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The Fund Development Handbook serves as a guide for building an Independent Living Center’s fund development capacity. This guide was created utilizing the collective input of several organizations in the Independent Living Network each of whom has an experienced track record with fund development activities.

The Fund Development Handbook should not be considered a definitive resource for raising money but instead a resource and reference guide for best practices. There are many ways for an organization to approach fund development. With that being said, we feel confident in recommending the strategies outlined in this handbook since they have a track record of success.

**a. Fund Development Roles, Responsibilities & Strategic Planning:**

Before embarking on any fund development strategy the organization should clarify the roles, responsibilities, and activities of board members, staff, consultants and volunteers.

It is important that the entire organization from the board of directors to the frontline staff understand their role in fund development activities. All fund development activities require an investment of human capital. Whether you are grant writing, putting on an event, or engaging in a fee for service, the success of the event is ultimately dependent on the time and energy that the individuals involved put into it. If the fund development activity is not well understood, then the activity can lead to confusion, poor communication, and bad outcomes. Clarifying expectations for staff, having a board that is leading the organization in its development strategy and utilizing volunteers or consultants effectively, is all critical to successful fund development.

**b. The Board of Directors and the Strategic Plan:**

Engagement in fund development activities should start at the Board level. The Board of Directors, the Executive Director, and Senior Management should collectively discuss and develop a set of realistic goals and objectives and settle on activities or set of activities to achieve those goals. It is recommended that the organization utilize a Fund Development Strategic Plan through a Board committee such as the Fund Development Committee, Strategic Planning Committee or...
the Executive Committee. It is helpful to appoint a chair to facilitate these discussions within the committee and bring the recommended plan forward to the full board for discussion, approval, and incorporation into the overall strategic plan.

The Strategic Planning Committee, in partnership with the Executive Director and Senior Management, should start with an internal assessment:

*What skills and expertise do the current board and staff has in relation to fund development?*

*What type of fund development activities are the board members and staff interested in participating in?*

*What will be the level of participation of the board in fund development activities?*

*What will be the financial and/or in-kind commitment of each board member?*

The Fund Development Strategic Plan should provide Board members with a clear understanding of the roles of Executive Director, staff consultants, and volunteers in fund development activities for the organization. A good Fund Development Strategic Plan should have the following:

**Overall Goals:** How much are you hoping to raise? How will you get there? For what purpose?

**Objectives:** What type of fund development will the organization be engaged in? How will your success be measured? What is the time frame?

**Activities:** What funding activities will the organization engage in? What will be the roles of board, staff and volunteers within each activity?

**Outcomes:** What are the specific outcomes of each activity? How do they support the overall goals and objectives?

It is also very important that the board assess what the up-front costs of engaging in a fund development activity and assessing whether the organization has the financial reserves to cover those costs.

*Sample 1: (next page) adapted from “Choosing the Right Fundraising Strategy,” by Kim Klein & Stephanie Roth, Grassroots Fundraising Journal, 1999.*
Creating an Annual Fundraising Plan

Our Organization’s strategic fundraising goals are (consider organizational values, where you want to be at the end of the year and in three years, program plan, and gaps in fundraising program):
1.
2.
3.

<table>
<thead>
<tr>
<th>Information that will help inform our fundraising plan:</th>
<th>Have</th>
<th>Need</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last fiscal year’s income and expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This fiscal year’s budget</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Last year’s fundraising plan</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Cash flow statement</td>
<td></td>
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<td></td>
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<tr>
<td>Fundraising assessment</td>
<td></td>
<td></td>
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<tr>
<td>Grant proposal calendar</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People who need to be involved in the plan:</th>
<th>Decider</th>
<th>Accountable</th>
<th>Responsible</th>
<th>Consulted</th>
<th>Informed</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

We are going to keep the plan dynamic and useful by:
1.
2.
Strategy:
Acquisition  □  Retention  □  Upgrading  □

Audience:
Number of people are in this audience:

Goals:
$ --
# of donors --
% response rate --
Other --

Gift Range Chart:

<table>
<thead>
<tr>
<th>Gift Amount</th>
<th>Donors Needed</th>
<th>Prospects Needed</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Tasks & Time line:

