

**FUNDRAISING IN THE NEW ERA**  
**READY, FIRE ... AIM !!**

**Easy Steps to Reach New Targets in Fundraising  
During Challenging Times**

Leadership Development Conference  
Arkansas Single Parent Scholarship Fund  
October 28, 2011

**Cynthia VanWinkle**

President and CEO  
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Circle Communications Network, LLC  
**Providing Global Solutions**



**CYNTHIA VANWINKLE IS PRESIDENT AND CEO OF CIRCLE COMMUNICATIONS NETWORK, LLC,**

providing global solutions for leaders of non-profit organizations. Working as a unique network of worldwide vision and innovation, Circle Communications Network, LLC is a full service firm advising Christian ministries, colleges, hospitals, and national, international, and local nonprofits.

- Strategic planning, development audits, and feasibility studies
- Organizing, managing, and training board members, key staff, and volunteers
- Training conferences, retreat planning, and facilitation
- Development: major gifts, annual giving, planned giving, and capital campaigns
- Communication, marketing, public relations, publications, and graphic design
- Research, proposal development, and presentations

**CYNTHIA VANWINKLE** has more than 25 years experience speaking nationwide on development, communication, organizational management, and providing global solutions for leaders of non-profit organizations. She previously was the National Senior Vice President for a national Christian communication organization, where she was responsible for marketing, public relations, development, capital campaign, major gifts, annual giving, planned giving, and publications.

She was Senior Vice President for Arkansas Children's Hospital Foundation, working 15 years with staff and volunteers, building a development and public relations program resulting in more than \$100 million. She was Director of the Children's Miracle Network Telethon, leading Arkansas to a position of highest revenue among 180 hospitals for children in the United States. She created Circle of Friends, recruiting board members and training 1000 women to work in their own communities throughout Arkansas to advance pediatric medicine. She developed Committee for the Future, recruiting board members and training 150 young business leaders in Arkansas to initiate change for pediatric medicine.

Her experience includes working on the national staff of the National Multiple Sclerosis Society, based in San Jose, California. As one of two national coordinators, she recruited and trained staff in 26 states to develop a new national initiative for reading, raising \$21 million for development.

She was Public Information Director for the American Cancer Society in Phoenix, Arizona, creating a strategic plan for communication, education, and development.

She was selected for "Top 100 Women in Arkansas" by *Arkansas Business* and awarded the "Arkansas Fundraising Executive of the Year" by the Arkansas Chapter of the Association of Fundraising Professionals.

Arkansas State University, Bachelor of Science, Broadcast Communications; Graduate work in Business and Finance.  
Awarded R. E. Lee Wilson Award for most outstanding graduate. Awarded Stella Perry International Award for leadership.

**DISTINGUISHED LEADERSHIP EXPERIENCE:**

- Principal Partner in MillionMark Consulting Group, LLC
- Advisory Board Past Chair, LEAVE A LEGACY® Arkansas
- Women's Foundation of Arkansas, past board member, charter member
- Greater Little Rock Chamber of Commerce Leadership Institute – Alumnae
- Past President, Arkansas Charitable Gift Planning Council, Partnership for Philanthropic Planning, charter member
- Past President, Association of Fundraising Professionals (AFP), Arkansas Chapter, charter member
- Past Regional Cabinet Member of the Association for Healthcare Philanthropy (AHP)
- Past Panel Chair for the United Way of Pulaski County Planning and Allocations Council
- National Association of Women Business Owners, Arkansas Chapter
- Past Chair, Board of Directors, ACE – Arkansas Coalition for Excellence - *Promoting Nonprofit Success*
- Arkansas Women's Leadership Forum member
- Rotary Club of Little Rock, Club 99 member

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**Circle Communications Network, LLC**

So many deadlines - so many expectations! How can you make your development and communication plans wildly successful? Do you sometimes find yourself moving so fast that *you fire before you aim?*

1. Do you need to increase donations for your SPSF Affiliate?
2. Have you put into place the essential elements to achieve success in fundraising during challenging times?
3. Do you have strong annual giving, major gifts and planned giving programs?
4. Do you have a remarkable awareness plan?
5. Do you need passionate leaders to help reach significant goals?
6. Exactly what things can you target that will have the greatest impact on your success?

