Making Good on the Audacity of Perpetuity

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Solid Ground Consulting

Land Trust Rally

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Bringing Wild Success to Groups that Care About the Land

Major organizational and structural challenges now face the conservation community as it seeks to build upon its initial success. These challenges must be addressed to ensure continued success of individual land trust and the integrity of the community. These key issues include:

- *Effective Collaboration*
- *Leadership Continuity*
- *Conservation Legacy Issues*
- *Organizational Sustainability*

Solid Ground is actively working to take on these important challenges on behalf of the entire community of land conservation.

In the end, great conservation is the byproduct of great conservation groups. Solid Ground Consultants have the combined breadth and depth of experience to serve individual organizations. We provide services that help groups in their quest to become healthy, perpetual organizations, including

- *Organizational Transformation*
- *Sustainable Leadership and Human Resources Solutions*
- *Fundraising Strategy*
- *Conservation Planning*
- *Accreditation Assistance*
- *Collaboration and Merger*

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THE ESSENTIALS OF FUNDRAISING

Fundraising is one of the most misunderstood elements of nonprofit management. The myths and misconceptions around fundraising extend beyond the reality of what is important and what works. To understand fundraising, it is important to understand some very basic principles.

1. **People don't give money away; people invest in their "community."** Showing people how your organization can bring change to the community (to which the donor belongs) is a critical step to convincing her that she should "invest" her dollars. The strategic plan may be an important tool to show that your organization is a good investment.

2. **The most important fundraising resource for an organization is a strong base of donors.** In the early years, this base will not bring in a tremendous amount of money. Over time, however, a strong base will be critical to efforts to develop major donors, corporate and foundation contacts, and planned gifts.

   A broad donor base is also critical to other important aspects of the organization's programming. An organization that speaks for thousands carries more clout and influence than a group that represents dozens.

3. **Success in fundraising comes to those who ASK.** It's simple, it's obvious, but it's true.

4. **The total amount of money raised may be less important than amount of unrestricted money raised.** Restricted dollars will be important to drive the programs they fund. But unrestricted funds give the organization the ability to pay for the "unsexy" things that are critical to overall program effectiveness. They also give the organization flexibility to respond to issues that are consistent to the mission instead of chasing funds that may not be germane. This is another reason why individual donors are such a valuable resource.

5. **People give to people who have given.** The more personal the solicitation, the greater the success. The more connected the solicitor is to the prospect, the better the chances of the gift. If a person asking for money has not given herself, the prospect will be less likely to give.

6. **Fundraising stability depends directly on the diversity of funding sources.** An organization that depends on a government contract for 75% of its funding is subject to a massive fall if the funding should be eliminated. An organization that has no more than 20% of its funding from any single source ensures that individual decisions will not globally affect the organization's success.

7. **When considering making a donation, timing may be more important than any other factor.** Discretionary income is one of the most significant elements in deciding whether to give or not. For most folks, how much money a person has to give varies on a monthly, rather than yearly, basis.

ASSESSING FUNDRAISING READINESS

Before kicking off any fundraising campaign it is important to assess your organizational readiness. What follows is a check list of items that should be addressed and/or secured before you enter into any grassroots fundraising project.

___ 1. A clear organizational **mission**.

___ 2. A **strategic plan** that addresses what you hope to accomplish as an organization (in broad terms) and how you plan to accomplish it (in specific activities for the coming year). It should be clear how your annual plan relates to your strategic direction.

___ 3. A **case statement** including a brief organizational history and a description of the problem you are addressing, how you are addressing it and why your organization is the proper vehicle to carry out the work.

____ 4. A specific **action plan** for how you are going to run the campaign, including timelines and responsibilities for implementing the tasks of the campaign.

____ 5. A current **501(c)3 letter**.

___ 6. A current **list of your Board of Directors** with their affiliations.

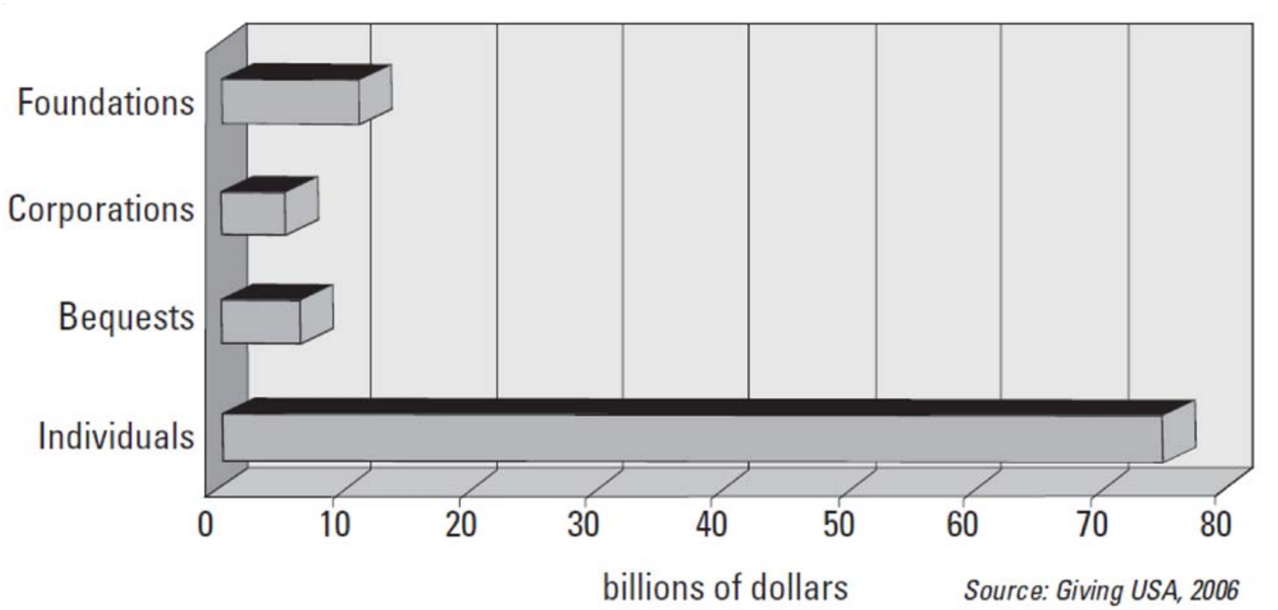
___ 7. An updated house **mailing list** and/or information on what other lists might be available and appropriate for your organization's use.

___ 8. A current and projected **budget** and your most recent financial report.

___ 9. A strong **cadre of volunteers** committed and trained to solicit contributions and follow-up on donor contacts.

___ 10. The **involvement and commitment of the entire organization** to actively fundraise and to integrate fundraising into all the organization’s activities.

SHOW ME THE MONEY



Who is a Prospect?

