (approximately 30) participate in custom training sessions based on the Barry University and FANO Florida Certificate in Nonprofit Management (CNM) curriculum covering 10 vital concerns. Member receives: Weekly Email, Listing of Grant Resources and Newsletter, Special recognition as Local Government Leader during annual conference and on the FANO website (5 Google ranking). Please call for more information.

Director \$10,000

Local Government participates in Human Resource Cost Saving Benefits. This is a proven program that has saved some organizations up to \$45,000 per year depending on the unemployment history. (i.e. unemployment program savings of \$66 per employee if an organization has 450 employees the saving is \$30,000.) Member receives: Weekly Email, Listing of Grant Resources and Newsletter, recognition as Local Government Leader during annual conference and on the FANO website (5 Google ranking). Please call for more information.

Developer \$5,000

Local Government participates in grantwriting services. Between 5 and 10 narratives will be written depending on the source of funding and the nature of the proposals. Member receives: Weekly Email, Listing of Grant Resources and Newsletter, recognition as Local Government Leader during annual conference and on the FANO website (5 Google ranking). Please call for more information.

Citizen \$250

Weekly Email, Listing of Grant Resources and Newsletter. Listing on the FANO Website.

___Yes I would like to become a FANO Local Government member: (circle the category above).	
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Payment enclosed: \$_____ Make Payable to FANO, check number_____	
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