<table>
<thead>
<tr>
<th>Category</th>
<th>Strategy &amp; Audience</th>
<th>Goal</th>
<th>Steps</th>
<th>Who</th>
<th>When</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Donors $100,000</td>
<td>Major Donor Campaign: All current major donors, all current donors giving at least $250.</td>
<td>$15,000 from 20 renewed major donors. $10,000 from 20 upgraded donors.</td>
<td>1) Prep campaign materials, donor list, and board members.</td>
<td>ED, DD, Developer</td>
<td>March</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) Send renewal letters to current donors and letters announcing campaign prospects.</td>
<td>ED, DD, Developer</td>
<td>April</td>
<td>$100</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) Call everyone to set up meetings.</td>
<td>ED, DD, Board Chair</td>
<td>April</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4) Hold solicitation meetings.</td>
<td>ED, DD, Board Chair</td>
<td>May-June</td>
<td>$100 for Food/mileage</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5) Have all gifts secured.</td>
<td>DD &amp; Developer</td>
<td>June</td>
<td>None</td>
</tr>
<tr>
<td>Membership Renewals: $10,000</td>
<td>All Current members.</td>
<td>$10,000 from 500 renewed members.</td>
<td>1) Prep letter and member list.</td>
<td>DD &amp; Developer</td>
<td>August</td>
<td>None</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2) Send renewal letters to all.</td>
<td>DD &amp; Developer</td>
<td>September</td>
<td>$500</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3) Hold member phone bank.</td>
<td>DD &amp; Developer</td>
<td>October</td>
<td>$250</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4) Have all gifts secured.</td>
<td>DD &amp; Developer</td>
<td>November</td>
<td>None</td>
</tr>
</tbody>
</table>
a. Staff Roles and Responsibilities:

Whether an organization is putting on an event, mailing out an annual appeal, providing a fee for service activity, or writing a grant it is critical that all staff within the organization understand their role in the process. This starts with the Executive Director (ED) and senior level management of the organization.

Prior to starting any fund development project the ED and senior management should already have approval from the Board to implement the activity. The ED should have an outline of the various activities and determine who is responsible for completing each of them. When determining the various roles for each fund development activity, the ED should be mindful of appropriately utilizing staff. For example, if a staff person is being asked to fundraise at an event it should be made very clear how that ties into their job description. If it does not tie into their job description, the ED and management should look at utilizing volunteers or consultants for that activity. As a best practice, it should be clear that there are no expectations of staff to engage in fundraising activities outside of work hours unless they are being paid for that time and/or it is part of their job description.

Finally, when putting on an event, the ED and senior management should determine whether there is adequate insurance coverage to protect the organization from liability.

According to the Rehabilitation Services Administration’s title VII trumps A-122 since CILs are specifically mandated to do resource development.

In a letter from the Rehabilitation Services Administration to the National Council on Independent Living the following was stated:

“Centers for independent living are permitted to charge their federal grants for resource development activities because section 725(b)(7) of the Act provides explicit authority to engage in an activity – conducting resource development activities -- that would otherwise be prohibited by the OMB cost principles.”
The question still remains on how to define Resource Development activities. Is it writing grants? Holding a fund raiser? Engaging in fee for service? Or engaging in other revenue generating activities related to the mission of the agency? Centers may want to request guidance from DOR or RSA on specific roles of employees.

**b. Consultant Roles and Responsibilities:**

Consultants can be helpful when engaging in fund development activities. This is especially true if it’s an activity that the organization has not previously undertaken. For example, if the organization is putting on an annual event or writing a large private foundation grant for the first time they should solicit outside expertise and someone who has experience with these types of activities. Working with a consultant can also be a valuable learning tool for the Board and Staff.

The relationship with the consultant should be dictated by the ED, Senior Management, and the Board. An MOU or contract should be drafted and agreed upon by all parties that outlines the scope of work, outcomes, compensation, and time frame. Drafting an MOU is critical because it provides a guide for all parties as well as addresses realistic expectations. It also allows the organization to review the progress of the consultant and the progress of the overall fund development activity. Finally, it can be used as a management tool to terminate the contract if the consultant is not fulfilling the activities and outcomes.

**c. Volunteer Roles and Responsibilities:**

Utilizing volunteers for fund development activities is similar to utilizing contractors or working with staff. While volunteers are typically appreciated by an organization since they are providing free service it is also important that they have a clear understanding of their roles and expectations.