For someone to qualify as a prospect they must meet the following requirements:

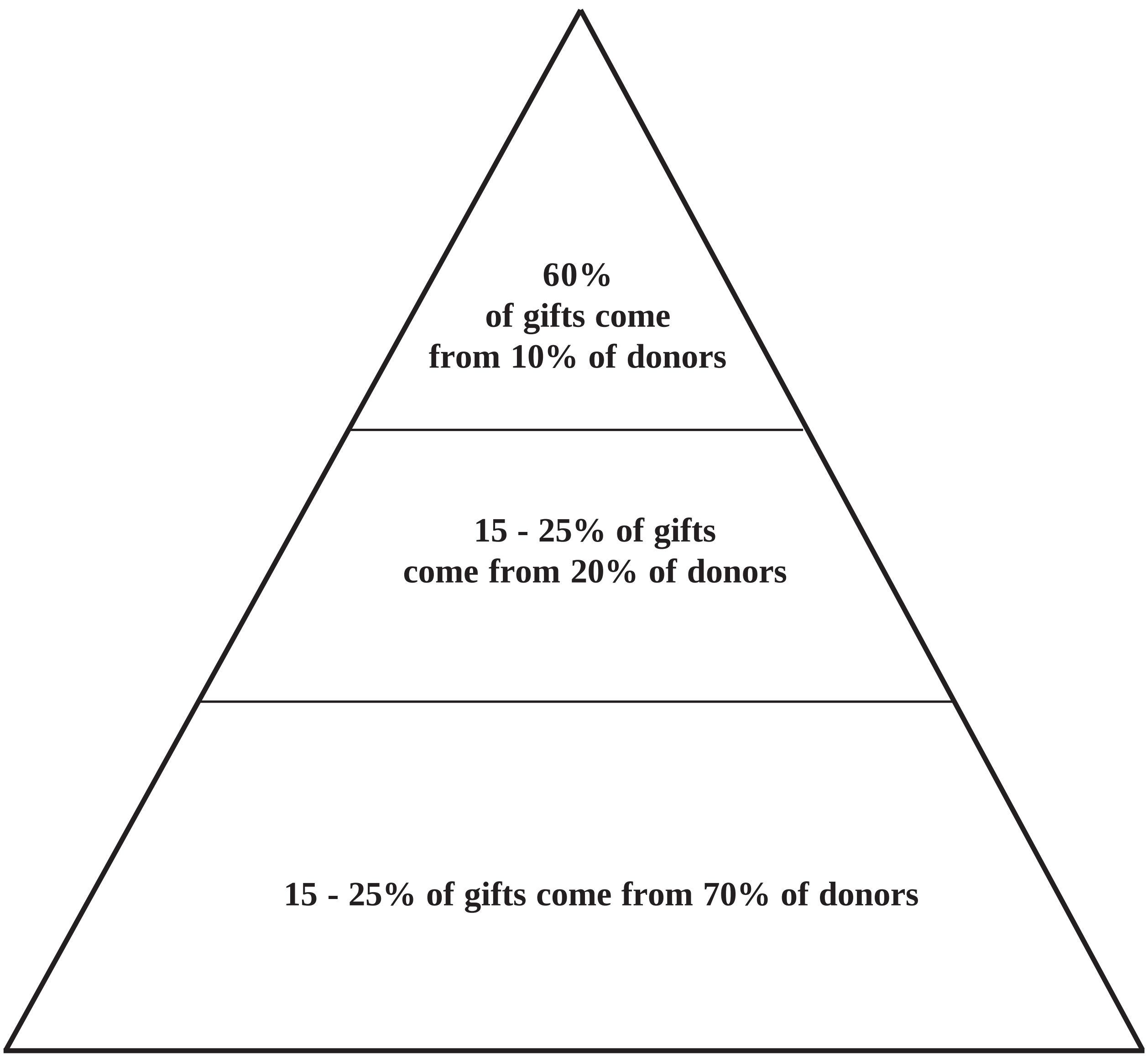
A = **Ability** to give a substantial gift

B = **Belief** in your work or similar work

C = **Contact** with your organization or with someone who knows about your organization (the closer the better)

WHO GIVES?

75 - 85% of gifts come from 30% of donors

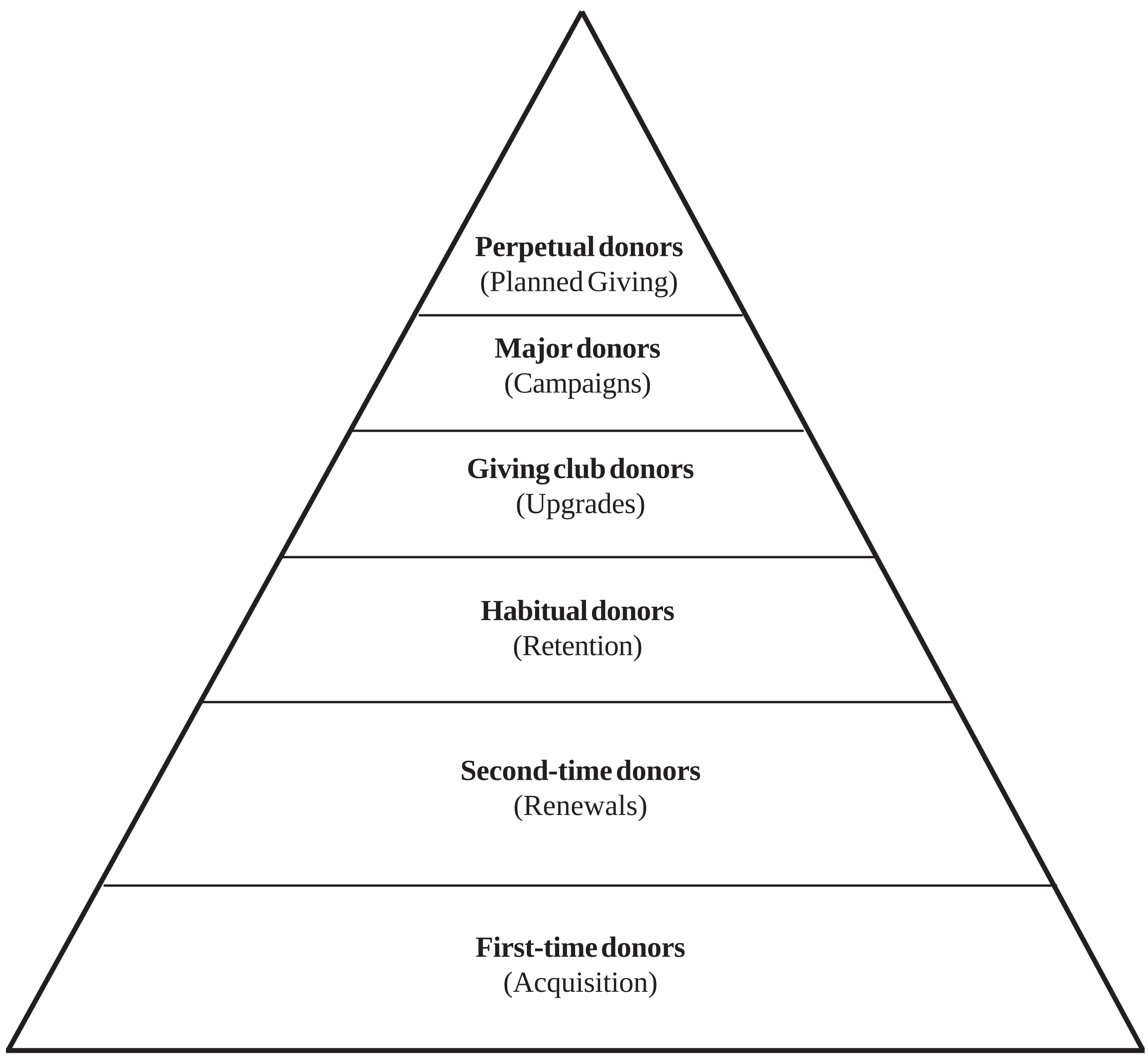


LADDER OF EFFECTIVENESS

The more personal the solicitation, the greater its chances of success. However, more personal solicitations require more organizational resources. Balancing these factors is important in determining your overall fundraising strategy. The following methods of solicitations are ranked in order of their effectiveness.