## **OPPORTUNITIES AND POSSIBILITIES**

*How to Utilize Essential Actions to Make Your Organization More Vibrant, Meaningful, and Sustainable for the Future*

### 12 Essential Actions For Success:

- Identify Leaders for the Future
- Review Past Goals and Results
- Correct Your Course
- Develop a Strategy
- Create Key Messages
- Secure Successful Diverse Funding Streams
- Analyze Your Financial Plan
- Rethink Partners, Collaborators, Donors, and Criticizers
- Create an Impact
- Inspect What You Expect
- Celebrate Success
- Invest in the Future

### Key Questions:

- What if you fail?
- What if you succeed?
- What if you improve the world?

## Development Planning Fundamentals

### Mission, Vision, and Values

- Why do we exist?
- What do we want to do in our communities?
- What do we want to become in the future?
- What values are shared in the organization?

### Strategic Planning

- Do we need more land or buildings?
- What programs and services are needed?
- What are our projected expenses?
- What are our projected revenue sources?
- Who will provide board or council leadership?
- What staff and volunteer positions are required?
- How will we evaluate our impact, actions and outcomes?

### Board / Council Leadership

- Define key responsibilities
- Provide insight and oversight
- Engage in planning
- Invest (time, talent, treasure)
- Make significant donations
- Evaluate impact
- Present proposals to request financial support
- Help with events and projects
- Promote the mission

<u>Three W's</u>	<u>Three D's</u>	<u>Three G's</u>
<ul style="list-style-type: none"><li>• Work</li><li>• Wealth</li><li>• Wisdom</li></ul>	<ul style="list-style-type: none"><li>• Doers</li><li>• Donors</li><li>• Door Openers</li></ul>	<ul style="list-style-type: none"><li>• Give</li><li>• Get</li><li>• Get off the Board</li></ul>

### Finding Major Donors - 3 Keys:

- Interest
- Involvement
- Investment

## Building a Successful Giving Program

### 1. Awareness Building and Branding

Awareness Building programs identify needs in the community and convey how the organization's services meet those vital needs. Brand identity, marketing surveys, feasibility studies, Internet, television, radio, website, Facebook, Twitter, speaking engagements, letters, emails, print materials, promotional items and co-branding are examples of tactics used in Awareness Building and Branding.

### 2. Annual Giving

Annual Giving is the base of a successful organization's donor pyramid as it includes the large number of yearly gifts that provide unrestricted dollars for the organization's operating budget. These gifts enhance virtually every area of programs, services and operations. Increasing the number of donors and increasing the amount of each annual gift results in a demonstrated broad commitment and dedication of the community at large. Every gift makes a difference. Corporate gifts, special events, alumni gifts, and foundation grants are examples Annual Giving.

### 3. Major Gifts

A Major Gifts program identifies and cultivates relationships with those individuals in the Annual Giving program who may be asked for larger gifts (for example, \$1,000 to \$100,000+) to support specific needs or for undesignated purposes. Foundations, individuals, families, and corporations may be included in Major Gifts.

### 4. Capital Campaign

A Capital Campaign is an intensive, organized fundraising effort of your most committed leaders, supporters and donors to secure philanthropic gifts for specific capital needs or special projects. It is executed within a specific time period, usually over one to five years and has a laudable goal. An Endowment Campaign may be a component of a Capital Campaign effort.

### 5. Planned Giving

Planned giving is the integration of sound personal, financial, and estate planning concepts with an individual's or family's plan for lifetime and testamentary giving. People over age 50 in the United States own approximately 77% of America's assets and some individuals may wish to give portions of their estates to their favorite organizations. Gifts through bequests and trusts are examples of Planned Giving.

**MAJOR GIFTS: PRESENTING DONOR PROPOSALS**  
**Top 100 List**

***Sequential Steps in Presenting Proposals to***

***Major Gift Donors and Prospects***

1. Remember *Interest, Involvement, and Investment*. Make a list of your top 100 prospects. Identify donors who have a relationship with your organization or prospects who have been suggested by the development committee.
2. Conduct research through peer volunteers, newspaper articles, journals, directories, and the Internet.
3. Create a strategy, utilizing knowledge of the person's background, interests, and passions. Use information acquired from previous information gathering meetings with the prospect or donor.
4. Involve the prospect by inviting him or her for a tour of the facility, to serve actively on a committee or council, or to discuss relevant research, services, or educational ventures with the appropriate program director, physician, professor, researcher, CEO, or Board member.
5. Prepare your written proposal using language that is clear and direct, providing factual information on how the funds will be used and how the project will add value to the organization or the community. What is the impact?
6. Ask for the gift, being specific and direct. Answer questions with honesty and candor. In closing the solicitation, leave the door open for additional opportunities to involve and interest the donor in the mission and programs of the organization.
7. Follow up with a personal letter outlining the terms of the gift or any agreed upon steps that would require research or action.
8. Regular communication, involvement, sincere appreciation, candor, humor and a caring attitude are essential in building relationships and friendships and in securing future gifts for worthwhile programs.
9. Developing lasting relationships is the key to success in philanthropy.

