



# Funding and Sustainability

**Implementation Toolkit:**  
*Growing a Community of Support  
in Family Justice Centers*

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## Annual Resource Development Plan (sample)

**Organization name:** \_\_\_\_\_

**Fiscal period:** \_\_\_\_\_

**Total revenue goal:** \_\_\_\_\_

**Case for support:** \_\_\_\_\_

**Approved by Board:** \_\_\_\_\_

### **Contents:**

- Revenue Sources Summary
- Action Plans for Each Revenue Source
- Revenue Sources Composition
- Strategic Fundraising Goals
- Annual Fundraising Calendar

## ***Annual Resource Development Plan: Revenue Sources Summary (sample))***

<b>Income category</b>	<b>2011 actual</b>	<b>2012 actual</b>	<b>2013 actual</b>	<b>2014 projected</b>	<b>2015 proposed budget</b>
<b>Individuals – direct mail</b>					
<b>Individuals – electronic</b>					
<b>Individuals – 1:1 asks</b>					
<b>Corporations</b>					
<b>Foundations</b>					
<b>Federated campaigns</b>					
<b>Government</b>					
<b>Special events</b>					
<b>Earned</b>					
<b>TOTALS</b>					

### **Action Plans:**

**[specific action plan for each income category that ties into strategic goals and annual calendar]**

### ***Revenue Sources Composition***

**[pie charts showing percentage of each category of income for each year, i.e. five pie charts with percentages changing in accordance with strategic plan]**

***Annual Resource Development Plan:  
Strategic Fundraising Goals [from Strategic Plan] (sample)***

<b>Objectives</b>	<b>Measurable Targets</b>	<b>By When</b>	<b>Actions</b>
<b>New donors</b>	Increase # of donors giving at \$250+ by 50	December	All communications and funding tactics include compelling “funding gap” message.
<b>Average gift size</b>	Increase to \$100 from \$82	December	Ask for \$100 gifts. Share examples of what \$100 will do on DONATE page on website and in appeal letters. Make first giving level \$100.
<b>Board giving</b>	100% giving for total of \$8,000	March so that we can report to foundations	Board chair solicits each member personally
<b>Acknowledgements</b>	Thank you letters sent within 48 hours. For gifts of \$100+, phone call.	Year-round	Train volunteers to prepare letters. Train board to make calls.
<b>Volunteers</b>	Add 20 new volunteers	10 – June 10 – Dec	Recruit from monthly tours and speaking engagements.

## Annual Resource Development Plan: Annual Fundraising Calendar (sample)

	Grants	Events	Individual Donors (monthly giving, direct mail, lapsed donors, etc.)	Major gifts and Cultivation Activities	Communications (newsletter, social media, speaking, media, etc.)	Mes and follow up	Volunteers (recruitment, training, appreciation)
<b>Jan</b>							
<b>Feb</b>							
<b>Mar</b>							
<b>Apr</b>							
<b>May</b>							
<b>Jun</b>							
<b>Jul</b>							
<b>Aug</b>							
<b>Sep</b>							
<b>Oct</b>							
<b>Nov</b>							
<b>Dec</b>							

***\*Add monthly activities in each category***

## ***Sustainability Self-Assessment – Developed by Linda Ray***

<b>Answer Questions below. Add up points at the bottom of the sheet.</b>	<b>YES 2 pts</b>	<b>NO 0 pts</b>	<b>KINDA / SORTA 1 point</b>
1. As part of its strategic plan, does the organization describe its comprehensive funding strategies, including contributed, earned and public income?			
2. Does the organization have an annual resource development plan which encompasses all fundraising activities?			
3. Does the organization regularly evaluate the cost-effectiveness of its fundraising activities?			
4. Did the organization achieve its fund goals in last year's budget?			
5. Does the organization rely primarily on special events for contributed income?			
6. Does the organization have a donor cultivation program in place?			
7. Does the organization acknowledge gifts within one week of receiving them?			
8. Does the organization accept gifts electronically?			
9. Does the organization regularly solicit donors through direct mail?			
10. Does the organization have a skilled staff person accountable for fund development?			
11. Does the organization have a trained board/staff/volunteer team working on fund development?			
12. Does the organization have a database for donor management tracking?			
13. Does the organization have a donor retention rate above 50%?			
14. Does the organization have a case for support?			
15. Does the organization have a policy to ensure confidentiality of gifts?			

