

An Integrated Approach to Find the Money to Fuel Your Mission

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Why I Wanted to Do This Presentation

- To help you and your center have the tools to create a well organized, consistent, integrated, common-sense and successful Development Plan to make your program to flourish;
- To encourage a Culture of Philanthropy at your center....Fundraising is a TEAM SPORT!
- To provide a methodology to help match the fundraising opportunities that fit your organization's stage to foster more success finding money to fuel your mission.

Getting Up Close and Personal with Major Donors...

Identification...

Stewardship...

Solicitation...

Retention...

Why Are We Here?

- Programs are never able to charge enough to cover our expenses!
- Without fundraising, our programs will not be sustainable!
- People and animals will not be served!



The Keys To Successful Fundraising

Organizational Stage

Diversification

Statistics

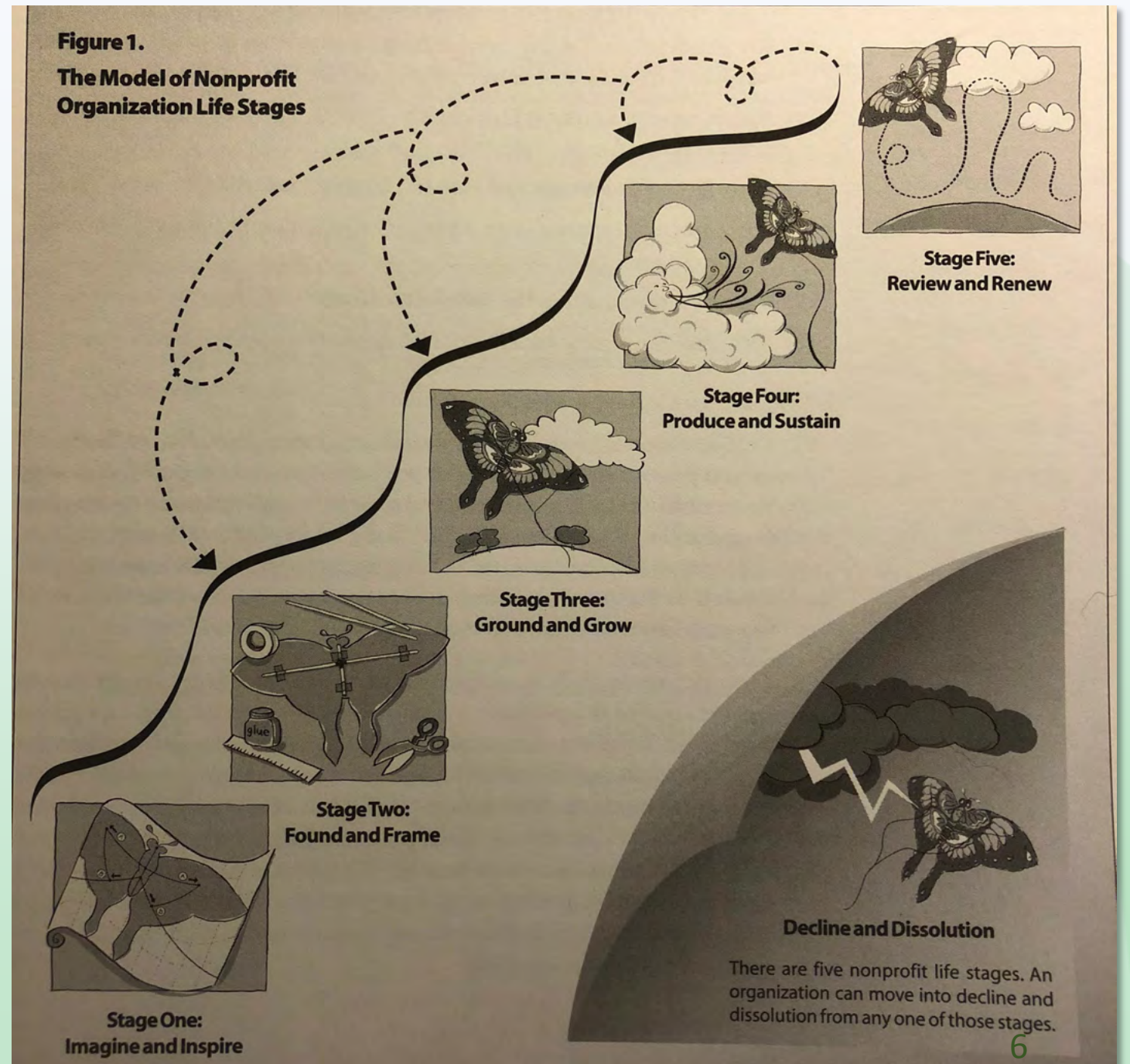
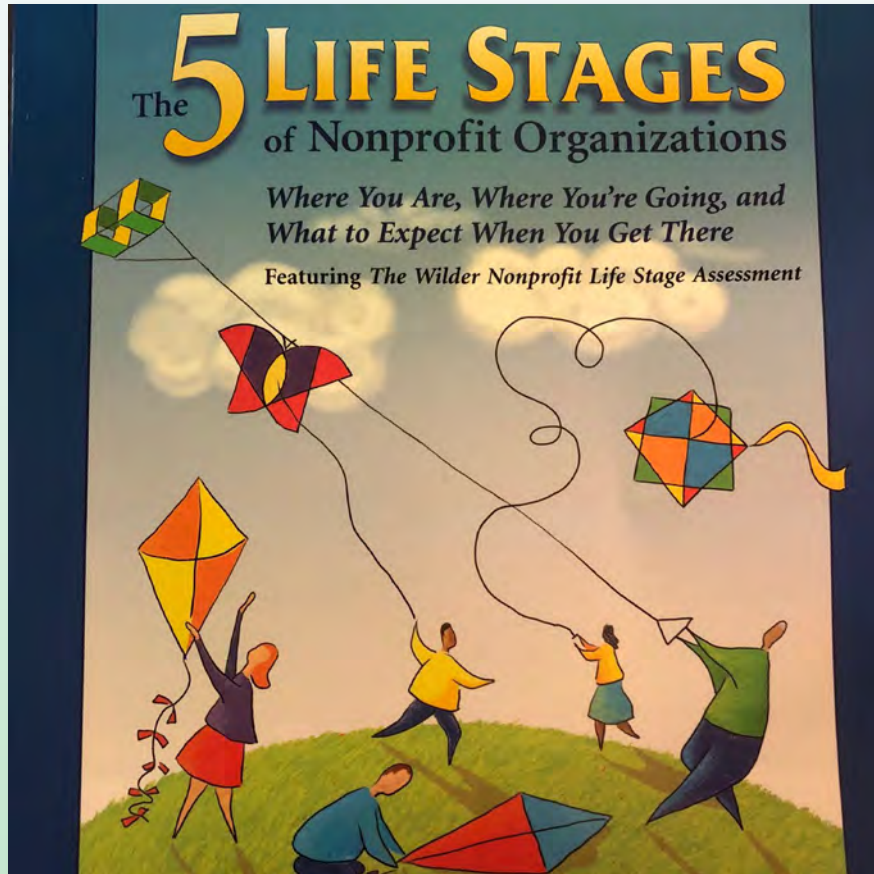
Donor Pyramid

Planning

Implementation



Organizational Life Stages



Diversify Your Fundraising...