**Special Campaign**  
**Range of Gifts Needed to Raise \$100,000**

Total Number of Gifts Anticipated	Gift Amount <u>One</u> Year	Cumulative Gift Total One Year	Total Cumulative Campaign Gifts One Year	Percentage of Goal Attained
1	\$20,000	\$20,000	\$20,000	20%
2	\$10,000	\$20,000	\$40,000	20%
4	\$5,000	\$20,000	\$60,000	20%
8	\$2,500	\$20,000	\$80,000	20%
15	\$1,000	\$15,000	\$95,000	15%
30	\$500	\$15,000	\$110,000	15%
40	\$250	\$10,000	\$120,000	10%
100	\$100	\$10,000	\$130,000	10%
<b>TOTALS</b>				
200		<u>\$130,000</u>	<u>\$100,000</u>	<u>130%</u>
<b>Donors</b>		<b>Target</b>	<b>GOAL</b>	

**NOTES: Seven Steps to Success**

1. Develop a plan that will actually allow you to exceed your goal of \$100,000.
2. Try to identify one major donor who will match all gifts up to \$100,000.
3. In essence, you will double the revenue to \$200,000 at the completion of the campaign.
4. First, make a list of prospects for all gifts "above the line." Solicit those gifts first.
  - Begin with the first 3 gifts; then proceed with the others.
  - You will obtain 80% of the goal with these 15 gifts.
5. Second, make a list of prospects for the remainder of the gifts.
  - You will obtain 30% of the goal with these gifts.
6. Acknowledge all gifts promptly; develop a donor recognition plan.
7. Send written communication to each donor showing you have been good stewards of the gifts.

## WHY, HOW, AND WHEN TO BE STRATEGIC Different Types of Planning

### Long-Range Planning

- Views the future as predictable; assumes current trends will continue
- Focuses on setting long-range objectives
- Assumes a most likely future and emphasizes working backward to map out a year-by-year sequence of events
- Asks the question: "What should we be doing each year for the next three to five years?"

### Strategic Planning

- Views the future as unpredictable
- Views planning as a continuous process
- Considers a range of possible futures and emphasizes strategy development based on assessment of the organization's internal and external environment (strengths and weaknesses; opportunities and threats)
- Asks the questions: "Based on our current understanding of the environment, are we doing the right thing? How can we best use our resources to achieve our mission?"

### Operational Planning

- Focuses on setting short-term objectives (one to three years)
- Assumes much more detailed planning regarding how and when activities will be accomplished and by whom
- Asks the question: "What do we need to be doing for the upcoming year, and immediately, to best accomplish our mission?"

### Business Planning

- Includes not only strategies and goals but also detailed projections for revenues and expenses (usually for three years)
- Is used by a business owner to convince existing and potential investors and lenders (the audience for a traditional business plan) that business activity will generate enough money to pay a return or profit and to pay back a loan
- Asks the question: "Are we receiving a return on investment?"

Notes from: Strategic Planning for Nonprofit Organizations, Michael Allison and Jude Kaye, Wiley & Sons, 2005

## Development Planning Fundamentals

### Development / PR Plan

Who are the prospective donors?  
How will they be contacted?  
What are the donor recognition opportunities?  
How will gifts be recorded and acknowledged?  
How will we tell our story?  
    Annual Giving Plan  
    Major Gifts Plan  
    Planned Giving and Endowment Plan  
    PR and Communication Plan

### Case Statement Brochure or Document

States justification for the organization's existence  
Promotes long-range planning for the organization  
Communicates the history, strategies, methods, policies, and plans  
Answers important questions about the organization and its leaders  
Provides documentation for major gifts and grant proposals  
Helps volunteers understand the need for raising funds

### Elements of the Case Statement

History and Mission  
Current Situation  
Organizational Structure  
Credentials of the Leaders  
Programs and Services  
Statement of Need  
Investment and Donor Opportunities

### Why People Give

They care about the issue  
They feel guilt or fear  
They are grateful  
They will receive something in return  
They want to give something back  
They want to receive peer approval  
They want to help others  
They want tax and financial planning benefits  
They were ASKED.