A good volunteer can be as valuable to an organization as a highly skilled consultant, however, a poorly trained or disgruntled volunteer can not only impact the success of a fund development activity but ultimately tarnish the overall reputation of the organization.
When recruiting volunteers, the organization should identify the specific activity that they need assistance with and match that activity with the skills of potential volunteers. For example, if the organization is looking for a volunteer to help check-in guests at an event, then recruiting someone with a customer service background may be a good fit.

All of the organization’s volunteers should fill out a volunteer application form similar to a job description. The volunteer application form should collect basic contact information, work history, and job skills. The ED and senior management should review each application and go through an interview process when utilizing volunteers. Once a volunteer is selected the organization should insure that they are properly trained on the activity they will be performing and have a clear understanding of the mission and share in its values.

It should also be clearly communicated to the volunteer that they do not speak on behalf of the organization unless specifically authorized to do so by the Executive Director or Senior Management.
Fiscal Best Practices

The foundation for implementing all fund development activities starts with good fiscal practices. Raising funds, whether it’s through annual giving, an event, or a service, requires the community’s investment. To be considered a good investment, the organization should have a track record of good financial management.

Good fiscal practices start with a clean audit by an accredited CPA selected by the Board of Directors conducts an independent audit. The Board should solicit bids from multiple CPA firms each year. The selected CPA firm should have a clean peer review record.

Most major funders utilize Guidestar and the current 990 as the primary tool to determine if the organization is financially sound. The audit should be conducted early in the fiscal year so that the organizations current 990 is posted on Guidestar in a timely fashion. This allows funders and donors to review the document when making funding decisions. If the organization does not have their current 990 on file with Guidestar it could disqualify them automatically from receiving funding. It is important that the Board, ED, Senior Management, and Auditor work cooperatively and efficiently for this reason.

In addition to a clean audit and current 990, the Organization’s Board of Directors should review and approve monthly financial statements and review the annual budget. In order for the Board to explore fund development opportunities they should have a good understanding of the organizations financial position.

Samples:

In order to engage in successful fund development activities community support is necessary. Community support can be generated in a variety of ways and each individual organization should use an outreach and marketing approach that works best for them.

Outreach and marketing activities should reflect the mission and values of the organization. If the core values of the ILC are not being communicated, outreach and marketing will not be effective no matter how well implemented the strategy is.

The outreach and marketing activities should also be culturally competent to the community and universally accessible. For example, if the catchment area being served has a large number of individuals who speak Spanish, then the outreach and marketing material should be translated. Additionally, all outreach and marketing material should be available in alternate formats, such as large print or audio recording, upon request.

a. Print Media:

It is recommended that the organization produce a quarterly or monthly newsletter highlighting services and advocacy, achievements, consumer success stories, and community involvement. A newsletter can be used as a tool to educate the community about impact the ILC has on the community.

Additionally, it is suggested that the organization provide op-ed and human interest stories to local print media. For example, there may be an individual who the organization assisted in a nursing home transition that could be highlighted. The consumer’s success could be showcased as well as the role that the ILC played.

b. Outreach Events

Getting in the community and interacting with individuals and organizations is an easy and inexpensive way to outreach. It is recommended that staff participates regularly in in-services with other community based organizations (CBOs). In-services can also be provided to community foundations and potential donors. Staff should practice their speech and have notes to cover key points. It is also recommended that a board member, the ED, or a member of senior management should participate in the in-service to provide leadership and answer questions that may arise.
The organization should also hold issue driven community forums where staff and/or board members educate community members on specific issues related to the mission and values of the independent living center. For example, forums could be held on health care, personal assistance services, aging in place, voter registration or assistive technology. Community Forums provide an excellent opportunity to both interact with the public as well as educate them on an issue and how the organization is pro-actively addressing it.

c. Online and Social Media

One of the most challenging and basic issues that comes up for organizations with online media is having an updated website. The organization should designate a key staff person who ensures that the website is regularly updated with new information. The website should also be accessible and culturally competent for the community. It should provide an overview of the mission, vision, values, services and advocacy of the organization. It should highlight consumer success stories and have downloadable newsletters and brochures that can be easily printed. It should have ways for individuals to donate, get involved, and contact the organization directly.

In addition to the website, there are social media tools like Facebook and Twitter. If an organization is using Facebook or Twitter there should be a clearly designated person who is responsible for posting and sending out announcements. This individual should have a schedule on how often during the week they post and what types of news they post about. There should be a plan to build the audience and a strategy on how to incorporate fund raising into the online communication.