“Don’t Put All Your Begg in One Askit”

- Capital Campaigns
- Corporate Support
- Digital (On Line) Fundraising
- Direct Mail/Annual Giving
- Earned Income
- Grants
- Major Gifts
- Membership Campaigns
- Phone-a-Thon
- Planned Giving
- Special Events



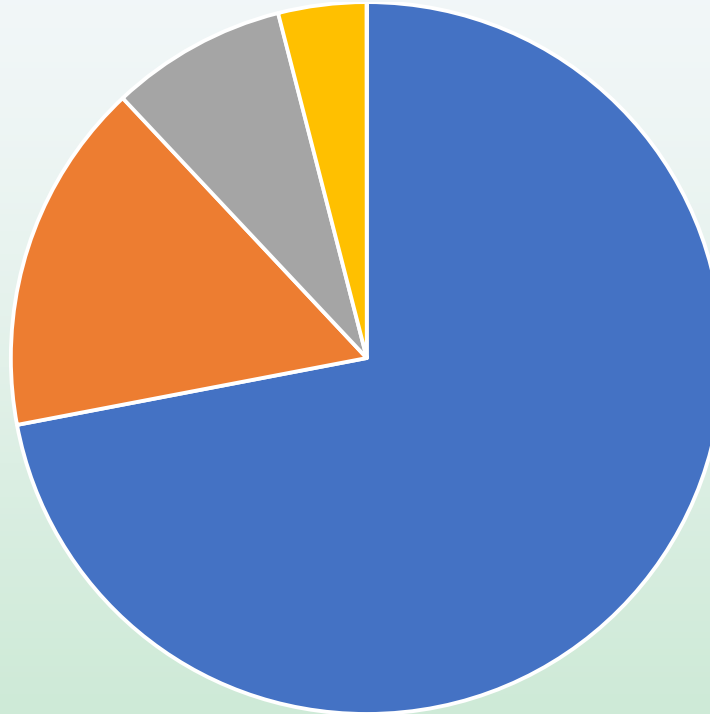
Common Mistakes Made by Nonprofits

- NO written plan with specific time lines, responsibilities and diversity
- Over-dependence on Grants
- Mis-aligned Goals
- Limited Engagement in Community
- Lack of Positive PR
- Over-identification with One Face vs Team
- Weak Board Involvement in Solicitation
- ***No Laser Focus on Major Donors

What Do the Statistics Tell Us?

Who is Donating?

- Individual Donors 72%
- Foundations 16%
- Bequests 8%
- Corporations 4%



Giving USA
The Giving Institute
The Foundation Center

Focus on Major Donors!



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Who is a Major Donor?



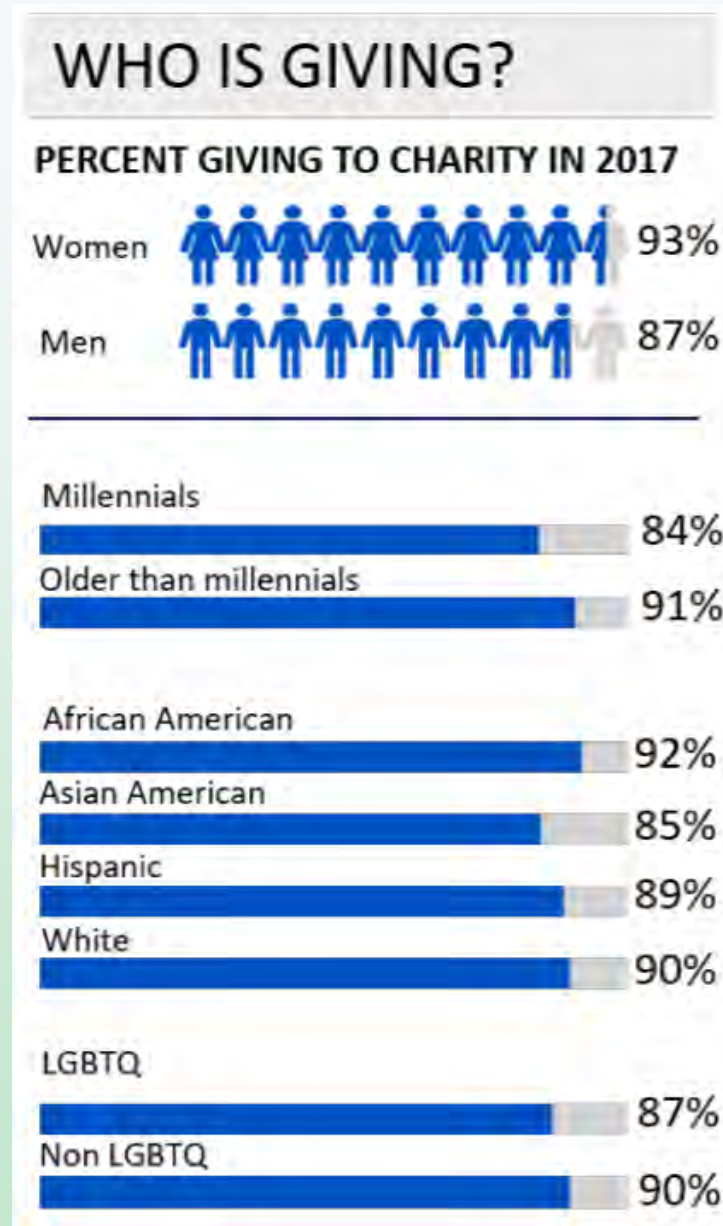
The following graphs and statistics are from the **2018 US Trust Study of High Net Worth Philanthropy** by the Bank of America Credit U.S. Trust, Bank of America Private Wealth Management Team partnering with Indiana University Lilly Family School of Philanthropy

Portraits of Generosity

- Major Donors are your primary givers.
- Donor Profile varies upon your organization's stage of development, size, and location.

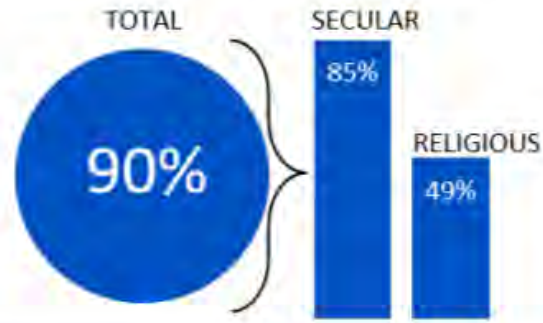
Who is Giving?

Generation	Age	Year of birth
Generation Z	9 to 23	1996-2010
Millenials	24 to 38	1981-1995
Generation X	39 to 54	1965-1980
Baby Boomers	55 to 73	1946-1964
Silent Generation	74 to 94	1925-1945
The Greatest Generation	95 and older	1910-1924

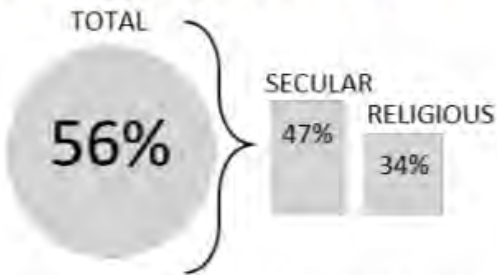


Major Donors Give A LOT!