### General Sources of Contributions

Individuals	80%
Foundations	8%
Bequests	7%
Corporations	5%

### Annual Fund

Direct Mail  
Memorial and Honor Gifts  
Wish List / Gift Catalog  
Volunteer Solicitation  
Social Media

During a certain time of year  
Membership and Donor Clubs  
Usually generates unrestricted operating support  
Provides opportunity to inform and educate the public

### Special Events Purposes

To raise public awareness  
To involve volunteers  
To acquire donor prospects  
To cultivate current donors and prospects  
To raise money  
To promote specific programs and services  
To honor or show appreciation for donors and leaders

### Corporations

Corporate marketing budget  
A way to promote business products or services  
Creates goodwill in the community  
Sponsorship of special events  
Corporate volunteers

### Foundations

Family, Corporate, Community  
Very specific guidelines  
Rarely a long-term funder  
Usually will not want to be the sole funder

### **Major Gifts**

Different levels for different organizations:

\$100,000+

\$10,000+

\$1,000+

### **Finding Major Donors**

3 Keys:

Interest

Involvement

Investment

### **Major Donor Planning**

Research and identification

Regular communication

Personal visits and listening

Respond appropriately

Show appreciation

Increase donor involvement

Be good stewards of current gifts

### **The Best Mix for Major Gifts**

The right project or idea

The right donor

The right solicitor

The right amount

The right time

### **Major Donor Relationships**

Built on sincerity, appreciation, respect, and honesty

May provide regular annual support

May volunteer their time

Truly feel a part of the organization

Should receive a variety of communications

Should feel their gifts will be meaningful and will change lives

May open doors to their peers

### **Planned Giving**

LEAVE A LEGACY® Arkansas Campaign

Some ways to give: Bequests, Life Insurance, Trusts

How to start a planned giving program:

Professional Advisory Committee

Policies, procedures, and communication

Article in organization's newsletter

Statements on all printed materials

Send out a response card with letter and brochure

### **PR / Communication / Social Media**

Newsletter, Brochures

Direct mail, Personal letters, Thank You notes

E-mail, Website, Social Media

Phone calls

Personal visits

Invitation to events

Site visits to see programs, services, and projects

Annual Report from CEO / Executive Director

Build relationships with the media

Feature stories in newspapers and journals

Interviews on radio or television

Speakers for civic clubs and churches

Facebook, Twitter, Direct Response Codes, YouTube



## **Development and Communication Analysis**

Successful development strategic planning begins with a thorough analysis of the current development program. Before development strategic planning begins, Circle Communications Network, LLC asks that the executive director assist in providing the following documents for review. After discussing with the executive director, select summary documents may be useful in subsequent planning meetings with board members or in proposals for major gift funding.

1. The mission statement
2. Federal tax exemption letter
3. Registration with Attorney General's office and the Secretary of State's office
4. Articles of Incorporation
5. By-Laws
6. Current staff structure (organizational chart)
7. Current board of directors and advisory committee structure and list
8. Current goals of the organization
9. Current description of programs and services offered to the public
10. Strategic Plan document
11. Current job descriptions
12. Current responsibilities of the board, advisory councils, or committees
13. Review of organization's total revenues, including donations last 3 years
14. Review of organization's total expenses last 3 years
15. Financial statements and audits last 3 years
16. IRS Tax Form 990 last 3 years
17. Budget and actual report for last fiscal year
18. Projected budget for current fiscal year
19. Review of cash flow projections spreadsheet for current year
20. Communications efforts last 3 years
21. Analysis of Development efforts last 10 years, including annual giving, major gifts, and planned giving programs
22. Board member donations and other major gifts last 5 years
23. Donation analysis by amount, geographic area, program area, etc.
24. Top 100 donors
25. Current staff training program
26. Current board training program
27. All current PR material, including brochures and videos
28. Current major donor proposals
29. Written policies such as personnel policies, development and cash handling policies, conflict of interest policy, investment, endowment, and spending policies, etc.
30. Description of computer system software for recording donations, acknowledging donations, creating management reports, and information for donor hard files
31. Current major donor research plan
32. Donor recognition plan last 5 years