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innovative nonprofit SOLUTIONS

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Our Mission:

We help organizations create innovative solutions to build their capacity.

We accomplish this by assessing, designing, and implementing strategic fundraising, marketing and management programs for nonprofits, community-based, faith-based and educational institutions and government agencies.

Message from the President



For many nonprofits, 2011 has been a challenging year. Organizations have seen a sharp decrease in state funding and private contributions along with an increased demand for their programs and services.

A number of nonprofits have closed their doors or have merged with other organizations in order to pool resources and survive the challenging economic conditions. The nonprofits that been able to survive funding cuts and competition have had strategic plans in place to conserve resources and build reserves.

Now more than ever, nonprofits must consider making investment in hiring development staff, working with volunteers and building a strong and engaged board that fearlessly fundraises on behalf of the organization for which they serve.

-- **Ruth A. Peebles**, President and Founder of The INS Group

Innovative Nonprofit Solutions E-Newsletter is your first source for news in the nonprofit sector. Discuss the articles with your peers, register for a future workshop on our website and let us know how you have implemented what you've learned.

Send your story to info@theinsgroup.com.

Capacity Building at Its Best: Help, Incorporated

Help, Incorporated: Center Against Violence provides domestic violence, sexual assault, elder abuse, and child abuse treatment services to the men, women, and children of Rockingham County. For the past 17 years, Help, Inc. has operated a domestic violence shelter, providing a safe space, counseling, and therapy for victims as well as assistance with hospitals and law enforcement. The organization operates a 24-hour crisis hotline, a child advocacy center, and a fundraising thrift store, in addition to providing ongoing community education.

In 2009, Help, Inc. received a capacity building grant from the Z. Smith Reynolds Foundation, aimed at increasing and diversifying local funding sources for domestic violence agencies. This grant included funding to work with a consultant; Help, Inc. chose to work with The INS Group.

Starting in September 2009, The INS Group has worked with Help Inc. in three specific areas: board development, strategic fundraising, and the creation and implementation of a signature fundraiser.

Board Development

It is important to “show Board members how to become a more active board,” says Angie Boles, Executive Director of Help, Inc. The INS Group worked with the Help Inc.’s Board to increase their fundraising and leadership capacity. The INS

Group lead leadership development workshops and helped establish board committees. In addition, The INS Group created a comprehensive Board recruitment and orientation packet and facilitated Help, Inc.’s annual retreat.



Guests at Help, Inc.’s first annual Derby Day Event

Strategic Fundraising

The INS Group assisted the Board with developing a multi-year strategic development plan. A key component of this plan for Help, Inc. was the implementation of two direct mail campaigns. The semi-annual mailings helped increase visibility in the community and raise unrestricted funds. The direct mail campaigns have raised approximately \$3000 each annually and the organization will build on this success. The INS Group has given Help, Inc. the tools and solicitation techniques necessary to continue expanding the base of community support throughout Rockingham County.

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What Services Does Your Organization Need?

The INS Group can provide:

- ⇒ **Board Training on Fundraising**
- ⇒ **Executive Coaching**
- ⇒ **Strategic Fund Development Planning**

Contact as at

admin@theinsgroup.com

to learn more about how we can help

How to turn \$10 into Grant Dollar\$

12 Steps for Successfully Securing a Grant

This learning tool is perfect for the grant writing novice or a refresher for the more experienced grant writer. Purchase online today at www.theinsgroup.com!

Reaching the Board's Full Fundraising Potential

A Board with a strong fundraising capacity is a key component in driving a nonprofit organization forward. Although Board members are responsible for planning and policy and organizational development, fundraising development can often be the most immediate and needed contribution that they make to a nonprofit organization.

Board Fundraising Expectations

Board members have four specific fundraising responsibilities that should be outlined in a board job description:

Individual Giving

Board members have a responsibility to contribute to the fundraising capacity of the organization. Nonprofits can choose to include a minimum annual contribution in a Board member job description or, often more common, request that each member contribute within his or her means.

Fundraising Requests to Friends, Family Members, and the Workplace

A Board member's personal connection can influence a prospective donor's level of support and involvement with the nonprofit. Board members should use their personal connections when requesting donations of time, talent, and treasure from both businesses and individuals.



Recruitment of New Board Members

Board members play a significant role in recruiting new board members who have financial resources as individuals or corporate leaders.

Oversee Nonprofit Fundraising Efforts

Board members should participate in the strategic fund development planning process and implement activities related to special events, donor prospecting, and corporate solicitation.

Board Fund Development Committee

A strong Fund Development Committee can help lead a nonprofit to its full fundraising potential. A key component in doing so is drafting the annual fundraising plan for Board approval, in conjunction with appropriate staff. If the nonprofit does not have a development director, the Committee can take a lead in establishing resource development goals and objectives.