PERCENT OF HOUSEHOLDS GIVING TO CHARITY
AMONG HIGH NET WORTH HOUSEHOLDS

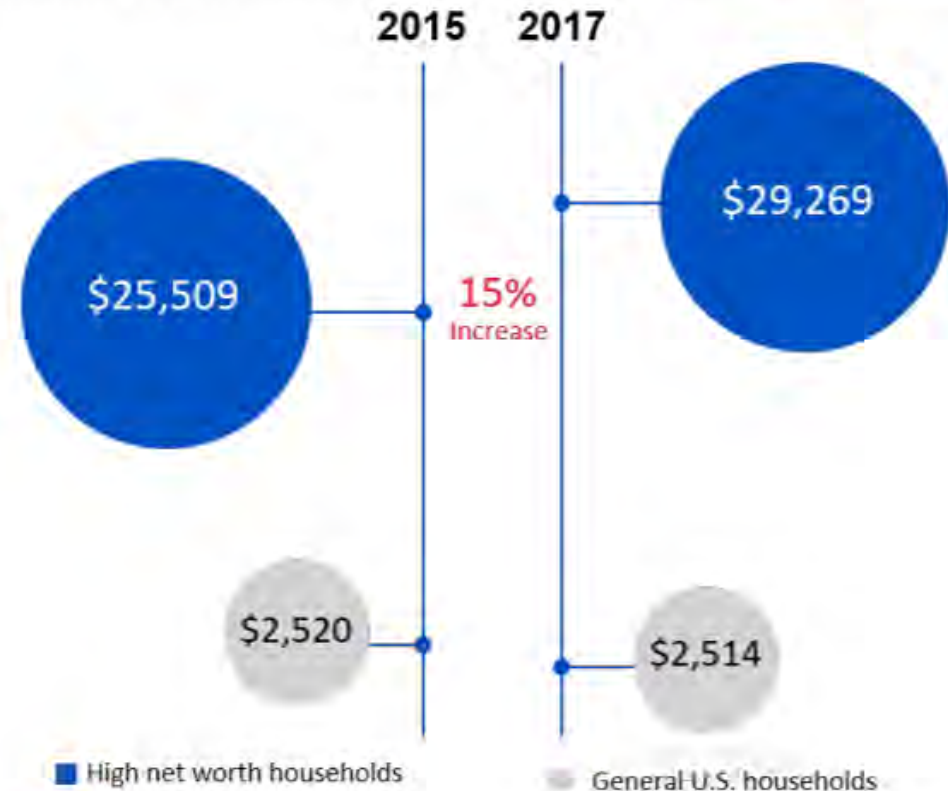


AMONG GENERAL U.S. HOUSEHOLDS*



*Source: Indiana University Lilly Family School of Philanthropy, 2015 Philanthropy Panel Study on giving in 2014, the latest year data is available on average giving by American households.

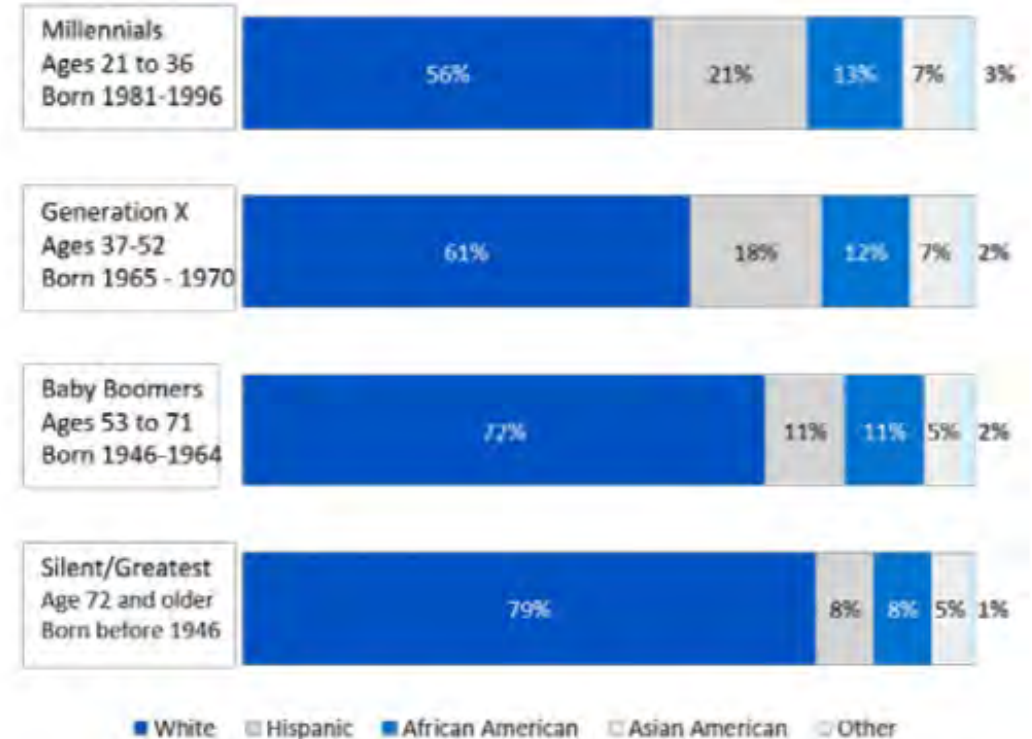
AVERAGE AMOUNT GIVEN TO CHARITY
HIGH NET WORTH HOUSEHOLDS COMPARED TO GENERAL U.S. HOUSEHOLDS



Race and Ethnicity

“While Baby Boomers, and the Silent Generation born before them, are still very much active in American society, Millennials already are imprinting their own values and priorities on the way wealth is created, used and distributed.”

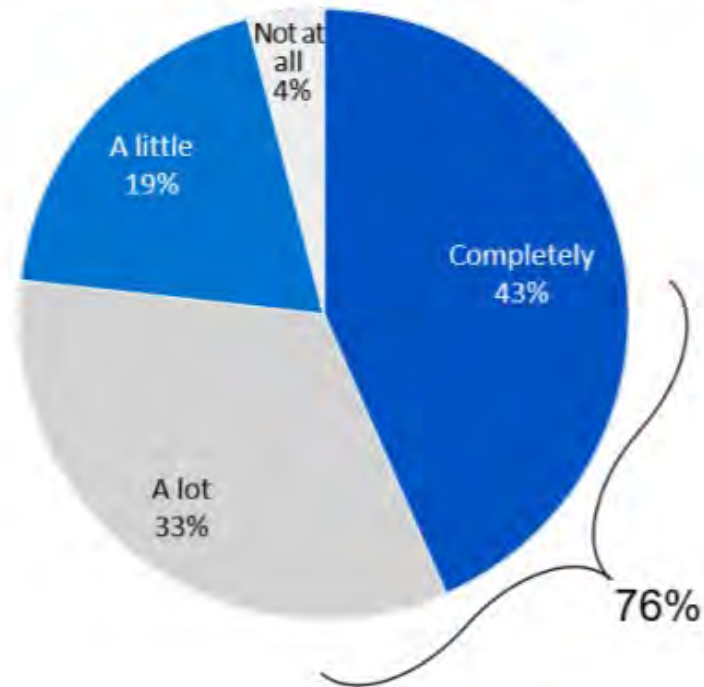
RACE AND ETHNICITY IN THE U.S. BY GENERATION (2017)²



Source: Pew Research Center tabulations of the 2017 Current Population Survey Annual Social and Economic Supplement (ASEC) from the Integrated Public Use Microdata Series (IPUMS).