<b>Answer Questions below. Add up points at the bottom of the sheet.</b>	<b>YES 2 pts</b>	<b>NO 0 pts</b>	<b>KINDA / SORTA / 1 point</b>
<b>16. Does the organization have a strategic plan for diversifying its base of support?</b>			
<b>17. Has the organization established key financial indicators to track how well it is doing monthly, quarterly and annually?</b>			
<b>18. Are these indicators routinely reviewed by staff and board with adjustments made as required?</b>			
<b>19. Does the Board of Directors have the desire, understanding and expertise to carry out its fundraising responsibilities?</b>			
<b>20. Are fundraising responsibilities explained to prospective board members before they are elected to board?</b>			
<b>21. Are fundraising responsibilities and personal giving included in the annual board member expectation agreement?</b>			
<b>22. Do you have annual board member expectation agreements?</b>			
<b>23. Do 100% of your board members make yearly gifts?</b>			
<b>24. Does the board chair personally solicit board members annually to ensure appropriate board giving?</b>			
<b>25. Does the Board Chair take time to personally cultivate and steward prospects and donors?</b>			
<b>26. Does the Executive Director take time to personally cultivate and steward prospects and donors?</b>			
<b>27. Does the Executive Director have the time to personally cultivate and steward prospects and donors?</b>			
<b>28. Has the Executive Director clearly presented the organization's fundraising strategy to the board?</b>			
<b>29. Do the Executive Director and Board Chair organize the meeting agenda to prioritize clearly the importance of fundraising?</b>			
<b>30. Does the organization have a profile of its typical donor?</b>			
<b>TOTAL POINTS</b>			



## Asset Inventory (sample)

<b>Assets – resources to achieve mission</b>	<b>Strategies to leverage strengths? Get more people involved? Multiply impact?</b>
<b>People – skills, expertise and networks</b> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> <li>• Board</li> </ul>	Utilize Individual Asset Inventories.
<b>Clients</b>	Put comments on website. Create wall hangings with comments for waiting room and living rooms. Use in tours.
<b>Partners</b>	Non-profit partners reluctant to help raise money for FJC. Requires paradigm shift. Engage government partners.
<b>Facilities and equipment</b>	Tours and follow up
<b>Programs and services</b>	Public relations and social media
<b>Brand</b>	Develop 6-word message and elevator speech
<b>Stories</b>	Use in elevator speech, on tours, on website, in newsletter and in collateral materials
<b>Education and outreach</b>	Train speakers on Call-to-Action, including tours, virtual tours, and tours-in-a-box
<b>Offer of Orchard Park church building</b>	Seek foundation support for pilot. Include all southtowns law enforcement agencies and sheriff.
<b>Donors</b> <b>VEV Society</b> <b>Solid Ground Giving Circles</b> <b>Other multi-year donors</b> <b>Event donors</b> <b>Annual donors</b> <b>Foundations</b> <b>Corporations</b>	Engage them in introducing others to mission
<b>Volunteer program</b>	Assess costs to develop “boomer” specific program. Reach out to survivors.
<b>Los Lonely Boys song</b>	Add to tours and tours-in-a-box. Giveaways at events.
<b>Website and newsletter</b>	Add virtual tour and mechanism to capture names with permission
<b>Front porch mural</b>	Photograph and create greeting cards to sell

