

ISSUE:**▪ NON-PROFIT CHAMBER OF SERVICE PROGRAM REVIEW****INTRODUCTION:**

The Non-Profit Chamber of Service (NPCS) was developed as a result of a recommendation from a program review conducted by the Wichita State University (WSU) Hugo Wall School in 2005. The program review focused on the relationship COMCARE had with local non-profit organizations providing mental health services via contractual agreements. Other County departments, such as the Department on Aging, Sedgwick County Developmental Disability Organization (SCDDO), the Department of Corrections, and Crime Prevention, also heavily relied on non-profits to meet service delivery needs.

One of the key findings of the program review was that capacity and viability of non-profit organizations created a point of vulnerability for COMCARE and other service delivery systems. Both prior to and following the study, organizations that were contracted to provide services for County departments experienced struggles or failures that negatively impacted County departments. Non-profit organizations often operate on very thin margins and with sub-optimal administrative infrastructure. One of the recommendations of the program review was for a community-wide response to address administrative infrastructure shortcomings.

The program review recommended the development of a Non-Profit Chamber of Service, loosely based on the chamber of commerce concept. While there is no evidence-based model to implement related to non-profit organizations, the model in Sedgwick County is loosely based on a similar entity in Palm Beach County, Florida. The purpose of the NPCS is to increase the capacity of non-profit organizations, to train their staff and boards in ways of efficiency and effectiveness and to strengthen the overall network of service providers. Those service providers may be operating on behalf of Sedgwick County through a contractual relationship, or they may be operating independently, but in coordination with various Sedgwick County departments. While the non-profit sector was supportive of this recommendation, resources to implement a non-profit chamber of service were in question.

DISCUSSION:

In an effort to support the recommendation, Sedgwick County indicated a willingness to provide financial support to the NPCS. The funding agreement for the NPCS is not driven by any laws or County resolutions and is not a part of any accreditation effort. It was initiated in recognition of the important role that non-profits play in the delivery of County services and the desire to assure the availability of strong and effective partners. In 2005, funding was identified through existing County resources and \$35,000 was allocated towards startup funds. The County was joined in that funding initiative by the Wichita Community Foundation, Kansas Health Foundation, and United Methodist Health Ministry Fund. Additional County funding was requested for the 2006 budget year in the amount of \$40,000 based on a three year plan. The funding plan included two additional years at \$45,000

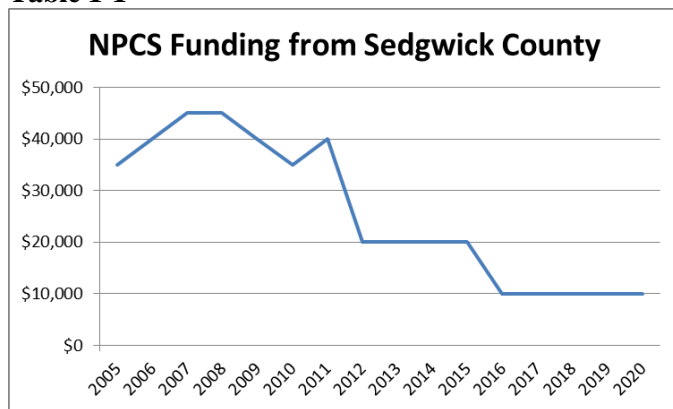
(2007 and 2008) and a third year (2009) at \$40,000 with the understanding that the NPCS would work towards funding self-sufficiency.

While membership increased, the NPCS continued to seek and receive additional financial support from Sedgwick County, including \$40,000 in 2011. During those early years, the NPCS developed a functioning Board of Directors, hired an Executive Director and offered programming and trainings for its members. The NPCS continued to perform in a stable fashion through 2011. In 2012, with the Executive Director position becoming vacant and through a loaned executive from Sedgwick County, it was determined that the existing administrative structure had likely become unsustainable. The Board entered into a contractual relationship with the Wichita Independent Business Association (WIBA) for management services. Under the contract, WIBA provided part-time Executive

Director staffing as well as administrative support to the NPCCS. However, in 2015, NPCCS left WIBA, resulting in a shift in funding. Also beginning in 2015, Sedgwick County’s funding to NPCCS became a “directed payment” meaning Sedgwick County was and is in control of what the funding provides. Currently, the funding provides for approximately 15.0 percent of the Executive Director’s salary.

In order to meet Division budget targets in 2012 and 2013, funding was decreased to \$30,000 and then \$20,000 and remained stable at \$20,000 for four years before decreasing to \$10,000 in 2016, as illustrated in Table 1-1.

Table 1-1



The NPCCS counts approximately 195 individuals and organizations as members. Those members have access to training programs, networking opportunities, and savings opportunities. All non-profit organizations are looking for support; the NPCCS provides a wide variety of resources and support, particularly for small or new non-profits. Shared information and historical perspective can be as valuable to an emerging non-profit as access to the job board, events calendar or networking events.

The primary revenue source for the NPCCS is from membership dues. Additional funding sources include Sedgwick County support, small grants, training revenues, and sponsorships.

In 2015-2019, budget allocation for the NPCCS was included in the buy last category during the 2015 budget process, and a portion of the funding was included in the Division Director’s lowest priority list. While there is significant value derived from the NPCCS, difficult choices were made and values assigned. Fiscal year 2020 will represent the sixteenth year of funding, well beyond the original funding plan. That funding plan has been extended after careful consideration based on

unanticipated funding difficulties, particularly since the economic downturn of 2008. Over the past 16 years, the staffing model for the NPCCS has changed as well, in part due to funding considerations. Table 1-2 shows Sedgwick County’s allocation as a percentage of the total NPCCS budget from 2005 to 2014. In 2014, the NPCCS budget decreased \$44,905 due to a reduction in the Executive Director’s salary and staff benefits.

Table 1-2

Funding Year	NPCCS Total Budget	Sedgwick County Allocation	Sedgwick County Allocation % of NPCCS Budget
2005	\$162,200	\$35,000	22%
2006	\$111,340	\$40,000	36%
2007	\$111,340	\$45,000	40%
2008	\$111,340	\$45,000	40%
2009	\$111,340	\$40,000	36%
2010	\$111,340	\$35,000	31%
2011	\$111,340	\$40,000	36%
2012	\$111,340	\$20,000	18%
2013	\$111,340	\$20,000	18%
2014	\$66,435	\$20,000	30%
2015	\$108,385	\$20,000	18%
2016	\$88,300	\$10,000	11%
2017	\$93,600	\$10,000	11%
2018	\$105,700	\$10,000	9%
2019	\$117,404	\$10,000	9%
2020	\$136,954	\$10,000	7%