Regardless of what social media tools are being used it should be clear from the beginning on who is authorized to use them on behalf of the organization, how often, and what messages are being delivered via social media.

On an annual basis board and staff leadership assess the effectiveness of its outreach and marketing strategy in communicating the mission, vision, and values of the organization to the community.

Samples:

While there is no specific formula to recommend for diversification of funding this handbook will provide some common fund development opportunities including Public and Private Grants or Contracts, Giving Campaign, Events, and Fee for Service income.

**a. Public and Private Grants & Contracts:**

All grant writing should mission driven. The organization’s grants or contracts also need to be consistent and reliable and not subject to drastic political or economic changes.

In terms of organizational capacity, staff involved in writing the grants should have the skill level and previous experience in grant writing. In addition to the capacity to write the grant, management should have the ability and capacity to track the grant objectives progress and complete grant or contract progress reports in a timely manner. The organization should be wary of over committing staffing or administrative resources to one specific grant or contract. The allure of a large grant can be enticing but if that grant requires a tremendous amount of work it may prove to be inefficient and not cost effective. Grant support should be stable, sustainable, and hopefully have the potential for growth in future years.

Finally, the Board and Senior Management should develop an ongoing relationship with the governmental agency or foundation program managers administering the grant or contract and annually assess the effectiveness of its grant or contract in supporting the mission and services of the organization.

**b. Giving Campaign**

The key to maintaining an ongoing giving campaign is to develop a strong donor base and remain in constant communication with that base throughout the year. The organization’s giving campaign should also be mission driven and highlight the good work of the agency.

A good giving campaign starts with the maintenance of a comprehensive donor database. This should be maintained year round by a designated staff member who is proficient and very accurate with data entry. If the staff person struggles with
data entry the giving campaign will not be effective. The donor database should include the contact information of donors, their giving history, dates of giving, why they give, and notes on communication with donor. In addition to the staffing capacity, the organization should have the administrative capacity to handle mailings or identify a mailing house to handle this work. There also can be costs associated with the giving campaign including postage, envelopes, printing, paper, and remit envelopes.

The giving campaign should have a central focus. For example it could be a letter by the Executive Director or Board highlighting the success and challenges of the previous year, it could be annual report accompanied by a few selected consumer success stories, or the giving campaign could be as simple as a holiday card from the organization. Regardless of the focus of the campaign, the message should be simple and straightforward. Mailings have a tendency to be thrown away quickly so it is important that the donor understand the “ask” right away and feel compelled to respond.

In addition to a donor database and messaging system, the effectiveness of a campaign truly hinges on the organizations’ relationship with donors. The board and senior management of the organization should be in regular communication with donors. This doesn’t mean showing up at a donor’s house but ensuring that the donor is receiving year round updates either through newsletters, email, Facebook, or letters. The organization should regularly update the donor’s giving preferences and send out thank you letters by the board or senior management. Finally, the organization may want to consider some sort of annual appreciation event for donors. It does not need to be a complicated activity but should acknowledge the support that donors provide and the positive impact it has on the organization.

On an annual basis the board and senior management should assess the effectiveness of the giving campaign in supporting the mission and services of the organization.

c. Event Planning

Putting on a fundraising event can be anything from a small private dinner at a donor or board member’s house to a large scale public event for hundreds of people.

Regardless of the size and scale of the event there are some basic principles that should be followed. First and foremost the event should be mission driven and clearly focus on the organization. If the event incorporates more than one organization
or is being hosted by donors, the senior management should be very mindful of the message being sent out and insuring that it is representative of the organization’s values. For example, an organization that regularly puts on an annual event hired an MC to host the event. The MC was not fully educated on the organization and its mission. On the day of the event the MC could not effectively communicate the mission and the organization did not raise as much funds in their live auction as they had done in previous years. The next year the organization used a new MC and invited them into the office to learn about the organization. At the event the new MC was able to effectively communicate the mission of the organization and the live auction brought in more funds.

In order to effectively put on an event the organization should utilize a steering committee, the board of directors, and/or an auxiliary board to plan the fundraising event between six to twelve months in advance. In addition, the senior management and committee should talk in advance about the message and goals of the event.

The steering committee should have a site location for the event selected well in advance that is both physically accessible and affordable. The site location should also be aesthetically pleasing and physically comfortable. In other words, hosting an event outside in a parking lot in the middle of August might not be the best idea, no matter how good the message is.