## Asset Inventory – Individual (sample)

<b>Asset – resources to achieve mission</b>	<b>Strategies to leverage strengths? Get more people involved? Multiply impact?</b>
<b>Like-minded friends</b>	Invite groups of friends to Behind Closed Doors (BCD) tours at FJC
<b>My story</b>	Make it part of my personal elevator speech
<b>Voices Ending Violence Society member</b>	Use my name in publications
<b>Public speaking expertise</b>	Speak on FJC's behalf when requested.
<b>Member of Buffalo UU Church</b>	Ask to speak to small groups. Put palm cards in ladies restrooms.
<b>Copy editing skills</b>	Edit bi-monthly newsletter
<b>My home</b>	Invite neighbors / friends for FJC gathering on my porch prior to going to Bidwell Parkway concert during summer
<b>Grant writing skills</b>	Review grant proposals before submission
<b>Yoga classmates</b>	Invite to BCD tour. Put palm cards in ladies locker room.
<b>Volunteer colleagues at Gilda's Club</b>	Invite to BCD tour. Put palm cards in ladies restrooms and brochures at reception area.
<b>Leo Nalbach – connected to all Rotary Clubs in WNY</b>	Invite Leo and wife Donna to meet Mary and for private tour.
<b>Grant Hamilton – weekly newspaper publisher in East Aurora</b>	Ask to bring Mary out to meet him. Ask permission to submit op-ed piece.
<b>Pat Mineo – Southtowns Piecemakers Guild</b>	Invite to meet Mary and for private tour and/or ask for Mary to speak at their next quilting evening
<b>Dr. Khazi – head of Pakastani-American Council</b>	Invite to meet Mary. Put palm cards in ladies restrooms of all mosques.

## Memorable Experience Worksheet: Tour Your Mission

ELEMENT	BY WHOM	CONTENT	TIMING
Greeting	Staff or volunteer		Before program
Sign in	Staff or volunteer	<ul style="list-style-type: none"> <li>Sign in card /sheet</li> </ul>	Before program
Mix / Mingle	All	<ul style="list-style-type: none"> <li>Define visuals</li> </ul>	Before program
Welcome	Board member or volunteer	<ul style="list-style-type: none"> <li>Why I do this work</li> <li>Introduce Executive Director</li> </ul>	3 minutes
Who we are	Executive Director	<ul style="list-style-type: none"> <li>Why I do this work</li> <li>Mission / vision</li> <li>Partners / services</li> <li>Myth-buster facts / statistics</li> <li>Signature story</li> <li>Gap / need</li> </ul>	6 minutes
Tour	Led by Executive Director or Staff	<p>“Voice of Center”</p> <p>3 stops / 3 stop leaders</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> <p>*At each stop – story / testimonials, facts/stats, gap/need</p>	35 minutes
Closing	Welcomer	<ul style="list-style-type: none"> <li>Thank you</li> <li>Final story / testimonial</li> <li>Call to Action [hand out wish list / fact sheet]</li> </ul>	5 minutes
Follow-up	Staff or volunteer	<ul style="list-style-type: none"> <li>Contact each guest within 3 days</li> <li>Record all information in database</li> </ul>	

\*Please review the Site Visitors Toolkit for more information on planning tours

## Signature Story Template

### *Five-step process for creating your signature story*

STEP	ACTION	DETAILS
1	Identify one person, first name, age, characteristics of her personality, how she looks	
2	Record the exact outcomes that resulted from your organization's work with her	
3	List the transformations that happened for her because of those outcomes	
4	List lots of words and phrases that resonate with you about your work / words that cause you to feel something	
5	Put words/phrases together to create parts of story	

### *Three parts of story*

1. What was her life like before she met you and your organization?
2. What happened for her when your organization got involved with her and her family?
3. What is life like for her now?

### *Simple template*

#### **Let me tell you about**

\_\_\_\_\_

[Maintaining confidentiality, fill in a name, age and generalized details about her.]

#### **Her life was**

\_\_\_\_\_

[Share specific details about how she felt about her life and choices, unasked-for situation, etc.]

\_\_\_\_\_ **[first name] made her way to us because**

\_\_\_\_\_

[Share how she found you. Be specific. It's not like a helicopter dropped her off. It's very likely that she had tried unsuccessfully to get help from piecemeal resources in the past.]

#### **Ever since that day**

\_\_\_\_\_

[Fill in the results of your work and the outcomes that she achieved as she made the hard and dangerous choices to change her and her family's life.]

