San Diego Asian Film Foundation Fundraising Plan

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Fundraising Plan

FALL 2010

University of San Diego
Resource Development and Fundraising: LEAD 506

Nicole Coleman-Miller
Lina Park
Report Contents

I. Executive Summary........................................................................................................3
   1. Overview of the San Diego Asian Film Foundation
   2. Summary of Fundraising Plan 2011-2013
   3. Summary of Conclusion and Appendices

II. SDAFF Fundraising Plan 2011 – 2013..............................................................4
   1. Summary of Findings: Current Fundraising Conditions..........................4
   2. Objectives and Strategy: Desired Organizational Conditions...............5
   3. Fundraising Goals and Strategy.................................................................7
   4. Fundraising Projections and Timeline......................................................7
      a) Focus Area: Individual Giving.............................................................8
         i. Membership
         ii. Annual Giving/Annual Fund
         iii. Major Gifts
         iv. Planned Giving
      b) Grants Program..................................................................................10
      c) Corporate Relations...........................................................................10
      d) Government Relations.......................................................................11

   5. Organizational Capacity........................................................................11
      a) Accountability and Tracking System...............................................12
      b) Evaluating Fundraising Resources..................................................12

   6. Conclusion and Next Steps.................................................................12

III. References........................................................................................................12

IV. Appendices

   A. SDAFF Readiness Assessment
   B. Strategic Plan (Appendix is not provided due to confidentiality)
   C. Fundraising Goals Flow Chart
   D. SDAFF Fundraising Projections 2011 -2013 (Appendix is not provided due to confidentiality)
   E. Fundraising Timeline
   F. Grants Program: New Foundation Prospects
   G. SDAFF Fundraising Cost Breakdown (Appendix is not provided due to confidentiality)
   H. CRM Guide [database]
   I. Donor Bill of Rights
I. EXECUTIVE SUMMARY

Overview and Readiness of the San Diego Asian Film Foundation

The San Diego Asian Film Foundation (SDAFF) is an independent nonprofit organization dedicated to connecting and transforming lives through film. Founded in 2000, the SDAFF celebrates diverse cultures and educates the community about all facets of human experience through free film screenings in the community, partnerships with a variety of community organizations, and a highly popular annual film festival. Although the word ‘Asian’ is an integral part of its name, the SDAFF is proud to support and present films by artists representing a diverse range of cultures and ethnicities. The SDAFF currently has two successful community-based programs that emphasize meaningful discourse, positive social change, and independent voices: Reel Voices and Connect San Diego. The SDAFF is best known for its annual film festival. Approaching its 11th year, the San Diego Asian Film Festival is widely recognized and draws over 20,000 people annually.

Celebrating more than a decade of service, The San Diego Asian Film Foundation is presently well positioned to expand its cultural and media arts initiatives in the San Diego community as it continues to enhance the city’s arts and cultural landscape. Now at an organizational “turning point,” it is critical that the SDAFF embark on a new path to increase its community support through an expanded program of fundraising. This fundraising evaluation and initial fundraising plan, developed by consultants in USD Nonprofit Management Program, marks one of the organization’s first steps toward a focused and dedicated long-term and strategic fundraising goal.

Summary of Fundraising Plan 2011-2013

The SDAFF Fundraising Plan was developed through extensive review and analysis of various financial and marketing documents and several interviews with the executive director, chairman of the board, and staff. Contained in Section II of this report, the Fundraising Plan 2011-2013 provides a broad evaluation of the organization’s fundraising functions as well as suggested strategies for improving the organization’s fundraising efforts, reach, effectiveness, and ultimately, the SDAFF’s bottom-line. Though the Fundraising Plan will provide a comprehensive analysis in all areas of development, the 2011-2013 report will concentrate extensively on increasing SDAFF’s individual giving – an area that must be strengthened for long-term sustainability and growth.

Conclusion and Appendices

This report contains a comprehensive appendix, which includes existing and recommended fundraising development policy documents. Documents included in the appendices are intended to guide as well as to provide resources for improving organizational capacity and performance. Policy documents are recommended as part of nonprofit best practice. Additional documents are intended for review by board and staff, and for adaptation as the organization deems necessary.
II. FUNDRAISING PLAN 2011 – 2013

Summary of Findings: Current Fundraising Conditions

SDAFF’s Assets
Based on the readiness assessment conducted by the consultants in September 2010, three specific areas of strength were identified:

1. Dedication of the executive director and the staff to the mission of the organization.
2. Well-connectedness of SDAFF’s executive director and board to the pan-Asian population served, which therefore makes the organization’s programs good opportunities for corporate sponsorship. This is particularly unique to SDAFF within the nonprofit sector.
3. A growing membership base of people who embrace SDAFF’s mission, for reasons ranging from cultural to social to artistic.