The organization should solicit underwriting to support for the costs associated with producing the event. Underwriting letters should be sent at least three months before the event and should target local business and organizations that support the community. If members of the board or staff know key individuals within a solicited organization they should put handwritten notes on the underwriting letter.

Print media and social media should be utilized to publicize the event. The event should be publicized several months in advance and ticket sales should be available online. The organization should mail out invitations at least a month before the event and utilize the donor database to send out the invitations.

On the day of the event the organization should utilize committee members and volunteers to coordinate different activities such as parking, check-in, seating, crowd control, check out, etc. If the organization is running a silent or live auction, auction software should be utilized. At the conclusion of the event, receipts or donation letters should be provided and/or mailed to each attendee.
The Board and senior management should assess the effectiveness of its fundraising event on an annual basis.

d. Fee for Service & Memorandums of Understanding

There are many different types of fee for service programs that ILC’s can run such as:

- ASL translation
- Accessibility Consultation
- Disability Awareness/sensitivity Consultation
- Employment Services and Job Placement
- Community Care Transitions
- HMO Options Counseling
- Personal Assistance Registry
- Social Security Disability Appeals

Before launching a new fee for service program it is very important for the organization to ask several questions:

1. Does the organization have the initial capital to launch the service?
2. Does the organization have the internal capacity to administer the service (i.e. accounting, documenting, invoicing, medical billing, managing)?
3. Does the organization have the staffing to provide the service effectively?
4. If new staffing is needed or existing staff needs to be trained, does the organization have access to training resources?
5. Is there a community demand for the service?
6. Has the organization done a community assessment to ensure that there is a demand for the fee for service activity?
7. Is the fee for service activity cost effective and will it be sustainable over the long run?
8. Does the organization have leadership to monitor and provide oversight of the service?
9. Is the fee for service activity in line with the organization’s mission, vision, and values?
10. Is there buy-in from the Board, Executive Director, Senior Management, Staff, and Community to provide the service?

It is important that the organization is well prepared ahead of time before launching a fee-for-service. Understanding the details of the fee for service before hand is invaluable and will allow the organization to determine if it is the right fight and the right time to provide the service.

If an organization is considering launching a new fee-for-service program; a good first step would be talking to an existing organization, preferably an ILC that effectively runs that service. Next, the organization should consult with the administrative organization or individuals that pay for the fee for service to determine if there is a current demand in their community to provide it and if so, understand the process to be approved to provide the service.

Peer mentoring and resource sharing is critical in the launching of a fee for service program and organizations should not be afraid to ask for support at every stage of launching a new program.

Finally, when considering a new service an organization should also look at its capacity to provide its existing services. It is not recommended to move forward into a new area of service if there are challenges in providing the core services of independent living. Working with DOR’s resource specialists can be very helpful in addressing challenges in providing core services.
This handbook has covered the primary funding strategies that our organizations utilized but there are many others to consider as well including:

**a. Membership Fees:** charging individuals a membership fee, preferably on a sliding scale, for unique services or benefits that the organization may provide such as money management, representative payee, personal assistant registry application, and/or participation in group activities.

**b. Estate Planning/Charitable Trusts/Bequests:** many organizations have begun to market and utilize their 501c3 tax status as an investment tool for individuals and families. A first step to pursuing this area of fund development is to talk to a respected financial planner, trust attorney, estate planner, or fiduciary.

**c. Online Giving:** There are many new online websites that can be utilized to raise funds. These sites vary in their approach and process but most require some sort of financial investment. The organization should carefully research these sites before choosing to use them.

**Diversified Funding Exercise:** (Adapted from “Choosing the Right Fundraising Strategy,” by Kim Klein & Stephanie Roth, Grassroots Fundraising Journal, Vol. 18, no 3, June 1999 by Mimi Ho).