## Cultivation Plan Process

*Three-step process for finding and engaging potential supporters*

STEP	ACTION	DETAILS
1	<p><b>Follow-up call to everyone who attended Memorable Experience [tour] and/or otherwise gave you his/her name with permission</b></p> <p>What do you think about our work?            What part of the tour was memorable for you?            Would you like to get involved with us in some way?                Facebook? Twitter?                Electronic newsletter and other email messages?                Be invited to fundraising events?                Volunteer [must have opportunities at hand]?                Advocate with elected officials?                Provide something from Wish List?            Do you know others that we should invite to tour?</p> <p><b>Record information and follow-up actions in database</b></p>	
2	<p><b>Qualify prospect for major gift</b></p> <p><b>A – Ability:</b> Does prospect have financial ability to make a major gift? [Major gift is one large enough to justify going out to meet with prospect in person.]  <b>B – Belief:</b> Do you have reason to believe that prospect is interested in your work?  <b>C – Contact:</b> Is there someone in your organization's sphere of influence who knows the prospect?</p>	
3	<p><b>Create customized engagement plan for major gift prospects</b></p> <p>Action steps            Accountable team member            By when</p>	

## Customized Cultivation Plan (sample)

**Prospect name and ranking:** Jill Smith - #6

**Asking for:** \$3,000 (\$1,000 x 3 years)

**Accountable team member:** Diane Director

Order	Action	By When
1	Jill attends a tour. In follow-up call, she asks to be put on electronic mailing list and asks to be contacted in two months.	10/1/13
2	Follow up with Jill by phone. She requests a speaker for her real estate women's group. We offer private tour. She prefers speaker at this point.	10/14/13
3	Executive director speaks to real estate group. Jill introduces her. Many guests want to go on a tour.	12/5/13
4	Diane follows up with Jill. She offers to host a private tour.	12/6/13
5	Jill hosts a tour of center for 11 guests. Our testimonial person focuses on emergency, transitional and permanent housing since affordable housing is important to this group.	1/10/14
6	Diane follows up with Jill. Jill is excited and wants to mobilize her group to help. She promises to call each of the 11 and report back to Diane.	1/11/14
7	When Jill reports back with excitement from the group, Diane asks Jill for a meeting to talk about potential actions.	2/1/14
8	Diane meets with Jill and asks her to consider forming a giving circle and to discuss the appropriate amount.	2/25/14
9	Diane meets with Jill's group to discuss details of giving circle and asks the group to consider a gift of \$3,000 over three years. Group commits.	3/29/14
10	Diane calls the circle members individually to thank them and schedules lunch with Jill.	3/30/14
11	Diane and Jill plot next steps for the circle, and Diane begins to cultivate Jill as a member of the Legacy Society.	4/25/14

## Donor Readiness Checklist (sample)

**Prospect name and ranking:** Jack and Joan

**Accountable team member:** Diane Director

	Focus Question	Answer/Notes
1	What are we asking for?	\$75,000 over 3 years
2	Who needs to be there?	Both of them [and college-age daughter, if possible]
3	Where should we meet?	At the center, if possible
4	What time is best for prospect?	Noon
5	Who is on our team?	Diane will open the conversation and manage the flow. Board chair will make "the ask".
6	Have we "rehearsed" our language and flow?	Yes, 3 times
7	What are readiness signals?	They attended a tour and brought their children, parents and siblings to a subsequent tour. Joan volunteers in Kids Room. Jack secured a gift from his company. THEY LOVE US.
8	What is their prospect worksheet score?	26
9	What are our biggest concerns? Potential challenges? Possible responses?	Will Jack consider his company's gift to be "his" gift as well? Will Joan consider her many volunteer hours to be "her" gift? Case for support must be customized to their love for children and their own good fortune and a sense of urgency must be created.
10	Do we know how prospect would like to be recognized?	Don't seem to like to be out-front.
11	Are there opportunities for this prospect to introduce us to others?	Yes, they already are doing that. Who else?
12	What will be possible for us if prospect says "yes"?	Center hours can be expanded so that more survivors and children will be served.
13	What is causing us to procrastinate?	Unsure about their parents' health and whether they may be distracted