Depending on the needs of the organization, the Committee may brainstorm fundraising ideas and strategies, develop fundraising events, host donor cultivation events,
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Upcoming Events

Triangle Business Growth Expo

September 14, 2011
Raleigh Convention Center
Raleigh, NC

www.bizjournals.com/triangle/event/48111

First annual leadership conference to explore economic growth in the region from business leaders and visionaries.

2011 Conference and Public Policy Forum

September 22-23, 2011
The Grandover
Greensboro, NC

www.ncnonprofits.org/conference.asp

This year, the theme of N.C.'s annual conference is "Nonprofits in a New Reality."

Celebrate 2011

December 1, 2011
6:30pm-8:30pm
Marbles Kids Museum
Raleigh, NC

www.trianglecf.org/news_events/events_calendar/celebration_2011/

Join the Triangle Community Foundation at its annual holiday and networking event for nonprofit executives and business leaders in the greater Triangle area.

(Capacity Building at Its Best, Continued from page 2)

Signature Fundraiser

The second year of the capacity building grant focused on the development of a signature fundraiser. "Get Down and Derby" was a celebration of the Kentucky Derby. The event featured a full evening of activities including red carpet arrivals, a silent auction, and photographs with a live retired racehorse. The INS Group assisted the Special Events Committee with logistics and served as an "objective and experienced voice to lead through the planning process." The Derby Day event attracted 125 attendees and raised more than \$6,000.



Attendees in costume at "Get Down and Derby" event held in May 2011

Lasting Results of Capacity Building

With the help of The INS Group, Help Inc. has been able to expand its fundraising efforts and diversify funding base. Establishing both an effective signature fundraiser and direct appeal campaigns have helped Help, Inc. to increase donations as well as improve awareness of the organization throughout Rockingham County. The Board of Directors is more engaged and has increased its level of involvement in fundraising and organizational strategic planning.

For more information on Help, Inc., please visit www.helpinc-centeragainstviolence.org/

For information on how your organization can work with The INS Group to develop these skills, contact info@theinsgroup.com or visit www.theinsgroup.com ■

(Reaching the Board's Full Fundraising Potential, Continued from page 3)

draft and recommend development policies on potential giving scenarios (including a large bequest or request for naming rights).

Members of the Fund Development Committee:

- Serves as a source of information on the environmental factors affecting fund raising among the organization's constituencies.
- Helps to evaluate the potential of prospects for increased levels of contributions.

- Involves other board members and volunteers in the cultivation process.

Fund Development Committee members should include non-board members as well as board members. This is a great opportunity to introduce potential board members to a leadership role within the organization.

Depending on the needs of the nonprofit, subcommittees of the Fund Development Committee can include: special events, annual fund, corporate and foundation, major gifts and planned giving committees. ■

The INS Group will soon be on FACEBOOK!



Does Your Organization Need to Hire a Development Director?

Determining when to hire a development director is arguably one of the trickiest decisions for a nonprofit. Considerations include the existence of a dedicated fundraising staff, the internal and external capacity of the organization to solicit funding, and the willingness to assess and implement operational changes that a concentrated fundraising commitment potentially requires. Serious analysis of an organization's developmental tools and strategies is required before figuring out when – or if – a development director is needed.

Current Organizational Commitment

Your organization must evaluate the current fundraising commitment of your nonprofit's Board and staff.

- Through what measures have previous fundraising endeavors been successful?
- Is fundraising an essential concern for all members or is it more often relegated to a single person or committee?
- Does your organization fully utilize the connections it has with individuals and businesses in the community interested in its mission?

Active engagement to solicit funding is a prerequisite for all staff members. The job of a development director will be necessary if these concentrated efforts prove insufficient to carrying out the nonprofit's objectives. A development director will be able to structure a financial plan adapted to the organization's available resources.

A common mistake of most organizations is to hire a development director to carry exclusive responsibility for raising funds. This type of position is more suitable for training members of a nonprofit to meet their unique financial needs, assessing organizational



resources and commanding members in their use. They oversee the implementation of tools as well as employ the tools themselves.

Organizational Capacity

Part of the strategic analysis before your nonprofit hires a development director includes measuring its capacity to solicit funding, from within the organization and with regard to its role in the community.

- What is the value of the organization as perceived by the public?
- Are there organizations in the same area requesting funds for similar causes?
- To what extent is your nonprofit currently connected to potential community sponsors?

From within, your organization should establish who is primarily responsible for high-level activities such as writing grants and forming relationships with Board members and donors, in addition to low-level activities like mailing sponsorship letters and keeping track of financial data. Development directors are not intended to replace or carry sole responsibility of these activities themselves but rather offer expertise to efficiently manage and expand these tasks.