Here is a tool to help develop your fundraising activities. By understanding which activities are good for what purposes, you can make sure you’re using the strategy that is effective for your purpose—not just what you are used to doing. Knowing what kind of response rates to expect can help you more accurately predict how many people you need to ask to reach your goal. For an even higher response, consider combining strategies.
## Activities Requiring Personal Knowledge of the Prospect

<table>
<thead>
<tr>
<th>What It Is</th>
<th>Expected Response</th>
<th>Best Use</th>
<th>Comments</th>
</tr>
</thead>
</table>
| **Personal face to face solicitation:**        | prospects: 50% say “yes”. 50% of those agreeing will give less than the amount you asked for. | Upgrade donors.  
Bring in large gifts from qualified prospects.  
Raise large amounts of money quickly.                                                        | Start with people you know, at whatever level of giving is appropriate for them.                |
| Meet with a prospective donor by pre-arranged appointment and ask for a contribution.       |                                                                                   |                                                                                               |                                                                                                |
| **Prospect has ABC:**                          |                                                                                   |                                                                                               |                                                                                                |
| Ability to give in the range you’re asking for;                                                |                                                                                   |                                                                                               |                                                                                                |
| Belief in the cause;                                                                                       |                                                                                   |                                                                                               |                                                                                                |
| Contact with the organization or person asking                                                  |                                                                                   |                                                                                               |                                                                                                |
| **Personal phone call:**                        | 20-25%                                                                            | Upgrade donors to a higher gift, especially people giving more than $100 but less than your group’s definition of a major gift.  
Raise large amounts of money quickly.                                                          | Use with major donors who can’t be visited easily.                                              |
| Caller knows the prospect, makes call & asks for contributions over the phone.                  |                                                                                   |                                                                                               | For donors unwilling to schedule a face to face meeting, phone contact is a second choice.      |
| **Personal letter or email:**                   | 10-20%                                                                            | Low-key way for board, staff, & volunteers to ask friends & colleagues for gifts.            | Usually good to have more personal contact with donors after letter, either by phone or in a meeting, but letter alone can also generate money. |
| Key difference from direct mail: there is a relationship between the person writing and the prospect. |                                                                                   | Get donors already known to people in the organization to renew their gift.  
Sometimes useful for upgrading gifts.                                                           | Email only gets this kind of response if the person asking knows the prospect personally.      |
Activities NOT Requiring Personal Knowledge of the Prospect

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<thead>
<tr>
<th>What It Is</th>
<th>Expected Response</th>
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<tbody>
<tr>
<td><strong>Door-to-door canvass:</strong></td>
<td></td>
<td></td>
<td>Solicitors usually don’t know the prospects, so response is low. A certain percentage will answer the door, so solicitors can engage face-to-face in deeper way than writing or phoning those people back. Gifts are often small, and it’s hard to get donors to repeat them, other than through further door to door contact.</td>
</tr>
<tr>
<td>Volunteers or paid canvassers go door to door in designated neighborhoods, asking residents to become a member or give a contribution.</td>
<td>10-15%</td>
<td>In combination with an organizing drive in which people are asked to sign a petition or express an opinion as well as join the group and give money.</td>
<td></td>
</tr>
<tr>
<td><strong>Phone-a-thon:</strong></td>
<td></td>
<td></td>
<td>Good initial training for volunteers in how to ask for money from people they probably do not know. Works best when donations by credit card are accepted.</td>
</tr>
<tr>
<td>A group of people are recruited (or hired) to come together over one or more evenings to call a list of prospective donors who may be interested in the organizations work; sometimes used with current donors who give smaller amounts or whose membership has lapsed.</td>
<td>5%</td>
<td>Reach large numbers of people with a message they can respond to immediately. Bring in a large number of small and medium sized gifts quickly.</td>
<td></td>
</tr>
<tr>
<td><strong>Direct mail:</strong></td>
<td></td>
<td></td>
<td>Can often cost as much as or more than it brings in, so important to follow up with getting these donors to make renewed gifts.</td>
</tr>
<tr>
<td>An identical letter (not personalized) is sent by bulk mail to a list of 200 or more people who haven’t given but who have shown some interest.</td>
<td>0.5-1%</td>
<td>Acquire new donors. Reach people have no other way to contact.</td>
<td></td>
</tr>
<tr>
<td>What It Is</td>
<td>Expected Response</td>
<td>Best Use</td>
<td>Comments</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Email (to new prospects):</td>
<td>0.5-1%</td>
<td>Acquire new donors</td>
<td>More cost effective than direct mail.</td>
</tr>
<tr>
<td>Email blast to a list of people who have never given to the organization.</td>
<td></td>
<td>Good when this is the only contact information you have for someone.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best way to drive traffic to your website.</td>
<td></td>
</tr>
<tr>
<td>Special Event:</td>
<td>Varies by event.</td>
<td>Strengthen relationships with donors.</td>
<td>Most successful events combine strategies for acquisition, retention, or upgrading donors,</td>
</tr>
<tr>
<td>Gathers a group of people to do something fun, entertaining, and/or educational.</td>
<td></td>
<td>Raise money from sources you might not otherwise have access to, for example, small business.</td>
<td>Very labor-intensive, may not be best for small organizations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Good for goals that are not strictly financial, including: to build sense of community in the organization, to introduce new people to your work, to gain publicity for your organization.</td>
<td>House parties are a good variation—require less time, labor and up-front cost.</td>
</tr>
</tbody>
</table>
Taking on fund development could feel overwhelming to an Organization that already has all hands on deck, however it is important to remember that fund development doesn’t happen overnight and it doesn’t happen with just one person. Beginning with a discussion around strategic planning, assessing board and staff capacity, and surveying the community for needs are all reasonable and doable first steps. It is also important to know that there is not one correct approach to fund development. Independent Living Centers come in different sizes and serve very different communities across the state. What works in one area certainly might not work for another.