## Four-Step Ask Process

Steps	Action
1	<p><b>Warm-up prospect. Ask for a meeting.</b> (Be grateful for past involvement)</p> <ul style="list-style-type: none"> <li>▪ “You’ve been so important to our cause. Would you consider talking about your next gift?”</li> <li>▪ “We’d like to talk to you about a new, exciting project at the center.”</li> <li>▪ “Of all the things we do, what appeals to you most?”</li> </ul>
2	<p><b>Create the script and flow.</b></p> <ul style="list-style-type: none"> <li>▪ Determine who speaks; who asks; who follows up.</li> <li>▪ Determine the times for each team member to speak and each person’s role.</li> <li>▪ Make sure that all team members can articulately discuss the purpose of the gift and the potential benefits and outcomes as well as who else is already part of the effort.</li> <li>▪ Person making “the ask” must know why you are asking this particular person for this particular amount at this particular time. What is the urgency?</li> </ul>
3	<p><b>Steps in the actual ask meeting</b></p> <ul style="list-style-type: none"> <li>▪ Warm Up – social conversation</li> <li>▪ Presentation of compelling case</li> <li>▪ ASK – always for a specific amount for a specific purpose</li> <li>▪ Donor’s response - discussion</li> <li>▪ Closing, set follow-up steps</li> </ul> <p><b>How to “listen your way to a gift”</b></p> <ul style="list-style-type: none"> <li>▪ This is a dialogue</li> <li>▪ Use your radar and focus on the donor’s body language</li> <li>▪ Be open and conversational</li> <li>▪ Note where the donor’s questions are coming from</li> <li>▪ Anticipate the donor’s reaction and plan for it</li> <li>▪ Never be aggressive. You are selling, but subtly.</li> <li>▪ Thoughtfully respond to each concern and question</li> </ul>
4	<p><b>Wrap-up the meeting</b></p> <ul style="list-style-type: none"> <li>▪ Be positive and upbeat AND GRATEFUL [regardless of yes/no or gift size]</li> <li>▪ Thank the donor for listening and considering – and for their past support</li> <li>▪ Remind the donor how important the gift is and the difference it will make in people’s lives</li> <li>▪ Discuss donor recognition</li> <li>▪ Set your time for following up – exactly when and why</li> <li>▪ Repeat the gift amount, purpose and benefits of the gift</li> <li>▪ AND THANK AGAIN!!!</li> </ul>



## Donor Management Tracking System

### *Important information to track when setting up a Donor Management System*

1. All contact information for each prospect and donor
2. Relationships between and among different people and organizations
3. Easy to use by everyone on your team – ideally, cloud-based
4. User defined fields to indicate interests, e.g. survivor, family or friend of survivor, legal assistance, counseling, housing, spiritual support, children
5. Past giving history
6. New giving
7. Designate multi-year gifts
8. Tour dates and participation
9. Other event dates and participation
10. Information – qualitative and quantitative – about every interaction
11. Volunteer work
12. Solicitation methods, e.g. direct mail, 1:1 ask, and special events, and success of each
13. Ability to attach all emails to person
14. Ability to create tasks and assign them to other team members
15. Ability to export data to Excel
16. Ability to export data into financial software
17. Ability to create mass mailings – electronic and otherwise
18. Interfaces directly with your website and social media so that information is captured directly into database
19. General comments

## Resource Development Team Roles and Responsibilities

### ***Team Composition***

Executive Director, Development Director (if you have one) and/or staff person who is connected to the stories, Chair of Board Development Committee (if you have one), one or two other board members, one or two former clients, volunteer and/or donor

### ***Team Member Job Description***

1. Complete team training on fundraising strategies
2. Attend team meetings (at least monthly)
3. Attend at least one memorable experience each year and bring five or more friends
4. Provide introductory and closing remarks at one memorable experience per year, at least
5. Take a personal asset inventory each year and implement personal plan to introduce others
6. Make thank-you and invitation calls
7. Attend all fundraising events
8. Support cultivation events
9. Take on other specialized roles on the team as needed