	% of prospects who will give
1. Personal face-to-face solicitation	50%
2. Personal Phone Call	25%
3. Personal Letter	15%
4. Phone-a-thon	10%
5. Direct Mail	1 - 3%

DONOR PYRAMID



What 1,000 Donors Give

Source	***Number***	***Average***	***Total***
Renewals	650	25	16,250
Reactivation	50	20	1,000
Special Appeals	200	30	6,000
Monthly Giving	30	180	5,400
High-dollar Clubs	10	1,000	10,000
Major Gifts	2	10,000	20,000
Planned Gifts	?	?	?
Total	**742**	**79**	**58,650**

STRATEGIC APPROACH TO FUNDRAISING

One way to understand fundraising strategy was developed by Mal Warwick, one of the nation's leading fundraising professionals. Through his work with hundreds of nonprofits over many years, Warwick has defined five basic fundraising strategies.

His fundamental principle is that an organization must identify one primary strategy and one secondary, complementary strategy and focus most of its fundraising resources on them. Trying to do everything usually results in doing nothing well. This does not mean that the other strategies are ignored, only that they receive less focus. And the tactics pursued in each strategy may have positive effects on all the others even though they are not the primary focus. The primary and secondary strategies may change as the organization goes through stages of growth, or even in a regular cycle. But it's important to decide on a strategy and stick with it long enough to show real results.

The five strategies and some representative tactics are:

STRATEGY	OUTCOME	TACTICS
Growth	Increase number of supporters	Direct mail, member recruitment programs
Involvement	Increase donor identification with organization	Volunteer programs, events, surveys, focus groups
Visibility	Increase public awareness of organization	Press coverage, celebrity endorsements, events
Efficiency	Increase the ratio of dollars raised/dollars spent	Focus on major donors, grants, streamline internal systems
Stability	Reliable sources of income	Endowments, planned giving programs, business income

STRATEGY IN ACTION

When applied to a particular fundraising plan, the sequence of strategy can help to identify the initial priorities, and then the subsequent steps to follow. The sequence and interrelationship of these strategies is critical.

Here's an example of how the G-I-V-E-S Model might work for a land trust focusing on growing its membership in the next three years.

	3 YEARS			10 YEARS	30 YEARS
	FY2009	FY2010	FY2011	2011-2021	2021-2051
PRIMARY STRATEGY	Growth			Stability	Involvement
SUPPORTING STRATEGY	Involvement			Involvement	Efficiency
OTHER ACTIVITIES	Efficiency	Efficiency	Efficiency	Growth	Growth
	Visibility	Visibility	Visibility	Visibility	Visibility
	Stability	Stability	Stability	Efficiency	Stability

FUNDRAISING MOTIVATIONS

Communitarians Communitarians are individuals who give because of their sense of belonging to a social community. They give, not out of a sense of obligation, but because they consider nonprofit organizations to be effective at delivering social services and attuned with community needs. These people often have a history in, and ties to, their local community. They support cultural, human service, religious and educational organizations.

The Devout The devout do good because it is God's will. They believe that giving is a moral obligation. Everyone needs to take responsibility for ensuring a better world and to protect God's creation. They believe that one should not expect personal recognition for volunteering time, talent or money.

Investors Investors see philanthropy as "good business." They are motivated by the personal tax and estate benefits philanthropy represents. They also give in the same way that they invest their personal wealth; they look for businesslike nonprofit organizations that effectively respond to civic needs. They want to invest in a good cause, overseen by an efficient organization.

Socialites Socialites volunteer or give money because doing so can be fun. They are often members of a social class or group for which fundraising includes some form of socializing and entertainment. Socialites are often charitable "at heart," but feel that giving can have social benefits as well.

Altruists Altruists tend to focus on social causes and giving that provide a sense of purpose and personal fulfillment. They believe giving promotes spiritual growth (in this case, not religious-based). Giving is a moral imperative and everyone's responsibility. They see themselves as the true philanthropists, unfettered and untainted by business considerations or personal gain.

Repayers Repayers do good in return for the gifts they have received in life. They may be grateful for medical or educational benefits and want to "pay back." They think wealthy people have a special responsibility to be philanthropic in their actions and social outlook. Repayers insist on cost effectiveness and want nonprofit organizations to focus on client needs.

Dynasts Dynasts see philanthropy as a family tradition. Their giving results from childhood socialization by parents or other relatives as to the importance of philanthropy. Philanthropy is part of their self-concept, and they receive a positive self-identity and strengthened family values from their giving. They believe philanthropy is everyone's responsibility.

From ***The Seven Faces of Philanthropy****, Russ Alan Prince and Karen Maru File*

FUNDRAISING TOOLS

There are many activities that can support the funding needs of an organization. The diversity of funding sources can be essential to an organization's funding stability. The following activities can be used for most nonprofit groups, but each group needs to evaluate the appropriateness of the tool to its particular circumstances. Ultimately, groups can define all the appropriate fundraising tools and how they will be implemented within their organization's fundraising plan. Some of the fundraising options available to nonprofits include:

Individual Giving

- *Direct Mail* – contributions solicited and received through the mail
- *Phone Solicitation* – contributions solicited through phone calls
- *Personal Solicitation* – contributions solicited in personal face-to-face meetings
- *Web-based Contribution* – contributions solicited through web pages and email
- *Payroll Deductions* – contributions deducted directly from a paycheck that are managed by an employer

Grants

- *Foundation Grants* – grants made from private, nonprofit foundations
- *Corporate Grants* – grants made from corporations' charitable budgets

Special Events

- *Friendraising Events* – events that build relationships that can help support other fundraising activities
- *Fundraising Events* – events that generate net revenue to support other activities
- *Program Events* – events that deliver programs that also generate revenue to cover some or all of the costs of the program

Fees and Earned Income

- *Sponsorships* – contributions from corporations and public agencies that provide public relations benefits to the sponsor in exchange for the financial contribution to the organization
- *Fee-for-Service* – activities that draw on the capabilities of the organization to provide paid services to core constituencies or other willing buyers
- *Interest Income and Returns on Investment* – income returns from endowments and other investments
- *Sales* – sales of promotional items and other products

FUNDRAISING TOOLS (CONTINUED)

INDIVIDUAL GIVING

- ***Direct Mail*** is a very common fundraising tool because it allows an organization to contact a very large number of people for a relatively small cost. Many organizations use direct mail as a membership development tools, including *acquisition* mailings (asking people for initial support), *appeals* (asking for an additional contribution) and *renewals* (asking people to renew their support).