Mission
According to the Standards of Excellence Institute, a national initiative of ethics and accountability within the nonprofit sector, reviewing the mission statement periodically to ensure its relevancy and alignment to the programs and activities is an essential board practice. The consultants recommend that the board maintain open discussion about the mission’s proposed evolution to include the concept of transformation, and how that concept can and should be interpreted through the organization’s vision, programs, and activities over the next few years.

Corporate Sponsorships
While many nonprofit organizations have reported considerably shrinking corporate sponsorships, the SDAFF’s corporate fundraising efforts have remained strong. The popular and growing annual San Diego Asian Film Festival provides a venue and opportunity for national and local corporations and businesses to connect with a predominantly targeted population, and the attractive and well-maintained website appears to be a draw for corporate sponsors year-round.

Membership
Since 2000, the SDAFF membership base has grown from between 50-70% annually. The membership base consists of those who are passionate about independent films and/or Pan Asian culture, and who have the opportunity to connect with SDAFF’s mission every year through the annual film festival. SDAFF is now positioned to maintain or develop deeper and more meaningful relationships with its members throughout the year.

SDAFF’s Obstacles
Based on the readiness assessment (see Appendix A), organization research, and interviews, the consultants identified three areas of weakness that may alter optimal fundraising outcomes:

1. There is not currently a cohesive agreement on the concept of philanthropy.
2. The SDAFF’s present infrastructure lacks the ability to support comprehensive and sustained fundraising efforts.
3. An imbalance of fund development sources weakens long-term sustainability
Concept of Philanthropy
Based on practical knowledge and best practices, leadership and those closest to the organization including board, staff, and key volunteers must set a pace for giving that moves beyond a set amount toward individual capacity (which will be different for everyone). The SDAFF is a multicultural organization with a board from varying backgrounds and cultures. Though the multiculturalism of the board is an overall asset, the understanding of philanthropy and giving has shaped each person differently, which in turn, has influenced the communal understanding of its role as a board in the area of philanthropy.

Present Infrastructure
Though fundraising activities have been fruitful in the past, it has been the result of relentless work by the Executive Director and the board. Long-term sustainability and growth in the area of fund development requires proper fundraising strategies, staff, volunteers, and equipment, such as database management software and information-sharing processes. At the time of this report, a suitable infrastructure had not yet been developed to support a major fundraising effort.

Imbalanced Funding Scenario
While the SDAFF has been successful in building and maintaining excellent relations with corporate sponsors, some of the organization’s other fundraising efforts have failed to keep pace. The SDAFF’s ability to acquire funding through grants has been mixed – due possibly to the current economic climate – and its ability to develop and grow a strong base for individual support is still in the organization’s future. As beneficial as it is to have generous corporate support, the current imbalance of funding poses great risk, as any shift in corporate giving capacity could devastate the organization’s bottom line.

Objectives and Strategy: Desired Organizational Conditions
The San Diego Asian Film Foundation is actively seeking opportunities to expand its program offerings, program reach, and the number of constituents served. The SDAFF’s community programs, in particular, offer opportunities for youth and adult education, community-building, and the creation and dissemination of Pan Asian independent films. Simply put, the SDAFF’s services are not duplicated by any other agency in the San Diego region. Growth is desired. Stability is essential. The following hierarchy of objectives\(^1\) states the organization’s overall goals, and the fundraising goals that underpin them:

\begin{tabular}{|l|}
\hline
\textbf{Top Rank Objective (TRO)} \\
\textbf{Increase and Improve SDAFF Programming} \\
\textit{WHY: To support the mission} \\
\hline
\textbf{Second Rank Objectives} \\
1.) \textbf{Launch a Connect community program (2 years) in East San Diego (“the Diamond”), an area rich in cultural diversity but lacking in socioeconomic resources} \\
\textit{HOW: Develop and staff program; seek financial support through program underwriting/sponsorship, grants, government funding, and individual donations} \\
\hline
\end{tabular}