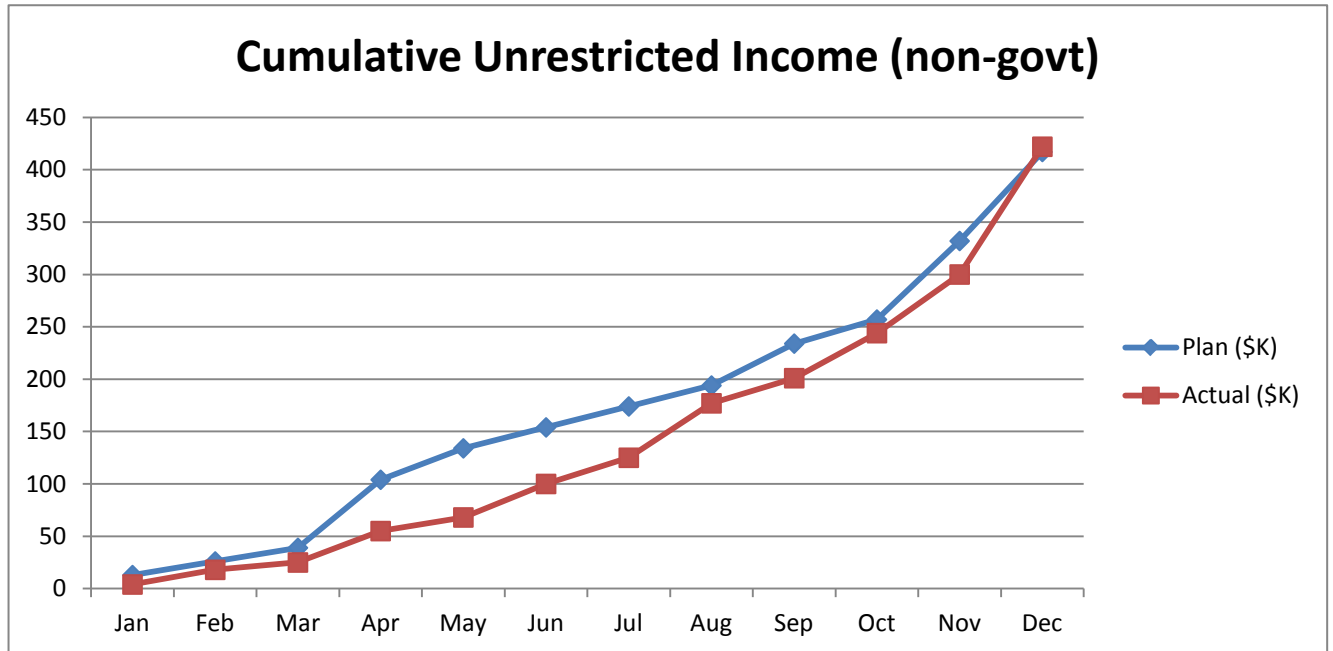
### ***Team Leader Job Description***

1. Coordinate team's efforts – not do all the work!
2. Coordinate and implement the Annual Resource Development Plan
3. Manage team to meet deadlines and complete assigned tasks
4. Ensure all data is captured in the database
5. Take on or delegate tasks needed to fulfill each element of plan
6. Recruit and train team members
7. When the time comes, recruit and mentor the next team leader

**Sample Monthly Dashboard**  
**Month of January**  
**Page 1**

INDICATOR	2014 Target	APPLAUD	MONITOR	ACT NOW
		Target	Target	Target
Total unrestricted revenue	\$400K	>\$13		
Appeals	\$71K	>\$10	<\$5	0
Celebrate	\$52K	0	0	0
Breakfast	\$50K	0		
Federated campaigns	\$35K	>\$3K	<\$3K	0
Foundations	\$20K	0	0	0
Major donors	\$50K	0	0	0
Corporate Circle	\$13K	0	0	0
New individual donors	75	>5	<3	0
Current donors – move up one level	18	2	1	1
New constituencies	<2	0	0	0
New individuals from new constituencies	10	0	0	0
New foundations	4	0	0	0
New volunteer speakers	12	>1	0	0

**Sample Monthly Dashboard**  
**Month of December**  
**Page 2**



## Guidelines for the Fundraising Board

- ✓ Resource development is viewed as a primary board responsibility – not just the responsibility of one committee.
- ✓ All board members make annual gifts according to their personal means and their commitment to the mission.
- ✓ All board members create annual personal asset inventories with specific actions to support the organization's strategic and operating plans, including opening their personal networks to the organization.
- ✓ All board members attend fundraising events.
- ✓ All board members invite guests to fundraising events, tours and other friend-raising events.
- ✓ All board members are avid ambassadors for the organization and can explain, easily and briefly, the mission and why they serve on the board.
- ✓ All board members understand and can discuss the case for support.
- ✓ All board members participate in the stewardship of existing donors.