

Investing in your Mission

The number of older adults in Wisconsin counties and tribes is increasing and primary revenue sources have not kept pace. Will your agency be able to keep up with service demand and changing needs? Is there investment in your agency's growth?

Contracted revenue provides for that investment. Once contracts are signed, you are tasked with showing this revenue is being strategically invested based on proven strategies that help people maintain health and independence. If your agency is not growing, you will not be able to continue to meet your mission. Alternatives to increasing earned revenue include a deficit operating budget, reduction of services or waiting lists. By selling your services and avoiding these alternatives, you are employing a customer-focused growth strategy to increase your social impact. The ultimate beneficiaries are the older adults in your community.

Realizing Growth Potential: Budgeting and Justifying Selling Services

Aging Network professionals are innovators and social entrepreneurs. Look at the programs created and implemented despite lack of resources and the pioneering solutions designed to deliver these programs. Risks have already been taken to pursue new ideas and improve programming, whether done through a local partnership, a new grant, or by selling your services.

(Input local programming that shows innovative or new programming or other accomplishments that fit this description)

Planning for Growth

As contracting becomes a larger source of revenue for your agency, GWAAR will work with you to ensure you have a plan developed and reflected in your budget to expand your mission. New funding should be used to augment and expand your existing programs to address unmet needs and grow your mission, not supplant existing revenue sources. Your budget should reflect not only the expected increased revenue, but the increase in service provision that will offset this revenue.

Generating additional revenue from contracts does not take away from the value of what you are currently doing. Meals still feed people, transportation gets people to essential places. The needs are great and growing. In order to meet these needs, revenues must also grow. Contracted revenue growth is more persistent and predictable than growth in state, local, and federal grant monies.

Argue for the service, not the money

Non-profits and government agencies are historically rewarded by how little they spend instead of how many services are provided and how much gets done. This narrative needs to change. It must be reframed to be about the customer and the service and not all about the money. It's easy to take away money – not as easy if your plan has already converted those potential dollars into services that benefit an older person. The narrative changes from reducing the budget to reducing services – even if they haven't yet been implemented.



Leadership & Support

Social impacts and innovations should be recognized and rewarded. If your program can help meet increasing demand through contracted revenue, the growth of your program should be encouraged. Supportive infrastructure and focused leadership are elements of realizing your growth potential and successful contract implementation.

Strong leadership and support from your local boards, committees and staff is essential. Together, you will be planning and budgeting for your growth. You are addressing some of the most complex issues in your communities, yet are sometimes limited by what your role is believed to be – not what it can be.

GWAAR is available to help you incorporate business strategies that can support the services you offer. GWAAR has invested in a Business Partnerships Coordinator and established *GWAAR's Business Development Center*. GWAAR also employs consultants to provide specific subject matter expertise.

As you diversify funding, navigate contract negotiations, plan for program expansion, or budget for sustainability, GWAAR can help. Together, we can develop a facts and data based approach that supports your mission and ensures the sustainability of your programs.

Written by Carrie Diamond, GWAAR

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