When to Use:

- Building a base of support from individuals
- Maintaining and renewing support from smaller contributors
- Educating and motivating contributors about organizational issues and opportunities

Considerations for Success:

- Direct mail requires an organizational infrastructure to track and manage information about members and people contacted. The limitations of the database often limit the potential of the mail effort.
- Direct mail is efficient, but not particularly effective. For some situation, a return of one percent is considered an excellent return.
- The elements of a successful mail package are very specific and sometime counter-intuitive. Special attention must be paid to such elements as the source of the list, length of the letter, simplicity of the reply devise and the look of the outside envelope.
- Personalizing small batches of mail – including notes from the board and staff – can help encourage the consideration and response to the appeal.

FUNDRAISING TOOLS (CONTINUED)

- ***Phone Solicitation*** is another means to contact a larger number of people at a relatively small cost. Groups can do the contacting using volunteers at a borrowed phone bank, or can use a professional group to coordinate and manage the calls. Phone solicitation can be used for all facets of membership development, including acquisition, appeals and renewals.

When to Use:

- Building a base of support from individuals
- Maintaining and renewing support from smaller contributors
- Educating and motivating contributors about organizational issues and opportunities

Considerations for Success:

- There is considerable resistance from many to receive phone solicitations. This often translates into a reluctance to engage in such a program.
- Careful recruiting and training for the phone solicitors is especially important. The success of the effort is often hinged to the communication skills of the people doing the calling.
- Even if not used for soliciting contributions, the phone can be a welcomed – and very effective – tool for thanking people.

FUNDRAISING TOOLS (CONTINUED)

- ***Personal Solicitation*** is the most effective means for soliciting support, reinforcing the fundraising maxim that "people follow people." Personal solicitation is more effective, but also considerably more time-intensive. Therefore, it is usually reserved for contact with the individuals with the greatest potential for support. These are often organized in campaigns. These can be useful for annual giving, capital campaigns, planned giving programs and other larger funding goals.

When to Use:

- Asking for investment from donors with the greatest potential for significant support
- Encouraging individuals to move to a greater level of support.
- Sharing information about the organization with key supporters that is sensitive or controversial.

Considerations for Success:

- Success in personal solicitation is often based on the credibility and sincerity of the person making the ask. Relationship building is an essential component.
- The limitations for personal solicitation are often less about the number of prospects and more about the number of solicitors.
- Good supporting materials can be informative to the potential donor and very helpful to the solicitor.
- Campaigns usually need to be time-specific. Extending a campaign over too long a period is often a mistake.

FUNDRAISING TOOLS (CONTINUED)

- ***Web-based Contributions*** are an increasingly valuable tool to support fundraising program. Groups often include a place within their webpage that encourages website visitors to make a contribution directly. "E-philanthropy," as it is sometimes known, is particularly effective to draw support from those who use the internet as a shopping and contributing forum.

When to Use:

- As a component of the organization's ongoing communications and fundraising effort.
- As a targeted fundraising tool for the more tech-savvy constituents.

Considerations for Success:

- E-philanthropy requires considerable understanding of both technology and marketing. Critical marketing concepts of branding, targeting specific audiences, message focusing and mission-orientation are essential to success.
- Effective web-tools need regularly updating and refreshing to keep people rreturning and valuing the organization.
- Like all fundraising, e-philanthropy requires patience and relationship building.

FUNDRAISING TOOLS (CONTINUED)

- ***Payroll Deduction Programs*** allow supporters to give through their employer's payroll system directly to the organization. Usually these programs are organized through some centralized fundraising program such as Black United Fund, United Way or Earth Share. These programs often work well in government agencies and large corporations, but rarely tap employees in smaller businesses. Sometimes larger corporations will match employee contributions with company contributions. One limitation of this approach is that the organization receiving the funding does not always receive the details personal information about the contributor that might be useful for relationship building and upgrading.

When to Use:

- Soliciting individual support from individuals working for larger businesses and government agencies
- Leveraging corporate support from a committed group of individual supporters

Considerations for Success:

- Groups participating in these campaigns benefit commensurate with their public recognition. Groups rarely get to make a pitch or state their case directly to the person making the decision.
- Participation in these campaigns usually requires a contribution of volunteer time in organizing and coordinating the campaign.
- Relatively little internal infrastructure is needed to support these programs.

FUNDRAISING TOOLS (CONTINUED)

GRANT PROPOSALS

- ***Foundations*** are nonprofit organizations in the business of distributing resources to charitable causes. While extremely visible, these sources represent a relatively small sector of the entire spectrum of philanthropy. The amount given by foundations is often connected to the general economy as foundation assets are typically invested in economy-connected portfolios. Groups funded by foundations are usually selected based on a proposal submitted by the group seeking funding, based on a set of funding criteria defined by the foundation. A selection committee (typically the board of directors) makes the final funding decision.

When to Use:

- To support specific projects and significant organizational initiatives.
- For start-up and initiation of programs with potential funding beyond the duration of the grant.

Considerations for Success:

- Foundations typically like to be start-up or catalyst funding rather than ongoing support. Groups need to find ongoing funding to pick up costs for programs and projects that extend beyond the grant period.
- Foundations almost always have very specific criteria and guidelines for their application process. Groups that fail to follow those guidelines are rarely considered for support.
- Writing the proposal is usually much less important than having an organization with credibility and a plan with integrity to give the foundation confidence in the success of their investment.
- Foundations often have limitations in the duration of their support. Rarely do foundations provide funding to an organization for more than three years.

FUNDRAISING TOOLS (CONTINUED)

- ***Corporations*** with corporate contributions programs sometimes have their own programs for providing grant support to nonprofit groups. These funds are typically segregated from the marketing funds that can be used for sponsorships (see below). Sometimes the giving comes from a corporate foundation separate from but connected to the funding corporation.

When to Use:

- To support specific projects and significant organizational initiatives.
- For start-up and initiation of programs with potential funding beyond the duration of the grant.

Considerations for Success:

- Corporate contributions are becoming more scarce as businesses look for marketing value as part of their charitable activities.
- Having an employee who is already a supporter of the organization to serve as an advocate often is a requirement for corporate consideration.
- Most of the considerations for foundation grants are also a consideration of corporate grants.

FUNDRAISING TOOLS (CONTINUED)

SPECIAL EVENTS

- ***Friendraising Events*** include any activities that help people make a personal connection to the organization. Organized in conjunction with other fundraising activities, these can be very important "fertilizer" that ensures people feel compelled to provide support.

When to Use:

- To build support and connections among potential and current donors
- As an adjunct to other fundraising activities

Considerations for Success:

- Larger events are often very time-intensive. Having a strong cadre of committed volunteers can be essential.
- Smaller, more intimate "house-parties" can both build connections to the organization and raise money. They are also easier projects to manage.
- Friendraising events need to be defined and implemented first and foremost as relationship builders and not revenue generators.
- The value of a friendraising event is often limited by the effectiveness of follow-up fundraising activities, such as personal solicitations.