Why Donors Give

EXTENT TO WHICH GIVING DECISIONS IN 2017 REFLECTED PERSONAL VALUES
AMONG HIGH NET WORTH DONORS WHO GAVE IN 2017

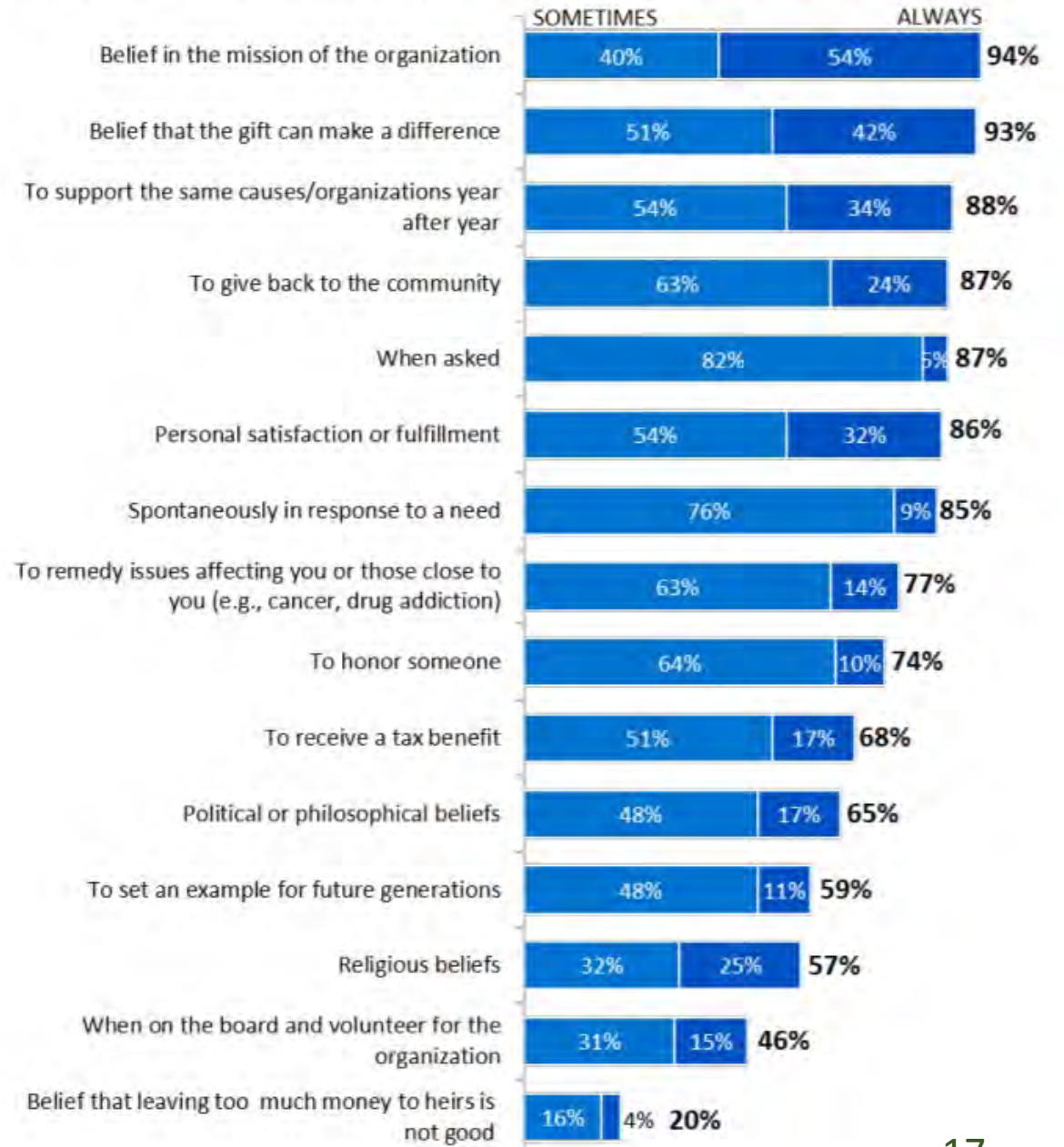


FACTORS THAT LED, OR WOULD LEAD IN THE FUTURE, TO DECISIONS ABOUT CONTRIBUTING TO A PARTICULAR CAUSE OR ORGANIZATION
AMONG ALL RESPONDENTS



How Do Donors Decide WHO To Give To?

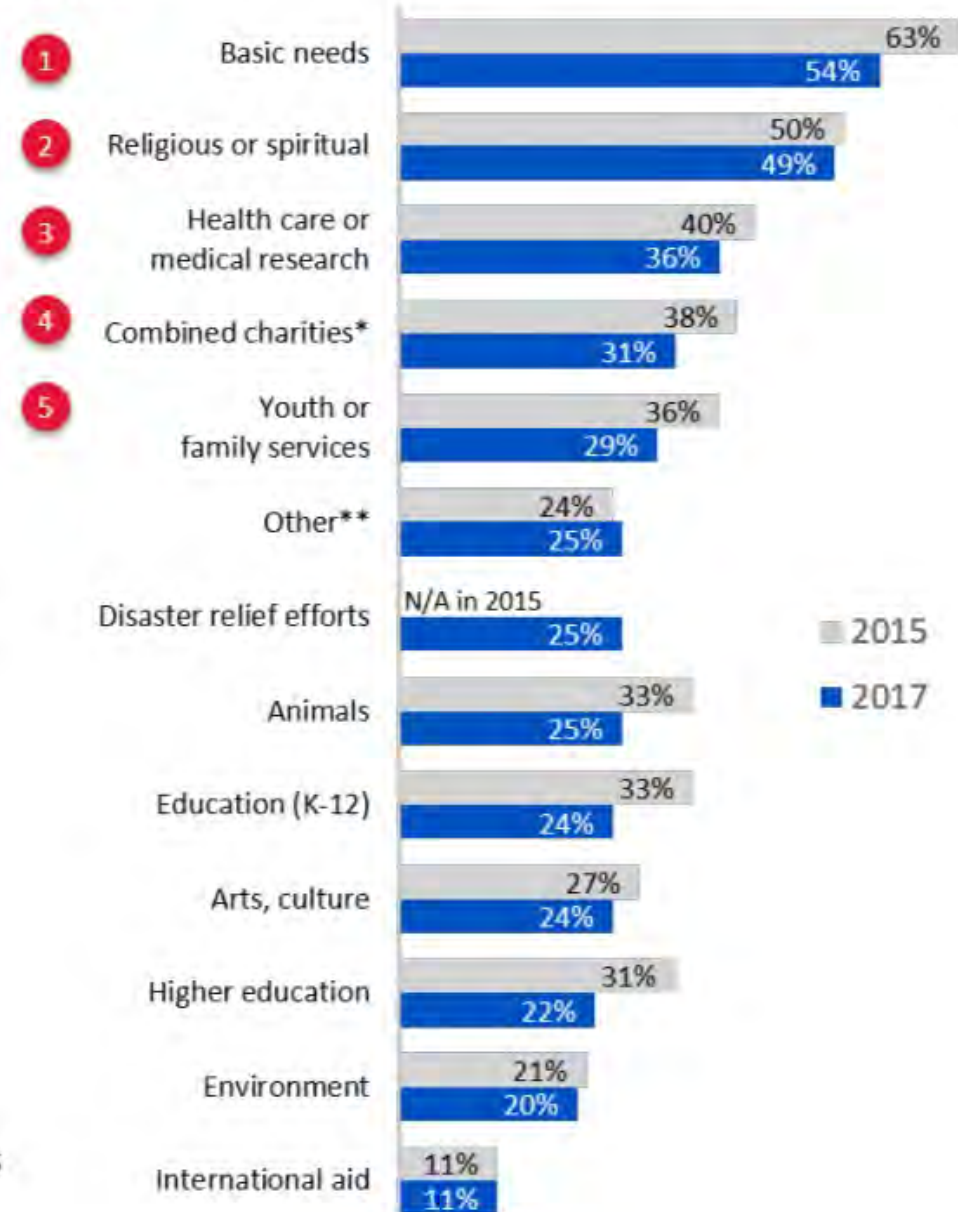
HOW OFTEN CHARITABLE DECISIONS ARE MADE BASED ON SPECIFIC FACTORS



Where Donations Are Going

PERCENT OF HIGH NET WORTH HOUSEHOLDS GIVING BY CHARITABLE CATEGORY – 2017 VS. 2015

2015-2017



The More Personally Involved..the Better

“Personal engagement is a powerful way to generate impact, both on the organization and on the fulfillment level of the volunteer.”

Claire Costello Managing Director, National Practice Executive, Philanthropic Solutions Group U.S. Trust



