

# A Realistic Fundraising Plan

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# Warm Up:

What's more realistic:

A. Your earned revenue goals

B. Your contributed revenue goals

Why?



# Agenda:

1. Evaluate your selected revenue streams.
2. Evaluate your division of labor on fundraising.
3. Evaluate your donor messaging.
4. Clarify one change you will make to each.

# Components of a fundraising plan

1. **Case for support:** what are you raising money for?
2. **Revenue goals:** how much do you need?
3. **Fundraising strategies:** where will it come from?
4. **Fundraising resources:** how will you do it?

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# Fundraising Strategies

# Fundraising Strategies: Why we focus

We can be more effective  
with a lean team.

We can raise more money  
by doing fewer activities.

We can build a well-oiled  
machine that generates  
scaling contributed  
revenue.

# Fundraising Strategies: How we focus

90/10 rule: 90% of your time and fundraising budget is spent in these selected strategies. Only 10% is spent in “opportunistic time.”

Organization dedicates itself / operationalizes towards these 1-2 strategies.

Strategies are only added after all previous strategies are efficiently scaling.

# Strategic Focus: How we choose

Fundraising strategies are chosen to match the growth trajectory of your organization.

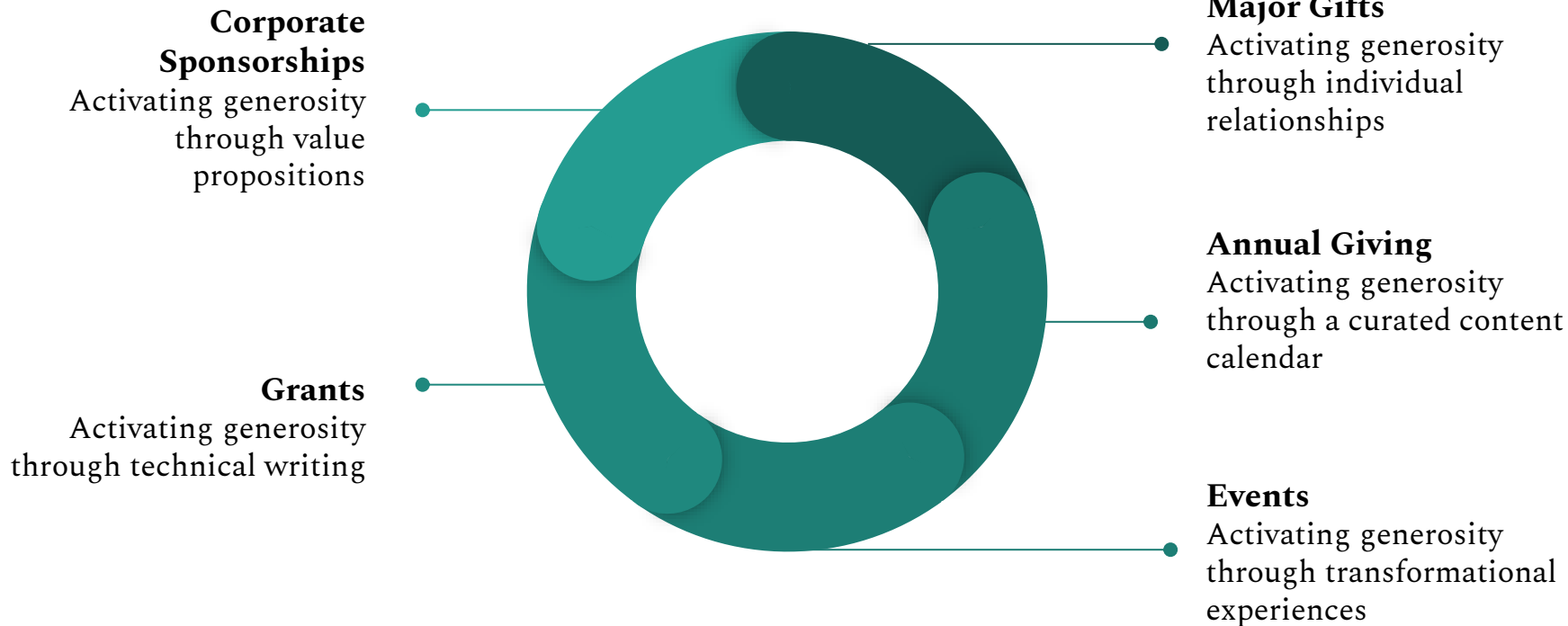
We *should not* choose strategies beginning with the following factors:

- Historic giving trends
- Existing talent
- Board member preferences

Instead, we *should* choose strategies by starting with the following factor:

- **How well the organization is set up to do them**
- **How quickly the organization's revenue goal must increase in the next three years**

# The Five Strategies



# Scoring the Strategies

	How steady is this revenue in times of uncertainty?	How strong is the ROI?	How quickly will the money come in?	How interested are these donors in our mission?	How well does it work in our fundraising landscape?	How simple is it to operate?	<b>TOTAL SCORE</b> (total possible=30)
Major Gifts	3	5	5			5	
Annual Giving	4	1	1			1	
Events	3	1	5			2	
Grants	2	3	1			4	
Corporate Sponsorships	2	4	3			3	