FUNDRAISING TOOLS (CONTINUED)

- ***Fundraising Events*** focus more specifically on drawing financial support from individuals through their participation in some event. The more connected the event is to the mission of he organization, the more leveraged the benefit of the event. Events are usually very time intensive, and face considerable competition from other groups likewise trying to establish their event in the minds of their donors and supporters. Events include such activities as auctions, formal dinners, races, "something"-a-thons.

When to Use:

- To build support and connections among potential and current donors
- As a means of drawing support from people who might not otherwise give
- As an additional opportunity for supporters to give without feeling like they are "digging deeper"

Considerations for Success:

- Larger events are often very time-intensive. Having a strong cadre of committed volunteers can be essential to these activities.
- Name recognition and organizational loyalty can be essential to compete in a community that already has considerable fundraising activity.
- Creativity can give an event an edge in the competition for donor participation.
- Events that have significant community support can often leverage corporate sponsorships as additional revenue.

FUNDRAISING TOOLS (CONTINUED)

- ***Program Events*** are activities that are designed to fulfill the mission of the organization, but whose structure can generate revenue. These become potentially valuable funding tools to the degree that the events offer value to the participants that is market-competitive. Conferences, training programs and other activities can generate significant excess revenue if organized efficiently and if they can charge fees that exceed the cost of producing the event.

When to Use:

- As a means to draw extra revenue into the organization while delivering programs central to the mission of the organization
- As a credibility tool to show value to key constituents

Considerations for Success:

- By definition, these activities need to serve a program need more fundamentally than to produce revenue.
- Organizational credibility is often a key consideration for participation.
- Setting price for involvement is often based on the relative benefits and price compared to other programmatic options available to participants.

FUNDRAISING TOOLS (CONTINUED)

FEES AND EARNED INCOME

- ***Sponsorships*** link businesses and corporations to an organization to underwrite some or all of the costs of some nonprofit activity. These events usually draw from the marketing budget of the business to provide some public relations benefit in return for the contribution to the organization. Corporate decisions to participate in sponsorships are often more business-oriented than charitably oriented.

When to Use:

- To underwrite a special event or high-profile project as a means of drawing in corporate support
- As an approach to tap the more significant resources of a corporation's marketing budget rather than the often smaller charitable budget

Considerations for Success:

- Organizations need to demonstrate true public relations benefits to businesses if they want to sell a sponsorship as a "benefit" to the business. Demonstrating the number of people who will connect to the organization as part of an event, for example, helps clarify the scope of PR benefit.
- The reputation of the organization is often the primary value to the business sponsor. Likewise, the reputation of the business sponsor is often the most important concern of the organization seeking sponsorship. The mutual association must be positive for the partnership to have value.
- Multiple sponsors may be viable for a single event; likewise, having sponsors for more than one event is possible as well. There is, however, always some limit to the PR benefit that can be "sold."
- Sponsorships can be alternatives to "advertising," which carries with it unrelated business income tax consequences.

FUNDRAISING TOOLS (CONTINUED)

- ***Fees-for-Service*** are activities that generate income for the organization through services provided based on organizational strengths and capabilities that others are willing to hire. This can be as simple as charging fees for programs and activities that a group already delivers. These can include consulting services, training programs, and other activities that dedicate a portion of the organizational resources to the needs and benefits of other groups where those activities can, but don't necessarily, serve the mission of the organization.

When to Use:

- As a means to draw extra revenue into the organization while delivering programs central to the mission of the organization
- As a means of capturing revenue while delivering services and programs of value to the community

Considerations for Success:

- Services that address the core mission of the organization while capture revenue have the double benefit of program delivery and capacity building.
- Services provided that don't serve the core mission need to be generating sufficient income to justify the diversion from the mission.
- Some activities outside the core mission can be "unrelated business," thereby subject to unrelated business income tax by the IRS.

FUNDRAISING TOOLS (CONTINUED)

- ***Interest Income*** or other returns on investments can provide stable revenue to groups without the need for ongoing fundraising efforts. Endowments that invest larger amounts of capital to provide a steady stream of revenue can be built into capital and capacity-building campaigns.

When to Use:

- As a source of stable revenue to cover ongoing responsibilities such as facilities management or land stewardship
- As part of a campaign to raise money for acquisition or "brinks-and-mortar" improvements.

Considerations for Success:

- Building an endowment element into larger campaigns can be a demonstration of long-term commitment and responsibility, thereby strengthening the "case" for the campaign.
- Endowments can be a tougher "sell" to some people who would rather manage their own capital and contributions, rather than give it to the organization. Effective financial management is key.
- Endowment-building programs work very well as part of a planned giving effort.

FUNDRAISING TOOLS (CONTINUED)

- ***Sales*** of merchandise and promotional items can be a source of revenue, but it is usually small and nets little income. As with fee-for-service income, sales of items that fit within the mission of the organization help to build capacity and support the mission.

When to Use:

- To deliver merchandise or other items that constituents value while at the same time reinforcing some aspect of capacity or mission accomplishment
- Very common as a public relations effort to build awareness of the organization

Considerations for Success:

- Calculating the true cost of sales is important to understanding its value. Too many groups don't figure staff time into the equation, for example, and therefore don't realize that some activities net a loss.
- Sales of products outside the core mission can be "unrelated business," thereby subject to unrelated business income tax by the IRS.

THE MAJOR DONOR VISIT

1. Do prepare for the visit.
2. Do listen carefully and ask open-ended questions.
3. Don't be apologetic.
4. Don't make the prospective donor feel guilty.
5. Don't discuss your organization's internal concerns.
6. Don't argue.
7. Do ask for a specific amount of money.
8. Do stop talking after you ask for the gift.
9. Do be prepared for all possible responses.
10. Do get a check or specific commitment.
11. Do follow up the visit.
12. Do keep in touch.

THE CASE STATEMENT

The case statement is fundamental element of any fundraising campaign. It does for a capital campaign what the membership brocure does for a fundraising program -- communicate directly about the needs, the opportunities and the options. It serves to enlist, inspire and motivate donors to invest in the campaign.

Like all good writing, the cases statement must be clear, concise and correct. It must also be compelling, persuasive and poetic. It conveys a big vision -- puts the big picture in perspective and states the case on why the donor should respond.

The structure of the case statement might try to:

1. Establish an overall **theme**.
2. Define the **outcomes** (goals) and **outputs** (activities).
3. Set a **financial target**.
4. Establish the **time frame** for the campaign.
5. Answer the question **"Why?"** Describes the opportunity and the solution.
6. Convey **urgency** in a "call to action".
7. Define the **distinctive nature** of your organization (which isn't necessarily unique)
   Mission, organizational history, accomplishments, credibility statements
8. Describe the **budget**, both for the organization and the project being funded
9. Describe the **sources of funding**, if clear.
10. Define specific **gift opportunities** (if needed and appropriate)
11. Show as well as tells with strong **graphics.**
    Photos, maps, diagrams, charts, graphs, timelines, quotes

FUNDRAISING ORIENTATION PACKET

1. Board of Directors list with affiliations
2. Staff list with job titles
3. Case statement
4. Suggested script
5. Hard- to-answer questions
6. Sample letter
7. Budget - current and projected
8. Most recent financial statement
9. Gift range chart for your campaign
10. List of recent organizational accomplishments
11. Organizational materials - brochure, annual report, etc.
12. Recent newspaper articles
13. Prospect/donor forms
14. Stationary, response envelopes, thank you notes, etc.