Desired Attributes of a Nonprofit

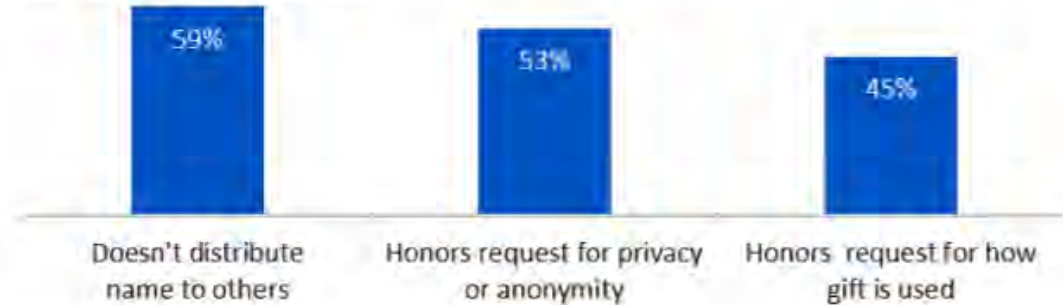
IMPORTANT ATTRIBUTES FOR ORGANIZATIONS TO WHICH CONTRIBUTIONS ARE GIVEN

PERCENT WHO CONSIDER THE FOLLOWING "VERY IMPORTANT" AFTER MAKING A DONATION

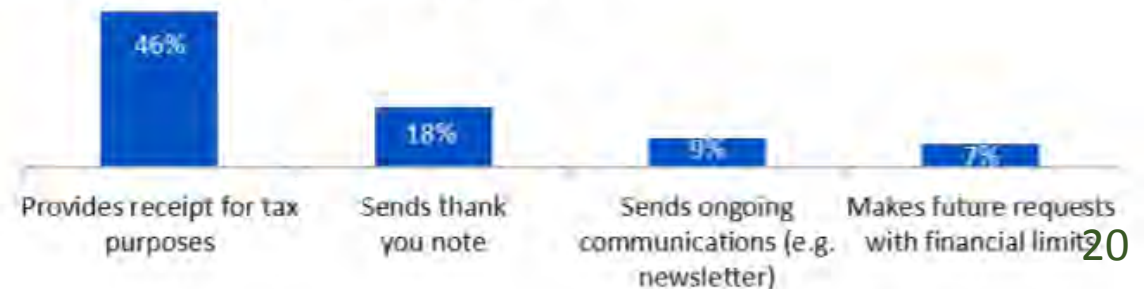
Organizational efficiency and governance factors