# Division of Labor

# The Five Strategies



# Division of Labor: Major Gifts

<b>Job Title</b>	Executive Director	Development Director	Development Manager
<b>Major Gift Tasks</b>	Relationship lead to select donors	<ul style="list-style-type: none"> <li>-Strategy lead</li> <li>-Relationship lead to select donors</li> <li>-Informs the design of gift proposal and quarterly impact report templates</li> </ul>	<ul style="list-style-type: none"> <li>-Prospecting lead</li> <li>-Portfolio quarterback</li> <li>-Produces all proposals and end of year appeal letters</li> <li>-Data management</li> <li>-Lead strategy and logistics for major donor events</li> <li>-Support event execution</li> </ul>

# The Five Strategies



# Division of Labor: Annual Giving

<b>Job Title</b>	Executive Director	Development Director	Development Manager
<b>Annual Giving Tasks</b>	Review final messaging	<ul style="list-style-type: none"><li>-Strategy lead and project manager for annual giving communication calendar</li><li>-Collaboration with Development Manager on social media, photography, graphic design</li></ul>	<ul style="list-style-type: none"><li>-Storytelling lead</li><li>-Produces all copywriting for annual giving pieces according to the communications calendar</li><li>-Data management</li></ul>

# The Five Strategies



# Division of Labor: Events

<b>Job Title</b>	Executive Director	Development Director	Development Manager
<b>Event Tasks</b>	<ul style="list-style-type: none"><li>-Support guest list creation</li><li>-Personally invite guests</li><li>-Attend and engage</li></ul>	<ul style="list-style-type: none"><li>-Strategy lead for event calendar</li><li>-Support guest list creation</li><li>-Personally invite guests</li></ul>	<ul style="list-style-type: none"><li>-Project manager</li><li>-Lead on event communications</li><li>-Data management</li><li>-Day of logistics</li></ul>

# The Five Strategies



# Division of Labor: Grants

<b>Job Title</b>	Executive Director	Development Director	Development Manager	Outsourced Grant Writer
<b>Grant Tasks</b>	Supports discussion about the overall grants strategy	Determines overall grants strategy	<ul style="list-style-type: none"><li>-Track financials for grants and records grant data in CRM</li><li>-Supports external contractor with grant portfolio management, reporting, and prospect research</li></ul>	<ul style="list-style-type: none"><li>-Prospecting</li><li>-Grant writing</li><li>-Grant reporting</li></ul>

# The Five Strategies



# Division of Labor: Corporate

## Sponsorships

Job Title	Executive Director	Development Director	Development Manager
<b>Corporate Sponsorship Tasks</b>	Relationship co-lead	-Relationship lead for their portfolios	-Prospecting lead  -Produces social media, photography and video for fulfillment requirements  -Manages operations and project management for corporate service days  -Project management for production of deliverables

# Your turn.

- Share a challenge you're having with the current division of labor at your organization.
- Identify a shift that could be made.

# Donor Messaging

Most  
important  
2 messages:

1. Impact Statement
2. Outcome Goals

# Impact Statement

A summary of what it looks like if you knock it out of the park on your mission within your organization's lifetime.

# Impact Statement

## ESE Examples:

- **Neighborhood Industries:** Community ownership will replace community poverty within neighborhood economies in California.
- **EMERGE Minnesota:** We will double the earning power for all BIPOC entry level employees in the Twin Cities by 2040.
- **Sister Hearts:** A decarceration program to accompany every institution that incarcerates.
- **CoBuild:** Youth who lived in affordable housing will run the companies that build the homes the next generation can afford and be proud of.
- **EMERGE Connecticut:** We will remove the shame of incarceration within our lifetime.
- **Better Futures:** Better Futures Minnesota will end the negative impacts of unemployment and underemployment for justice involved individuals.

# Outcome Goals

The bite sized pieces you're taking out of the impact statement within a short term period of time (3-5 years). The quality of the impact.

# Outcome Goals

## **Buckets of Work**

Start by organizing your work into the largest buckets or categories you have. Your various programs can be organized into categories.

### Examples:

- Individuals, businesses, communities
- Economic health, mental health, physical health
- People and policy

# Case Studies.

## FREEDOM A LA CART

Bucket 1: Work

Bucket 2: Money

Bucket 3: Relationships

Bucket 4: Housing

Bucket 5: Health

## EMERGE

Bucket 1: Power and Autonomy

Bucket 2: Social Capital

Bucket 3: Earning Power

Bucket 4: Public Will Building

# Outcomes

## ESE Examples:

- By 2026, 95% of program participants will recreate themselves measured by indicators of personal identity development.
- By 2026, 68% of formerly incarcerated individuals completing our program will return to serve and mentor others.
- By 2026, we will provide decarceration programming in 10 additional prisons.
- By 2026, 85% of the individuals we employ will demonstrate economic mobility.
- By 2026, 85% of the individuals we serve will increase earning power.
- By 2026, 85% of the individuals we serve will exit cycles of poverty.



# Outputs vs Outcomes

Outputs communicate how *busy you've been*.

Outcomes communicate how *effective you've been*.

# Your turn.

Consider the buckets of work that could explain your programs as a whole.

- Are there 2-4?
- Are they at an equal level? Or do some feel like subcategories of another?

# Summary.

- A realistic fundraising plan begins with choosing the right revenue streams for your organization.
- The Executive Director is best utilized for major donor conversations. Someone else should own most activities.
- Donors are activated by strong plans for changing lives rather than demonstrating how busy you are.

# Next steps.

Identify one change you can make in each category:

Fundraising Strategies

Division of Labor

Donor Messaging

# Podcast

Ideas Fueling Nonprofit Innovators  
and Social Entrepreneurs.

Episode 6: How to know  
when you're ready for your  
next fundraising strategy

Episode 7: Am I ready for  
big bet philanthropy?