FUNDRAISING PLANNING ASSESSMENT

1. Does the organization have the commitment to invest in a comprehensive planning process to strengthen our fundraising effectiveness?

2. Is there a champion for fundraising on the board? Is the champion willing to commit to create the fundraising plan?

3. Are the roles of board and staff clear related to fundraising? Do the roles accurately reflect the respective strengths of the board and staff?

4. Does the organization have a recent and accurate strategic plan? Does it define how programs will be implemented over the term of the plan?

5. Has the planning led to a multi-year, functional budget to reflect the costs of implementation over the term of the strategic plan?

STEPS IN DEVELOPING A FUNDRAISING PLAN

1. **Assess the Readiness for Fundraising and Fundraising Planning**
2. **Develop a Strategic Direction**
3. **Develop the Annual Plans Over 3-5 Years**
4. **Develop Work Plans and Detailed Functional Budget for Year One**
5. **Develop Multi-year Functional Expense Budget**
6. **Identify and Project Multi-year Revenue Sources**
7. **Match Revenues to Expenses Based on Restrictions and Promotion**
8. **Develop Detailed Implementation Strategies for Revenues**
9. **Identify and Implement Development Policies**
10. **Write Up Fundraising Plan**
11. **Implement Fundraising Plan**

FUNDRAISING PLAN WORK PLAN

Analysis of funding issues

Analyze current funding activities

Conduct a review of current fundraising programs, systems and resources.

Analyze other organizational issues

Conduct a preliminary audit of other organizational issues, including board and staff development, strategic planning, and organizational structure as they relate to fundraising capacity. Summarize this in a report that includes specific recommendations.

Determine long-range needs

Review strategic plan

Review plan for implications for long-term program directions. Identify program areas and their level of activity for a three-year period. Make recommendations for possible improvements to the strategic planning process.

Develop three-year budget

Determine funding needs for programs in each of the next three years, based on the strategic planning information. Budget forecast focuses initially on expenses and not revenues.

Develop funding source matrix

Identify the potential revenues to meet the expense needs of programs for the next three years. Identify the mix of revenues that will be applied to each program area.

Identify program options

Review organizational models

Look at theoretical models for structuring the fundraising program. Draw on specific organizational development models for examples.

Research other funding programs

Look at existing models for the fundraising program. Research the fundraising programs in place for similar organizations, including groups with both conservation and non-conservation program focuses.

Evaluate current funding programs

Drawing on the information from the fundraising analysis, develop specific issues that must be addressed to increase the fundraising capacity for your organization. Working with both staff and board members, identify possible strategies for improving these issues.

Develop fundraising strategies and policy recommendations

Narrow the list of strategies to the preferred list of organizational policies, including any specific changes to the organizational plan and structure. Develop specific recommendations to be presented to the board of directors for approval.

FUNDRAISING PLAN WORK PLAN (CONTINUED)

Write fundraising plan

Assemble all of the appropriate information into a final fundraising plan document, including specific fundraising programs, milestones and strategies for growth. Develop a preliminary implementation strategy and budget, and identify the appropriate roles for board and staff within the strategy.

Adopt fundraising plan

Board of directors approves final plan, including work plans and preliminary budget.

Implement funding program

Develop implementation strategy

Create a comprehensive implementation strategy for the fundraising program. Coordinate these activities with the other program priorities for the Trust.

Develop work plans and budget

Create specific work plans for both staff and board members, and develop a detailed program budget for all aspects of the fundraising program.

Begin implementation

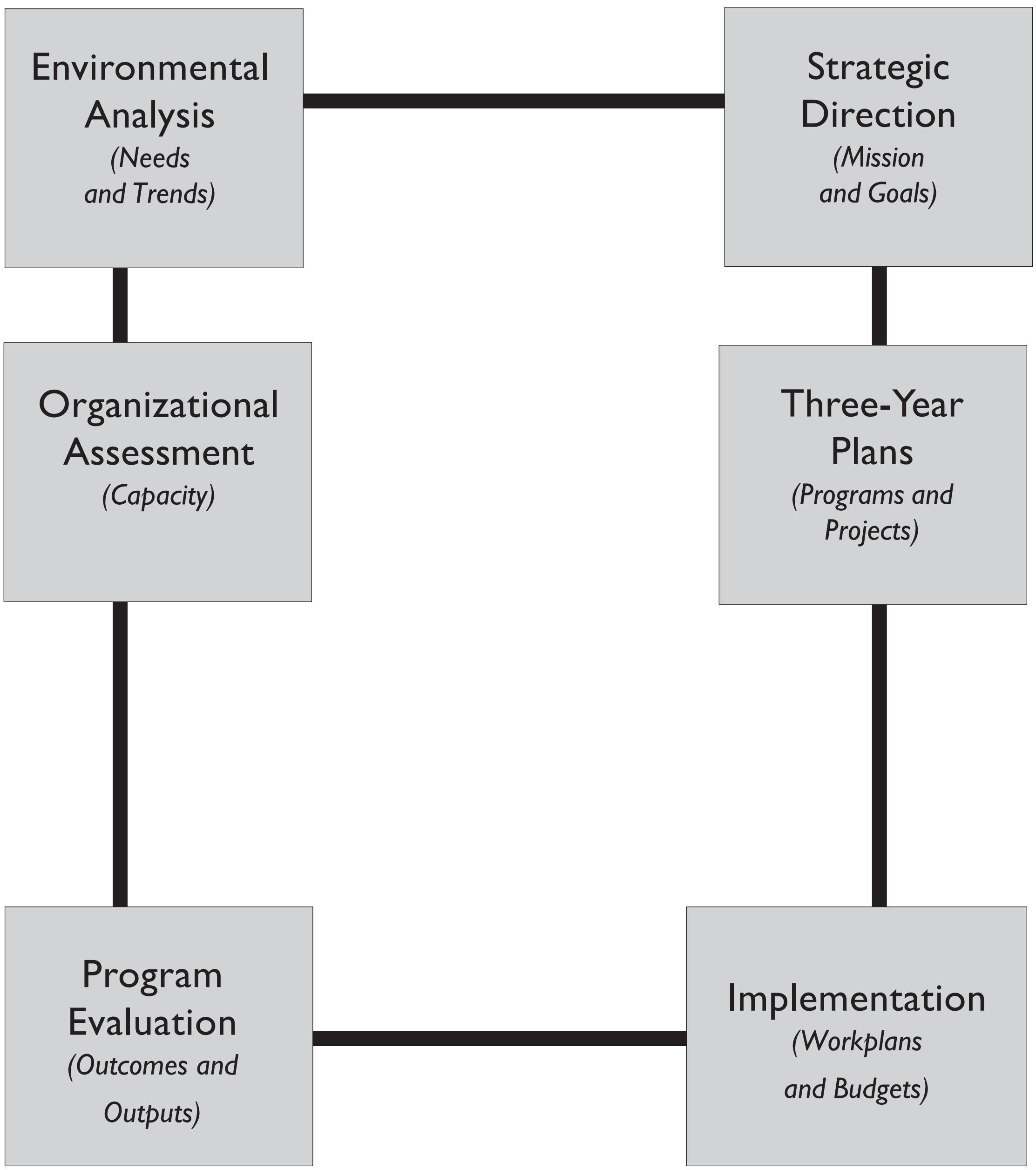
Begin implementing the tasks and activities within the fundraising work plans. Establish periodic reviews to assess progress and make necessary modifications.