Budget: Money and Time

A final consideration is for time and money expectations. When thinking about hiring a development director, organizational contributions are expected in return. Too frequently organizations

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Building Your Volunteer Base

Volunteers are a key component of most nonprofits. In addition to extending the capabilities of the organization, they also provide a link to the community. Finding the right volunteers for the right job is the first step in bringing them onboard the organization.

Getting Started

If your organization has a need for volunteers with specialized training or skills, you can design a targeted volunteer recruitment plan.



Organizations should ask themselves the following questions:

- What are the specific activities for which we need volunteers? What type of individuals can provide specialized skills to implement these activities?
- What are the strategies to identify potential volunteers and how should we communicate with these prospects? What would motivate these individuals to volunteer with our organization?

Carefully consider your organization's needs to enable you to create a strong recruiting pitch and job description for volunteer positions. If you are realistic about the time and talents you are asking from your volunteers, as well as the time and resources that your organization can

devote to managing you can avoid surprises later in your relationship with volunteers.

Effective Recruitment Strategies

If there is someone in your network who could help with a specific project, approach the talented candidate and ask them to assist with the project. Many people need to be directly asked before starting to volunteer.

Using "concentric circles recruitment" allows you to use individuals already in direct or indirect contact with your organization to expand your volunteer connections.

Potential volunteers can be:

- Alumni or graduates of your organization's programs
- Current clients, as well as their family and friends
- Friends and family of current volunteers and staff members

Individuals with these connections to your organization will ideally be more familiar with your mission and more receptive to your pitch. They may also be able to introduce you to other interested volunteers they are connected to in the community.

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Useful Websites for Volunteer Recruitment

Volunteer Match

www.volunteermatch.org

Network for Good

www1.networkforgood.org

Idealist

www.idealists.org

North Carolina Commission on Volunteerism

www.volunteernc.org/volunteerCenters/index.aspx

North Carolina Association of Volunteer Administration

www.ncava.net

Coming Soon from The INS Group

New Website

The INS Group will launch a new website this fall that will feature a link to our Facebook Page and new capacity building resources.

Webinars

Webinars will begin late 2011. Topics will include grant writing, individual donor development, strategic planning and more!

(Building Your Volunteer Base, Continued from page 6)

If your organization has a one-time need for a large number of volunteers (for example, a 5k race) who do not need specialized training, you can recruit volunteers through media announcements, low cost/free advertising such as Craigslist, email blasts, and community groups discussions. Volunteers who have a positive experience with the organization may be interested in longer term volunteer opportunities. Work with these new volunteers to determine their specific interests and talents and the time they wish to give to the organization.

Your organization may have ways for people to volunteer outside regular business hours. Is there data entry that can be done at night? Can individuals sort donations in the evenings or help answer phones early in the morning? By being flexible with time, you can reach additional volunteers.

“Untraditional” volunteers may also include teenage volunteers who have time after school and on the weekend, shift workers who are free in the morning or late at night, or full-time employees whose employers offer several hours of paid “volunteer” time at local service organizations.

Online Resources

There are many online search engines and directories that organizations can use to reach a different audience. In addition to large volunteer search engines like VolunteerMatch, Idealist and Network for Good, many communities also have their own online matching programs for local volunteers. These connections are a strong first connection to a wider audience for individuals interested in both short and long term volunteering, but should not entirely replace the face-to-face recruiting process. ■

(Does Your Organization Need to Hire a Development Director, Continued from page 5)

fail to consider a compensatory salary for this high-skilled position or even additional costs which financial planning may entail (including upgrades, marketing materials, expenses of development training).

Additionally, the output of a development director should not be expected to free up time spent on fundraising for other members but to train a nonprofit in more economically and resourcefully assuming prospectively larger fundraising projects. In the long-term, a committed Board and staff will learn to eventually increase their capability to fundraise. ■

Learn more about when to hire a development director in “Development Director or Not” from the Sustainable Nonprofit in the Philanthropy News Digest at www.thefoundationcenter.org.

Key Nonprofit Statistics

In 2009, there were **1,581,111 total nonprofits** in the United States, an **increase of 31.5%** from 1999.

In 2010, charitable contributions from individuals, foundations, and corporations was **\$290.89 billion**. This is an **increase of 2.1%** from 2009’s totals.

The top three categories of nonprofits receiving contributions were **religious organizations, educational institutions, and human services organizations**.

Individuals donated **\$211.17 billion** in 2010. Only **10%** of gift donations come from reoccurring gift donors. The first year donor retention rate for nonprofits is **29.3%**

Foundations donated **\$45.7 billion** to nonprofits in 2010.

Statistics from National Center for Charitable Statistics and Nonprofit Trends