

When money is not the answer to the problem.

Sometimes charities' execution is not as strong as their vision, one of the most common *Philanthropy Paradoxes*. Donors have the unique opportunity to help such charities, not just through financial support but also by encouraging organizational effectiveness and best practices for long-term stability. Fritz Kling was able to play this role with a Richmond recovery program based on the teachings of Jesus, New Life for Youth (New Life).

New Life's Challenge

A local pastor started New Life in response to Richmond's urgent need for drug and alcohol rehabilitation homes and related counseling. New Life soon found itself needing to raise substantial funding to meet a rapidly growing demands for its services. New Life's young development director, Mark Fero, assumed that the foundation Fritz Kling worked for would meet the need, because their two missions were aligned. With few funding alternatives, New Life relied heavily on having its proposal funded.

Fritz Kling's Influence

"The meeting was unlike any other foundation meeting I had," recalls Mark. "Fritz asked me a series of questions to which, at

the time, I had no answers." Fritz recognized that New Life had passion and energy for its mission, but lacked expertise in non-profit management. Over many meetings, Fritz coached Mark on the principles of strategic planning, Board development, fundraising, and marketing. Additionally, he encouraged Mark to take nonprofit management courses, network with others in the local philanthropic community, and to patiently and wisely invest in New Life to build a more stable organizational structure before requesting a large grant.

A Better Outcome

Enlightened and motivated by Fritz's guidance, Mark led New Life in building a much stronger organization. It implemented internal assessments, short- and long-term strategic plans, a development office and a management plan. Eventually, Fritz proposed to New Life a matching grant opportunity, which it exceeded due to its new operating structure and fundraising strategies. Ten years later, New Life's budget has grown to ten times its original size, and New Life continues changing hundreds of lives every year. "Fritz's advice and ongoing relationship with us helped New Life fundamentally change the way we operated," comments Mark. "He truly took us from 'good' to 'great'."