This handbook is not intended to serve as a definitive guide to fund development. Instead, think of it as a piece of Assistive Technology to increase access and further independence. The IL network has many fund development success stories that need to be shared. Our hope is that as peers we will begin to have more of a dialogue around these stories and share build collective knowledge. Ultimately, we all share the same boat and the stronger we make it, the better it will sail.
Appendix: Fund Development Sample Activities

Brief description of activity: YO! DISABLED AND PROUD BOWL-A-THON

1. Why did the organization decide to engage in this fund development activity?
   Typically even fundraisers for YO! have required considerable planning, set up and clean up. We decided engaging in a Bowl-a-Thon would not require as much logistical on-site work. Individuals could also participate virtually and it is a fun event for youth, their friends, and family.

2. How did the organization prepare for the start up phase of this activity?
   Internally, a couple staff members spent time creating a registration page online, researching bowling alleys, and outreaching to attendees and donors. We set up a check-in booth on site for people to pay with credit cards or cash. The bowling alley gave us a discounted group rate and attendees provided donations to participate.

3. What was the board role in this activity?
   Board members were given the opportunity to participate.

4. What is management’s role in this activity?
   Management advised and approved of the logistics of the event.

5. What was staff's role in this activity?
   Staff organized the event, outreached to donors, set up the registration page online, accounted for the funds, and participated in set-up, check in, and clean up on the day of the event.

6. Does the organization use consultants or volunteers for this activity? If so, how are they used?
   YO! volunteers are used. We have 13 volunteers in the network.

7. How is success measured for this activity? How would you rate the overall success of this activity?
   The event has potential. It needs to grow in the future. It was modestly successful.
8. **What have been some of the positive outcomes of this activity?**
   We have received new donors.

9. **What have been some of the challenges or obstacles of this activity?**
   Getting a site location (bowling alley) to donate the space for free. It would have increased our bottom line.

10. **What advice would you give to another ILC if they were to pursue this activity?**
    Make participating in the event an option both online and in person. Keep online participants engaged during the day’s event through the use of social media. Get a bowling alley to donate space for free.

**Brief description of activity: ANGELS BY THE BAY- ANNUAL EVENT**

1. **Why did the organization decide to engage in this fund development activity?**
   We had not held annual events for several years and wanted to broaden our outreach and donor base in the community.

2. **How did the organization prepare for the start up phase of this activity?**
   Our Director of Community Resources put together an auxiliary board in volunteers to coordinate the event. A theme was developed around Angel Island, and the blue Angels that fly overhead during that time of year. A space was secured at a local Yacht Club and the auxiliary board began to plan the event and secure sponsorship and donations for the live and silent auctions.

3. **What is the board role in this activity?**
   Several board members are sponsors of the event, a few others help recruit for the event. All participate in some capacity.

4. **What was management’s role in this activity?**
   Management advised and approved of the logistics of the event, ran the accounting for the event, identified consumers to speak at the event, and assisted in the overall coordination on the day of the event.
5. **What was the staff role in this activity?**
   Staff worked with management to identify speakers for the event, staff assisted in the set-up, check in, check out, and clean-up of the event.