FUNDRAISING PLAN -- SAMPLE WORK PLAN

Task	*Who*	*Sept*	*Oct*	*Nov*
Analysis of funding issues				
Analyze current funding activities	LE			
Analyze other organizational issues	MS			
Determine long-range needs				
Review strategic plan	LE			
Develop three-year budget	LE			
Develop funding source matrix	EH			
Identify program options				
Review organizational model	SC			
Research other funding programs	EH			
Evaluate current funding programs	MS			
Develop policy recommendations	LE			
Write fundraising plan	LS			
Adopt fundraising plan	LE			
Implement funding program				
Develop implementation strategy	SC			
Develop workplans/budget	SC			
Begin implementation	LE			

SUPPORTING PLANS

THE PLANNING CYCLE



SAMPLE STRATEGIC PLAN (CONTINUED)

MISSION

The Nisqually Land Trust acquires and manages critical lands to permanently protect the water, wildlife, natural areas, and scenic vistas of the Nisqually River watershed.

VALUES

Cooperation: We collaborate with individuals and communities to identify challenges, devise workable solutions and achieve mutual goals.

Sustainability: We practice conservation that supports productive economies, a healthy natural environment, and vibrant cultures.

Stewardship: We steward our lands to protect their conservation values and viability now and forever.

Organizational Integrity: We practice sound management. We are honest, effective, efficient, and fiscally responsible.

Conservation Leadership: We are a conservation leader and have a responsibility to pursue bold and innovative conservation strategies.

Respect: We base all of our relationships—within our organization, with our conservation partners, with individuals, businesses, communities and the land itself—on respect, trust, and tolerance.

SAMPLE STRATEGIC PLAN (CONTINUED)

PROGRAM GOALS

1. **The Land Trust permanently protects critical lands in the Nisqually River watershed.**
   a. Identify and prioritize the most strategic lands for protection.
   b. Proactively implement permanent protection for high-priority lands.
   c. Respond to exceptional opportunities to protect lands outside high-priority areas.
   d. Cultivate and expand partnerships that support permanent land protection.

2. **Restore and maintain the conservation and scenic values of protected lands.**
   a. Maintain the conservation and scenic values of all lands acquired by the Land Trust.
   b. Where appropriate, restore the ecosystem health of Land Trust properties to its full potential.
   c. Cultivate and expand partnerships that support restoration of Land Trust properties.

3. **Engage the public in private conservation and the mission of the Land Trust.**
   a. Educate *regional* residents about the Nisqually watershed and the role they can play in supporting the Land Trust.
   b. Engage *watershed* residents in opportunities for voluntary conservation of their lands.
   c. Proactively engage with communities to understand their needs and achieve mutual goals.
   d. Provide access opportunities for the public to learn about the Land Trust through its lands.

ORGANIZATIONAL GOALS

4. **Grow the capacity of the Land Trust.**
   a. Recruit and support a diverse group of volunteer leaders.
   b. Build, support, and retain a professional staff capable of fully executing the policies and practices adopted by the board of directors.
   c. Increase philanthropic support of the Land Trust.
   d. Develop revenue streams from Land Trust assets.
   e. Manage Land Trust operations efficiently, effectively and accountably.

SAMPLE STRATEGIC PLAN (CONTINUED)

Goal 1: The Land Trust permanently protects critical lands in the Nisqually River watershed.

<table>
<tr><th>Strategy</th><th>FY 2009</th><th>FY 2010</th><th>FY2011</th></tr>
<tr><td rowspan="2">Identify and prioritize the most strategic lands for protection</td><td rowspan="2">Research and develop a matrix for identifying and ranking the conservation values of properties</td><td>Develop a conservation plan that prioritizes property for protection.</td><td rowspan="2">All acquisition projects are screened through the conservation matrix and identified in the conservation strategy</td></tr>
<tr><td>Set a timetable for protection implementation.</td></tr>
<tr><td rowspan="6">Proactively implement permanent protection for high-priority lands

General Conservation</td><td>Establish capital revolving fund of $100,000 from existing assets</td><td colspan="2">Increase fund by at least 10 percent with revenue from new sources</td></tr>
<tr><td>Analyze organizational capacity to meet protection goals. Identify staff and funding needs.</td><td></td><td></td></tr>
<tr><td colspan="2">Increase staff to meet protection goals.</td><td></td></tr>
<tr><td colspan="3">At least once per year contact owners of all properties identified as high priority in the conservation strategy</td></tr>
<tr><td colspan="3">Identify and pursue ten conservation easements that meet the EPA Targeted Watershed grant terms</td></tr>
<tr><td colspan="3">Initiate two acquisition projects on high-priority lands</td></tr>
</table>

SAMPLE ANNUAL WORKPLAN

Goal I: Permanently protect critical lands in the Nisqually River watershed.

Strategy A: Identify and prioritize the most strategic lands for protection.

Activity and Tasks	*Lead*	*Date*	
Research and develop a matrix for identifying and ranking the conservation values of properties			
• Compilation of criteria used by other land trusts	ED/SC/BP	5/15	☐
• Recommendations for board		7/15	☐
• Application of criteria for top salmon priority areas		9/30	☐
• Application of criteria for other priority areas		12/30	☐

Strategy B: Proactively implement permanent protection for high priority lands General Conservation.