Trust and privacy factors

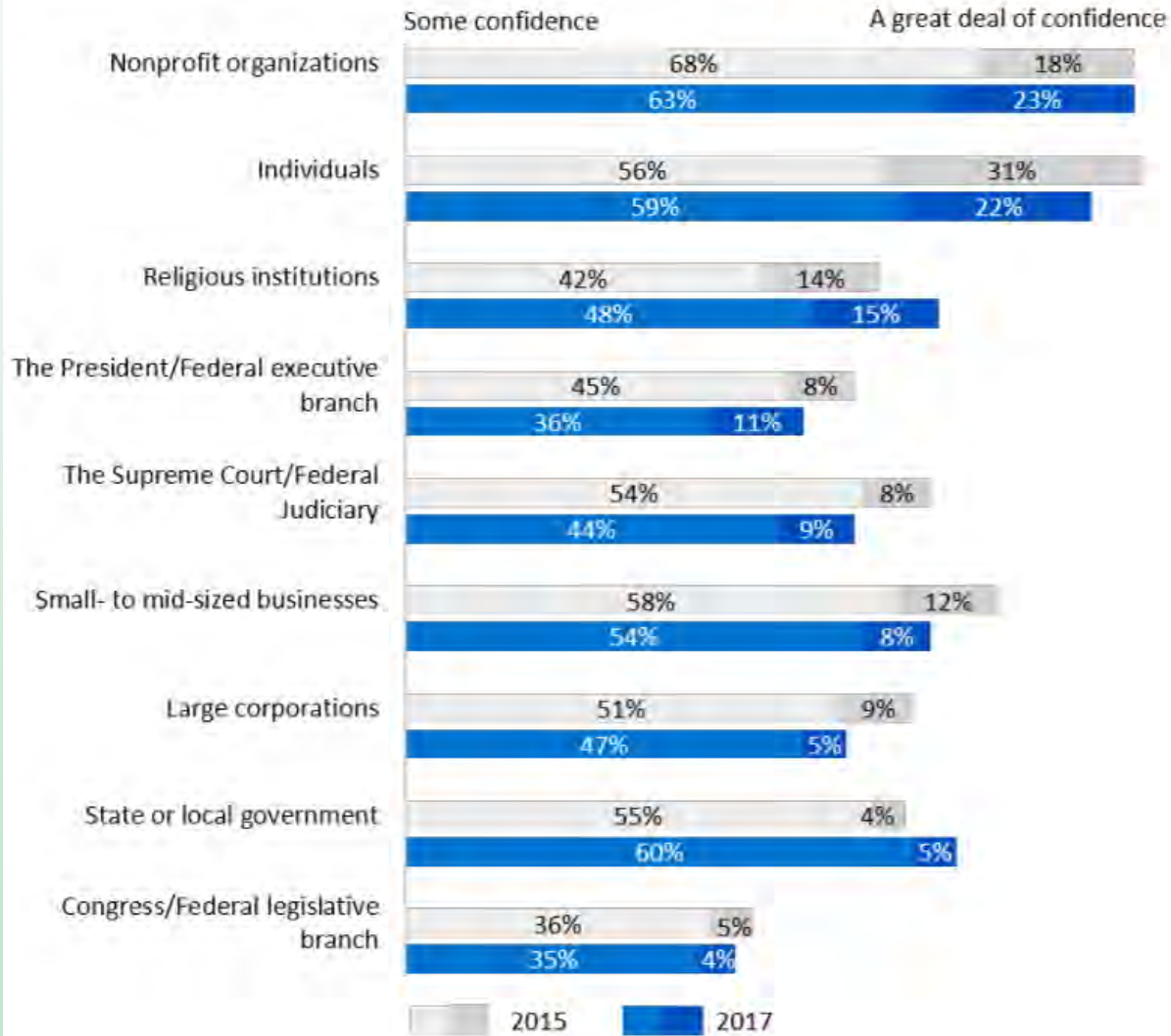


Communications / follow-through factors



EXTENT TO WHICH THE WEALTHY HAVE CONFIDENCE IN SOCIETAL INSTITUTIONS AND INDIVIDUALS - 2017 VS. 2015

AMONG ALL RESPONDENTS

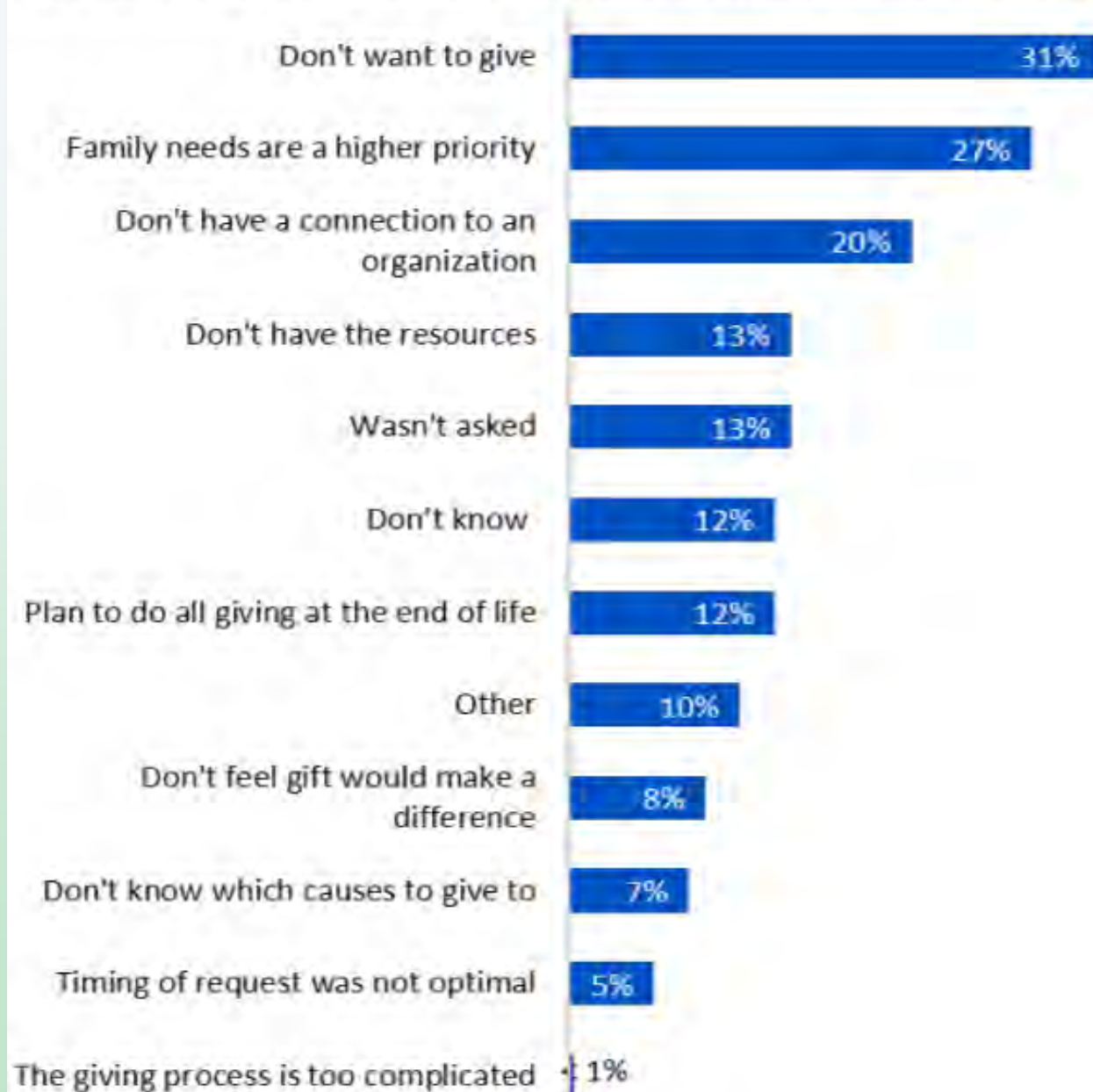


Current Confidence in Societal Institutions

Reasons Not to Give

REASONS FOR NOT GIVING TO CHARITY

AMONG THOSE WHO DID NOT MAKE CHARITABLE CONTRIBUTIONS IN 2017



Why Donors STOP Giving

REASONS WHY DONORS STOPPED GIVING TO A PREVIOUSLY SUPPORTED ORGANIZATION

AMONG THOSE WHO DID NOT DONATE IN 2017 TO AN ORGANIZATION DONATED TO IN 2015

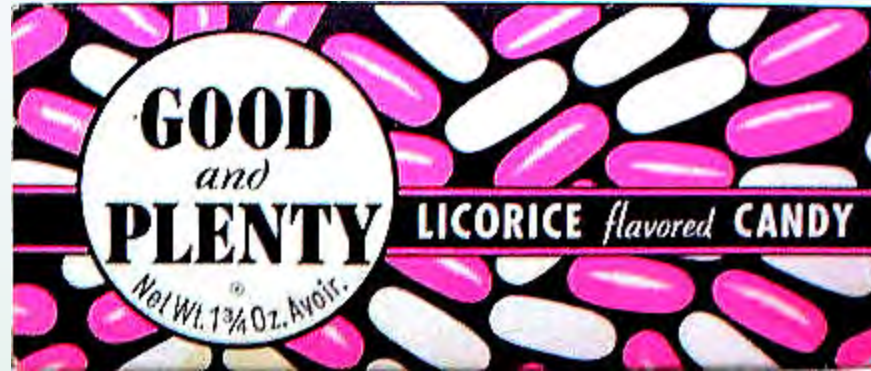


8 Important Themes from Donor Data

1. Charitable Giving grew 15% from 2015 to 2017
2. Women are at forefront of Philanthropic engagement with 93 %
3. Giving is being shaped by a diverse universe of donors
4. Donor's direct involvement with organization impacts Charitable Giving
5. Higher degree of knowledge about charitable giving results in more giving

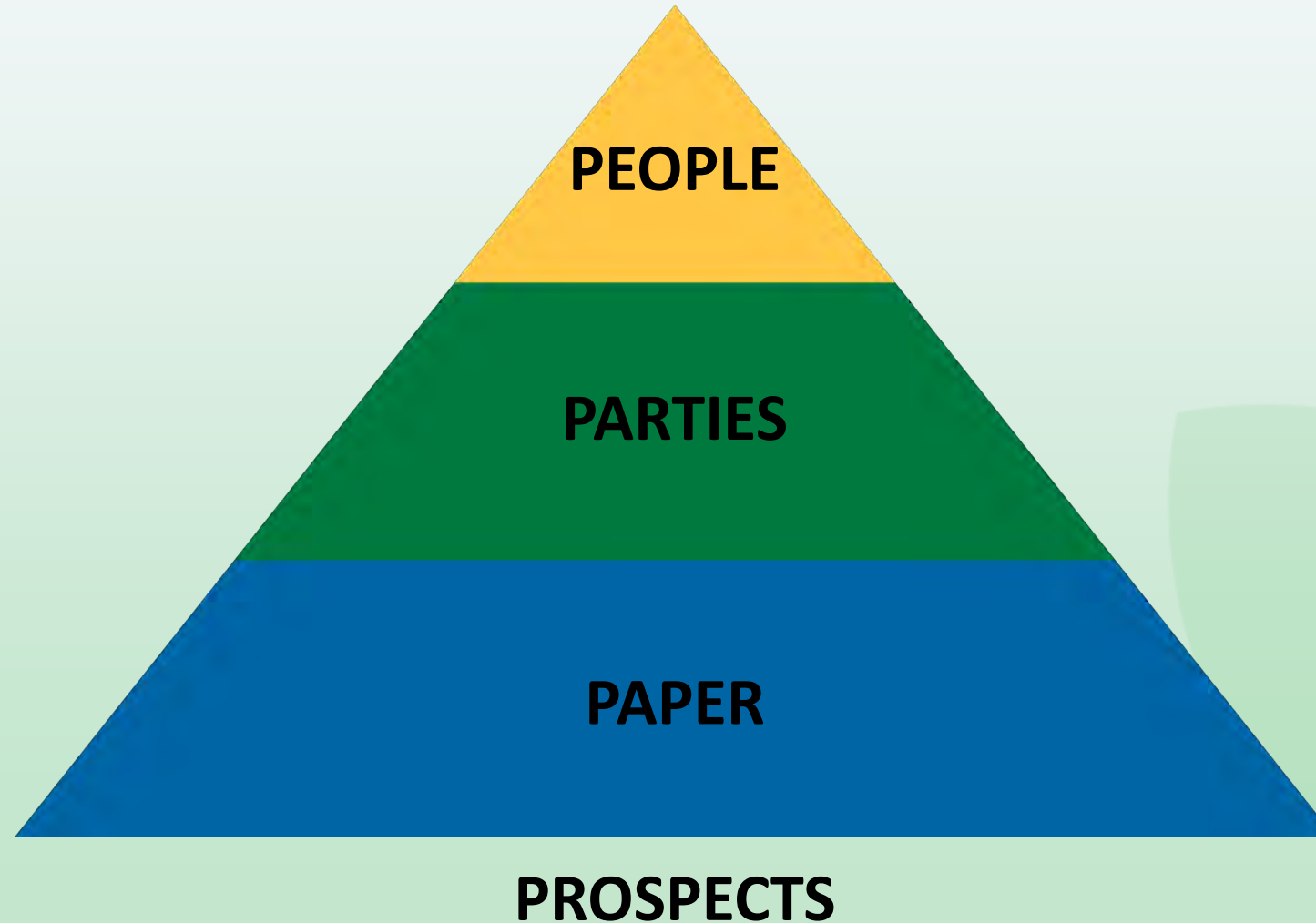
Themes...

6. Donors have high expectations of the organizations they are supporting who demonstrate sound business and financial practices
7. Confidence in nonprofit organizations' ability to address social issues remains strong...86% confidence level in NP ability versus decline in confidence in the Government or public sectors
8. Majority of wealthy donors plan to maintain giving despite recent tax law changes...84% expect to maintain giving at current levels with 4% will increase their giving



**Are you convinced yet that
Major Donors
are the key????**

Donor Pyramid: Key Principle of Effective Fundraising



“Rope ‘em in”... Fundraising is a team sport

- Board Involvement
- ED & DD Involvement
- Staff
- Volunteers
- Clients/Student/Family
- Community Members
- Donors



Make a Written Plan that's Fun, Inclusive and Fits Your Stage of Development

XYZ Organization Development Plan for 20XX

Mission: To engage our community in activities that strengthen our connection and strengthen our community.

Goal: To raise \$140,000 in revenue this fiscal year.

Strategy: Annual Appeal

Goal(s): \$20,000 / Encourage donations from past/potential supporters.