6. **Does the organization use consultants or volunteers for this activity? If so, how are they used?**
   Yes, approximately 20 volunteers from the MCIL Auxiliary board are used. The Auxiliary members secure the funding and donations for the event, promote the event, and participate in set up, check in, check out, and clean up on the day of the event.

7. **How is success measured for this activity? How would you rate the overall success of this activity?**
   The event sells out every year (250 attend). The event raises enough funds to cover overhead and staff time. The event promotes the agency and educates the community about the services and advocacy of the organization.

8. **What have been some of the positive outcomes of this activity?**
   We have secured new donors. The event is well publicized online and through local media. The event raises money for the organization and engages the community.

9. **What have been some of the challenges or obstacles of this activity?**
   Logistically, there is a lot involved. The event takes a year to plan. The site charges a fee and parking is very difficult in the area.

10. **What advice would you give to another ILC if they were to pursue this activity?**
    If you are interested in doing an event; start modestly and build over time. Utilize volunteers as much as possible and designate an individual’s to coordinate those volunteers. Hire an individual who has experience in event planning and fundraising and who can work autonomously. Have fun!
**Brief description of activity: VENDORIZED EMPLOYMENT SERVICES**

1. **Why did the organization decide to engage in this fund development activity?**
   The executive director had extensive experience and the local DOR office requested our services.

2. **How did the organization prepare for the start up phase of this activity?**
   We studied the vendorization documents, hired and trained a job developer with our own funds.

3. **What is the board role in this activity?**
   The board has virtually no direct role, only general oversight.

4. **What is management’s role in this activity?**
   Management is very active in performance oversight and monitoring payments from DOR.

5. **What is staff’s role in this activity?**
   Staff perform all operations. We have 5 full time and two part-time staff.

6. **Does the organization use consultants or volunteers for this activity? If so, how are they used?**
   No.

7. **How is success measured for this activity? How would you rate the overall success of this activity?**
   Success is measured by profit (reasonably successful) and job placements (again moderately successful). We constantly look at ways to improve.

8. **What have been some of the positive outcomes of this activity?**
   More persons with disabilities have jobs; diversified income for RICV; improved contacts with business leaders
9. **What have been some of the challenges or obstacles of this activity?**
   Two primarily areas of challenges – first is getting people jobs. Many employers are hesitant to hire people with disabilities, so we have a lot of convincing to do. Second area is working with the DOR bureaucracy, including getting referrals and getting timely payments.

10. **What advice would you give another ILC if they were to pursue this activity?**
    Make sure you are well prepared and know what you are doing. It can be a helpful addition to IL services, but it can get you in trouble if you don’t know all of the details of how it works.

**Brief description of activity:**
**BREAST CANCER BENEFITS COUNSELING AND FINANCIAL ASSISTANCE PROGRAM**

1. **Why did the organization decide to engage in this fund development activity?**
   The organization had been providing SSA benefits counseling for a number of years. Another organization had been providing benefits counseling specifically for uninsured and under-insured women and men diagnosed with breast and cervical cancer. The organization was closing and they asked us to consider taking on the program.

2. **How did the organization prepare for the start up phase of this activity?**
   We wrote several grants to local and national breast cancer organization to fund our program. Funding was secured by the Susan G Komen Foundation and To Celebrate Life Foundation. We trained staff on the public health insurance options for individuals diagnosed with breast cancer.

3. **What is the board role in this activity?**
   The board provides general oversight of the agency and our services.
4. **What is management’s role in this activity?**
   Management writes and administers the grants and manages the staff providing the services.

5. **What is staff role in this activity?**
   Two staff members provide the direct services.

6. **Does the organization use consultants or volunteers for this activity? If so, how are they used?**
   No.

7. **How is success measured for this activity? How would you rate the overall success of this activity?**
   Success is measured by number of individuals served each year (approx. 50-60) and number who receive emergency financial assistance (approx. 15-20). The organization has been able to secure consistent funding for the program for the past 6 years.

8. **What have been some of the positive outcomes of this activity?**
   More individuals with breast cancer have access to health care and successfully undergo treatment. A diversified funding stream. The program is well regarded in the community.

9. **What have been some of the challenges or obstacles of this activity?**
   The program requires a highly skilled staff. Securing funds through grant writing is a requirement every year.

10. **What advice would you give to another ILC if they were to pursue this activity?**
    Figure out what service gaps exist in the community. Talk to community partners. Build a new program over time and do not commit too many resources too quickly.
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