Activity and Tasks	*Lead*	*Date*	
Establish capital revolving fund of $100,000 from existing assets			
• Funds identified, board agreement in principle	ED/(BD)	11/09	☐
• Research fund definitions, present to board	ED	7/09	☐
• Board adopts	ED/BD	9/09	☐
Analyze organizational capacity to meet protection goals. Identify staff and funding needs			
• Evaluate need for personnel additions	ED (SC, MO)	Done	☐
• Evaluate adequacy of support infrastructure (tech, budget)	ED (SC, MO)	7/1	☐
Increase staff to meet protection goals			
• Define conservation lead position & post job	ED	5/15	☐
• Interviews	ED	6/15-22	☐
• Hire	ED	7/ 1/09	☐
• CL begins work		7/1-8/1	☐

FUNCTIONAL BUDGET WORK SHEET

Task/Activity	Direct Costs	Indirect Costs	Staff Time x	Rate =	Staff Cost	TOTAL
TOTAL PROJECT COST						

FUNCTIONAL BUDGET SUMMARY

	2006-2007		2007-2008		2008-2009	
	Amount	Percent	Amount	Percent	Amount	Percent
Revenues						
Membership	97,190	38%	103,100	23%	126,396	33%
Major Donors	30,500	12%	56,540	13%	45,233	12%
Grants	64,250	25%	118,655	27%	88,517	23%
Fees and Income	14,100	6%	23,000	5%	23,000	5%
Reserve draw down	46,825	19%	138,732	32%	103,480	27%
Total Revenues	252,865	100%	440,027	100%	386,626	100%
Expenses						
Preservation	49,795	20%	81,101	18%	64,529	17%
Advocacy	56,055	22%	124,530	28%	83,101	22%
Public Outreach	39,488	16%	59,339	14%	59,339	15%
Fundraising	50,465	20%	103,636	24%	105,636	27%
Administration	57,062	22%	71,421	16%	74,021	19%
Total Expenses	252,865	100%	440,027	100%	386,626	100%

SOURCES AND USES BUDGET

	2006-2007 Amount	Percent	2007-2008 Amount	Percent	2008-2009 Amount	Percent
Preservation						
Membership	10,514	21%	11,252	14%	21,412	26%
Major Donors	2,675	5%	0	0%	14,125	17%
Grants	19,925	40%	3,119	4%	3,050	3%
Fees and Income	10,500	21%	12,250	15%	12,250	15%
Reserve Draw-down	6,181	13%	54,480	67%	32,264	39%
Total Acquisition	**49,795**	**100%**	**81,101**	**100%**	**83,101**	**100%**
Advocacy						
Membership	4,388	8%	25,638	21%	25,637	40%
Major Donors	21,325	38%	47,600	38%	17,600	27%
Grants	26,845	48%	44,568	36%	14,568	22%
Fees and Income	0	0%	3,000	2%	3,000	5%
Reserve Draw-down	3,497	6%	3,724	3%	3,724	6%
Total Stewardship	**56,055**	**100%**	**124,530**	**100%**	**64,529**	**100%**
Public Outreach						
Membership	12,964	33%	16,169	27%	16,169	27%
Major Donors	2,000	5%	1,730	3%	1,730	3%
Grants	13,585	34%	26,574	45%	26,574	45%
Fees and Income	1,950	5%	2,750	5%	2,750	5%
Reserve Draw-down	8,989	23%	12,116	20%	12,116	20%
Total Outreach	**39,488**	**100%**	**59,339**	**100%**	**59,339**	**100%**
Fundraising						
Membership	24,854	49%	10,015	10%	12,015	11%
Major Donors	4,500	9%	6,250	6%	10,818	10%
Grants	3,895	8%	38,485	37%	38,485	37%
Fees and Income	1,650	3%	5,000	5%	5,000	5%
Reserve Draw-down	15,566	31%	43,886	42%	39,318	37%
Total Fundraising	**50,465**	**100%**	**103,636**	**100%**	**105,636**	**100%**
Administration						
Membership	44,470	78%	40,026	56%	51,163	69%
Major Donors	0	0%	960	1%	960	1%
Grants	0	0%	5,909	8%	5,840	8%
Fees and Income	0	0%	0	0%	0	0%
Reserve Draw-down	12,592	22%	24,526	35%	16,058	22%
Total Admin	**57,062**	**100%**	**71,421**	**100%**	**74,021**	**100%**

FUNDRAISING READINESS

Assessing what is working and what isn't working is important before you begin planning. Understanding "why" is especially critical to making good decisions later. Some of the questions that might be explored as part of an organizational assessment include:

Organizational Effectiveness Questions

1. Does the board recruit leaders who have a clear understanding from the beginning of their fiduciary and personal responsibilities?
2. Does the organization provide training for board members, officers and committee chairs?
3. Does the board have effective working committees, such as finance, fundraising, personnel and community relations?
4. Do the committees include both board and non-board members?
5. Does the planning process draw in stakeholders from beyond the board to provide input and direction to the planning decisions of the organization?
6. Does the group dedicate planning time to address long-term issues and revise its strategic plans?
7. Does the board develop its own work plans that reflect the priorities of the strategic plan?
8. Does your organization define expected results that it measures and evaluates as a regular part of its planning cycle that result in a positive, constructive context for improving effectiveness throughout the organization?
9. Are the executive director, board president and board members clear about their roles, responsibilities and authority?

Fundraising Effectiveness Questions

10. Does the board understand its responsibility for ensuring that the organization has sufficient financial resources to conduct it operations?
11. Does the board have an active committee focused on fundraising?
12. Does your organization have a fundraising plan that identifies the sources and uses of funds, focuses on diverse funding sources, etc.?
13. Does the board have a sufficient number of board members who participate directly in fundraising activities, including directly asking donors for support?
14. Is fundraising a component of board recruiting criteria?
15. Does your organization have a marketing plan?
16. Do board members provide leadership in making connections to and building support from the community?
17. Does your organization have an effective system for informing the public about programs and services?
18. Is the public's impression of your organization accurate?

FUNDRAISING ROLES

The fundraising roles within the organization should be defined by the unique qualities that each group brings to the activity. Sometimes these assets are defined by the nature of their *functional role,* sometimes by *individual strengths.*

Board Role – Board members often bring the key strengths of leadership, long-term vision, peer credibility and organizational accountability. Therefore, their role is often associated with the responsibility for defining the direction and approach to fundraising, building strategic relationships, asking for significant contributions, and ensuring follow-through and results.

Example activities for Board Members:

- Making a "leadership" contribution based on ability to contribute
- Developing and monitoring long-range fundraising goals
- Approving fundraising policies

- Cultivating relationships to key supporters
- Making fundraising calls and asking for contributions

Committee Role – Committee members often bring the key strengths of detailed strategic thinking and focused attention. Therefore, their role is often associated with developing fundraising plans, engaging other board members in fundraising programs and ensuring follow-through of board participation.

Examples activities for Committee Members:

- Developing three-year fundraising plan
- Leading board fundraising campaigns
- Encouraging and motivating board member participation, including recruiting committed fundraisers
- Identifying training and development needs for the organization
- Recommending fundraising policies
- Evaluating and modifying fundraising programs

FUNDRAISING ROLES (CONTINUED)

Staff Role – Staff members often bring strengths of detailed understanding of the organization's programs and accomplishments, understanding the mechanics of fundraising, ability to manage details, building partnership relationships, and sustained focus. Therefore, their role is often associated with providing support to fundraising volunteers, developing implementation plans, managing fundraising systems and implementation of fundraising mechanics.

Example activities for Staff Members:

- Developing fundraising implementation plans
- Organizing board contact with donors and key supporters
- Participating in fundraising visits
- Providing some training and development of fundraising volunteers
- Managing the database and donor files
- Aligning programs to funding opportunities
- Developing grant proposals
- Implementing direct mail and membership renewal programs
- Coordinating volunteer involvement in special events

SAMPLE FUNDRAISING PLANS