Note: Donations are calculated at \$100 average.

Action Steps	Who	When	Costs	Revenue
1. Send annual appeal letter to supporters who have given over the past three years (500 people), with the goal of receiving donations from 30% (150).	Staff	March	\$400.00	\$15,000.00
2. Send second letter to past supporters who did not respond to initial appeal.	Staff	June	\$150.00	\$3,000.00
3. Call supporters who have donated for past two years, but have not yet responded.	Staff & Board	August	\$0.00	\$2,000.00
Subtotal:			\$550.00	\$20,000.00

Strategy: New Member Acquisition

Goal(s): \$25,000 / Acquire 500 new members.

Note: Membership dues are calculated at \$50/year.

Action Steps	Who	When	Costs	Revenue
1. Conduct two direct mail campaigns, each to 5,000 prospective members, with the goal of gaining 300 new members.	Staff	May & November	\$2,000.00	\$15,000.00
2. Encourage board members to recruit two new members each month, for a total of 120 new members.	Board	Ongoing	\$0.00	\$6,000.00
3. 10% of raffle ticket purchases become members, resulting in 80 new members.	Staff & Board	Summer - Fall	\$0.00	\$4,000.00
Subtotal:			\$2,000.00	\$25,000.00

Strategy: Member Renewals

Goal(s): \$17,500 / Regain 70% (350/500) of lapsed members.

Note: Membership dues are calculated at \$50/year.

Action Steps	Who	When	Costs	Revenue
1. Call lapsed members from the past year and encourage them to renew.	Staff & Board	October	\$0.00	\$17,500.00
2. Give away free tickets to spring event to returning members.	Staff & Board	Ongoing	\$0.00	\$0.00



**Reach for the Stars Preschool
Development Plan
January 1, 20XX – December 31, 20XX**

Mission Statement: “To bring out the best in our children”

Overall Goal – Secure \$75,000 in annual gifts, grants and pledges

Context: Reach for the Stars Preschool (RSP) has a 5 year history of trying to raise funds from donors. The Board has been very active in its fundraising efforts, and recently recruited several new board members with fund raising experience.

Last year, Reach for the Stars was selected as the state's “Child care Nonprofit of the Year” and received free publicity through our local television station. Thanks to this recognition and resulting public relations activities, RSP is attending to increase the annual amount raised by 50%.

Goal #1: Raise \$25,000 from individual donors through the annual appeal

- Mail annual appeal from Board Chair to current list of approx. 800 friends and members by Sept 15
 - Followup with 2nd letter written by Executive Director by Nov 1
 - Followup with 3rd letter written by Board Chair by Dec 10
- Promptly thank those who have given with a gift of \$100 or more with personal note and/or phone call

ORGANIZATION DASHBOARD

	This Quarter	YTD	Budget/Goal	Mgmt Perspective
Financials				
Total Revenue	\$100,000	\$500,000	\$450,000	Excellent
Total Expenses	\$125,000	\$370,000	\$425,000	Excellent
In-Kind Donations	\$50,000	\$75,000	\$150,000	WATCH*
Fundraising				
Annual fund	\$10,000	\$75,000	\$100,000	WATCH
Major donor gifts	\$30,000	\$45,000	\$50,000	Good
Special Events	\$12,000	\$25,000	\$35,000	Good
Corporate Sponsorships	\$10,000	\$15,000	\$20,000	Good
Grants	\$5,000	\$10,000	\$50,000	WATCH*
Program Impact				
# people served	1050	1500	2000	Good
# meals served	5,500	7500	8000	Good
# people referred to transitional housing	100	250	350	Good
# rides provided	1250	2500	1500	WATCH
Communications				
# newsletters produced	1	3	4	Good
# website hits	10,000	25,000	35,000	Good
# PSA's aired	3	7	12	Good
Board Development				
# board members who attended a training	3	6	10	WATCH

How to Identify, Steward, Solicit and Retain Major Donors



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Identify

- Friend Raisers
- Volunteers
- Community Involvement
- Open Houses
- Annual Giving Campaigns
- Corporate Interest...see Chambers, Rotary, other Fundraisers
- Grantors...People give to People...
- Special Events
- State and Regional Nonprofit Associations



Steward, Steward and then... Steward Some MORE!

Fundraising is about
Relationships.....

- Write me and I give \$1.
- Call me and I give \$2.
- Come visit me and I give \$10.

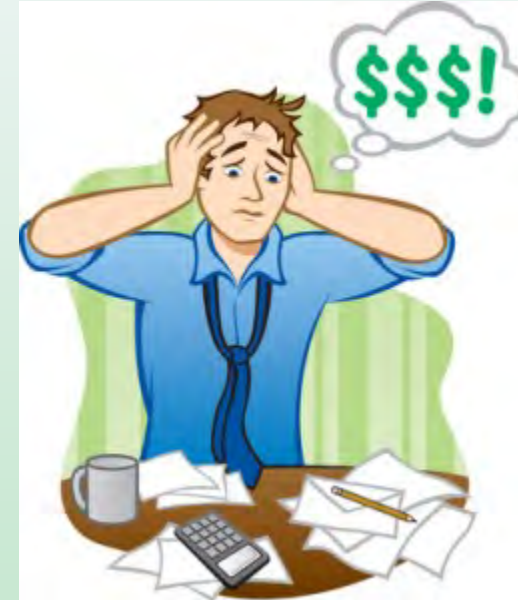


Stewardship Galore...“Skin On”

- Write ALL Major Donors a hand written note!
- Thank you from a parent, a rider, a horse!
- Call to check in
- Email to say how “Nice to see you, Meet you, Be with you”
- Be “Out and About” at the Bank, the Bakery, the Barbeque
- Special visit to their home or the farm
- Give out ribbons and help judge a fun class at the horse show
- Highlight key donors in the newsletter or newspaper (with their permission of course)
- Give them some swag or special designation when they come to the facility
- Put their picture on the classroom wall or the horse’s stall door
- Put a name plate on a paver, a bench, a flower garden
- Put a plaque on the ring fence
- Special Head Table as guests of honor at the fundraiser

Stewardship = Connection

- Make a major donor feel genuinely valued
- Connect the donation with the impact
- Do not be the college kid...



The Solicitation

- Know your donors
- Work smarter, not harder
- Remember the Donor Pyramid



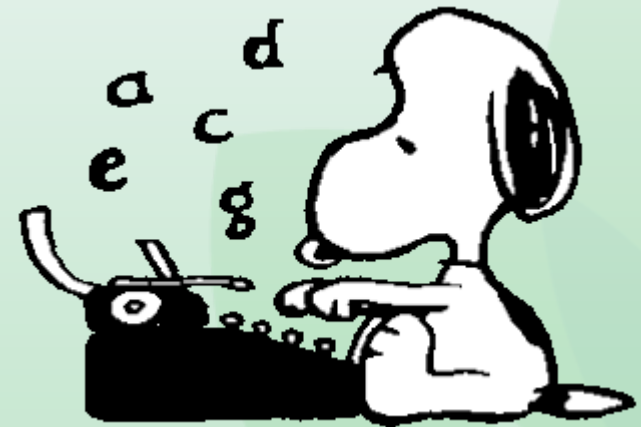
The Donor Pyramid: “Prospects”

All hands on deck!



The Donor Pyramid: “Paper”

- Paid staff and volunteers implement low-touch campaigns
- Data Base is key
- Annual or Bi-annual Appeals



The Donor Pyramid: “Parties”

Increasing Public Connection

Done with Board, ED, Staff and Committees

- Fundraisers....really are Friendraisers...Capture this information!
- Open Houses
- Exhibitions
- Horse Shows



Donor Pyramid: “People”

High Personal Connection, Focus of ED and Board Members



- Visits to Donor Homes or Offices
- One-on-One Farm Tours
- Select Appreciation Dinners
- Naming Opportunities

Where is Our Focus Going to Be???????????



3 Key Ways of Asking Major Donors

Largest Donors

- Pull out all the stops and bring your team pressed and dressed

Key Major Donors

- Pull up your boot straps and go alone

“All the Rest” of Major Donors

- Write personalized letter
- Follow-up with personal call

**Regardless of Size of the Ask:
PREPARATION IS KEY!!!**

Road Map to the Major Donor Ask

Step 1: Plan your Ask!

What to Ask for?

Who goes to the Ask?

Where should the visit take place?

What to bring to the visit?

Who makes the Ask?



Road Map to the Ask

Step 2: Choreograph your plan

- Who is the designated Lead?
- What contribution will each person on your team make?
- When to present materials?
- Who closes the deal?

Step 3: Work your plan!

On the phone...

Make Donors Feel Special



- Personalized letter alerting them to the call
- Preparing for the call and determining the Ask
- Making the call, prepared with personal information, such as their child's or pet's name
 - Ask if this is a good time to chat!
 - Have a basic script so call can be natural
 - Get to the Ask
- Follow-up with a note immediately recapping the Ask and their Response

Donor Pyramid: Retention

- Thank!!!! Note, signature, little fun personalized message on bottom of form letter...IRS Charitable Recognition for their tax prep
- #1 reason people don't give is that they were not asked. #1 reason people don't give again is that they were not thanked!

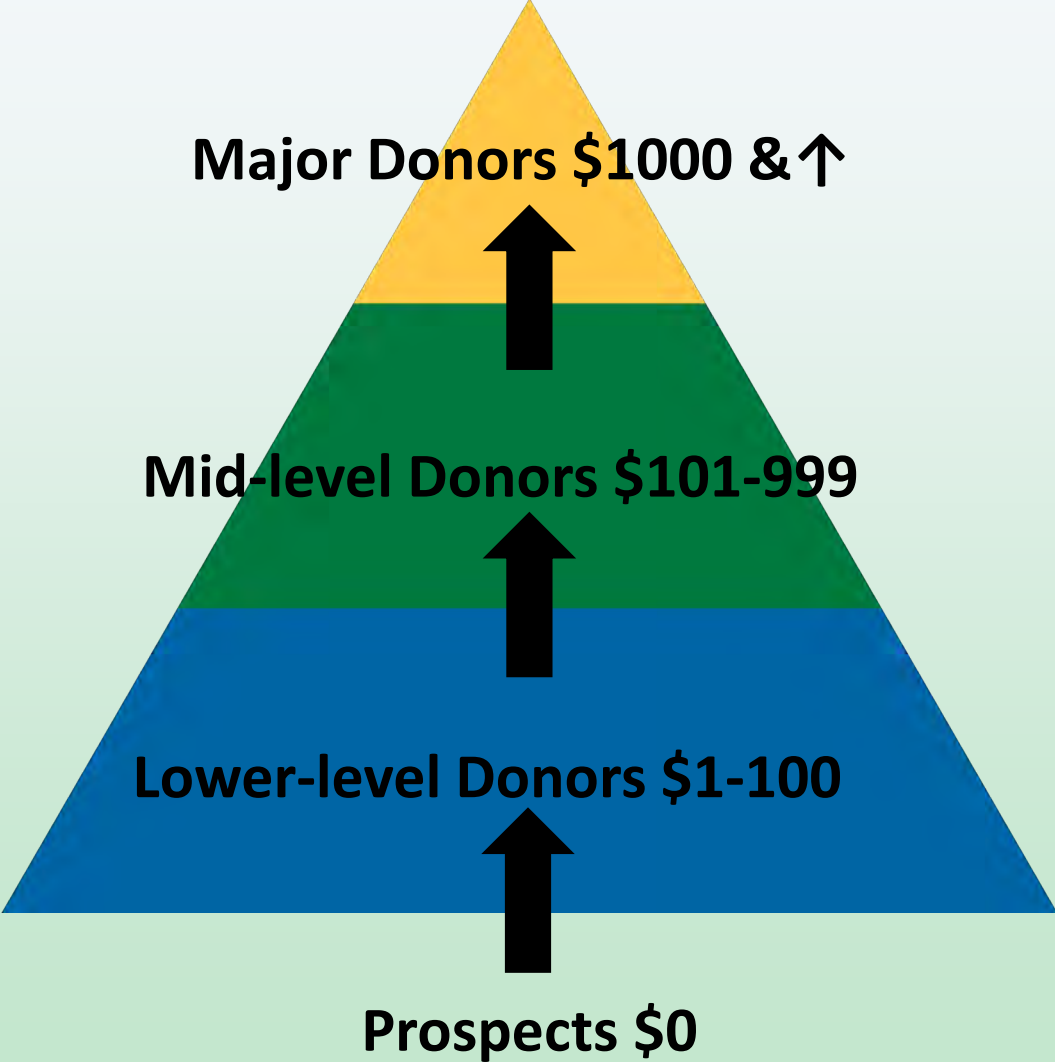


And MORE Retention...

- Connect
- Re-Connect
- Deepen the Relationship
- Steward
- The Process is Ongoing Forever and Ever!!!

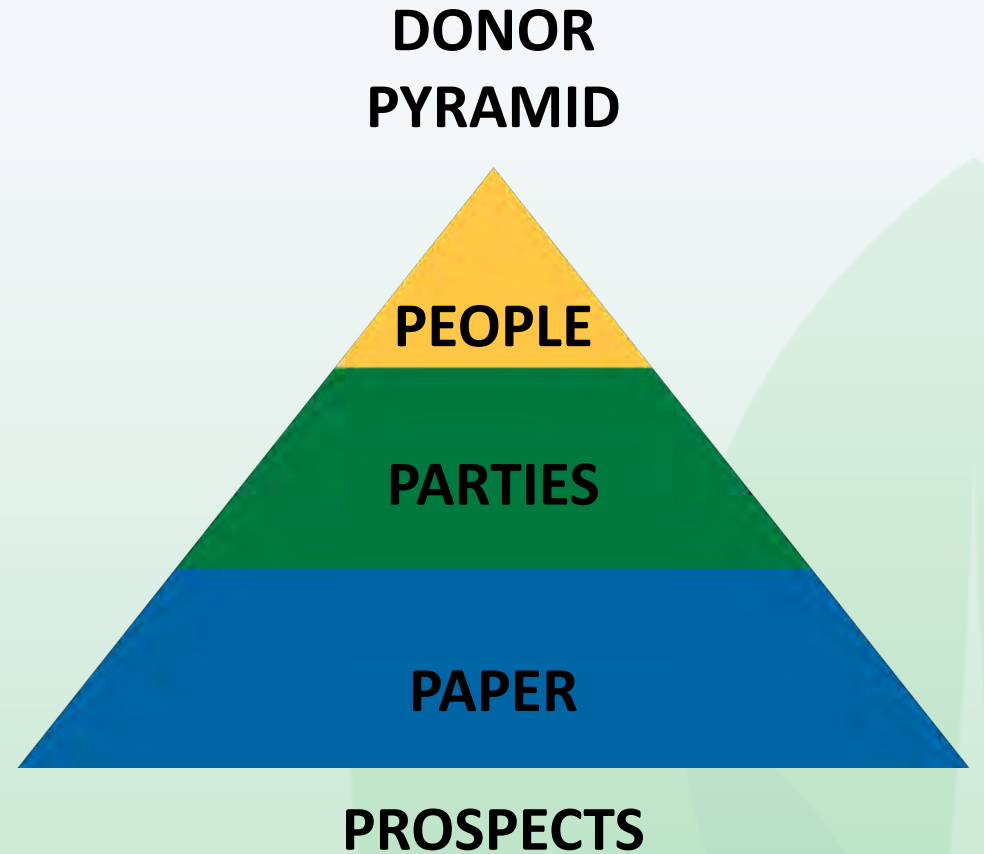


Moving Donors Up The Donor Pyramid



Key Points

- PEOPLE GIVE TO PEOPLE!!!
- Focus on Major Donors
- Fundraising is short term
- Development is for the long haul
- Never stop developing Relationships and Connections!!!





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Good Luck and Thank YOU!

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