[Our objectives] are organized in a hierarchy of means, as follows: Top Rank Objective (TRO), Second Rank Objective, Third Rank Objective. The objective in a lower rank answers to the question \textit{How?} and the objective in a higher rank answers to the question \textit{Why?} (Saxena, page 198).
The objectives and strategic direction addressed in this fundraising plan are directly related to the organization’s initiative: *increase fundraising income*. However, the remaining three initiatives\(^2\) are very much related to fund development in terms of strategies and desired outcomes, and there will be many instances of cross over. For example, *creating long-term sustainability and growth* is a goal that can be supported through increased income. Developing a successful marketing and communications apparatus that supports fund development will also aid the organization in *building credibility amongst internal and external stakeholders* (See Appendix C).

\(^2\) See the SDAFF 2010 Strategic Plan in Appendix B
Keeping the SDAFF’s four initiatives in mind, but designed to support the initiative to increase fundraising income, the consultants have developed the following fund development goals.

**Fundraising Goals and Strategy**

- **Primary Fundraising Objective:** By 2013, increase net fundraising revenue by $100,000 in order to support the organization’s mission and TRO.

- **Secondary Fundraising Objective:** To build organizational capacity in order to support fundraising and long-term organizational growth.

**Initial Fund Development Goals**

- Increase fundraising revenue overall to $530,000 in 2011, $615,000 in 2012 and $700,000 in 2013
- Establish an Annual Fund (e.g. The SDAFF Film Fund)
- Begin building a donor pipeline for support through membership and the annual fund
- Identify and expand other funding programs as resources allow

**Initial Fund Development Strategies**

- Develop and adopt a fundraising plan in congruence with the SDAFF strategic plan
- Actively include the board in fundraising activities
- Address internal view of philanthropy: Become a 100% donor organization (staff and board)
- Secure dedicated fundraising personnel (leadership and support staff)
- Evaluate and restructure current staff to improve performance, identify weaknesses
- Utilize prospect identification and development techniques (*Moves Management*)
- Establish an Individual Giving Program (e.g. annual fund, major gifts, planned giving)
- Establish an annual fund campaign to generate unrestricted revenue

**Financial Projections and Timeline**

**Summary of Financial Projections**

By 2013, SDAFF’s fundraising net goal is projected to exceed $300,000 per year, with 65% or more deriving from individuals, government and grant makers and 35% or less coming from corporate sources (see SDAFF Fundraising Projections 2011 -2013 in Appendix D).

**Summary of Timeline**

Though SDAFF is eager to embark on expansion of its fundraising efforts, the organization is limited to five in-house staff members who divide the lion’s share of work. The consultants have provided a timeline that reflects the SDAFF’s desire to begin development of a fundraising program, but leaves some flexibility in scheduling (see Appendix E). In particular, the organization will want to structure its timeline around the completion of key action items related to research, budget, database, and staffing (see items marked “immediate” in the timeline). It is recommended that SDAFF focus on building organizational capacity over the next three years, increasing individual giving and maintaining support through grants and corporate sponsorships.
Focus Area: Individual Giving

When carefully and thoughtfully cultivated, individual donors are loyal, reliable, consistent, and generous supporters; their support will more likely help an organization weather a storm than any other single revenue source. Individual giving - comprised of membership, annual fund, major gifts, and planned giving - requires the highest degree of time and attention, but can produce the greatest rewards and ensure long-term sustainability for an organization.

Membership

For the SDAFF, membership is the entry point for the donor pipeline. Ideally, the SDAFF would begin assessing and cultivating members to become donors through Moves Management. Though membership has grown each year by more than 50%, the majority of the financial growth resulted from the acquisition of two Lifetime-level members ($10,000 each) as well as many new memberships at the Friends and Donors ($55 and $100) levels. The $250 and $1,000 levels did not significantly rise and the $500 level membership decreased from 2009 to 2010:

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends $55</td>
<td>36</td>
<td>$1,980</td>
<td>98</td>
<td>$5,390</td>
<td>145</td>
<td>$7,805</td>
</tr>
<tr>
<td>Donors $100</td>
<td>41</td>
<td>$4,100</td>
<td>61</td>
<td>$6,100</td>
<td>91</td>
<td>$8,505</td>
</tr>
<tr>
<td>Supporter $250</td>
<td>17</td>
<td>$4,000</td>
<td>16</td>
<td>$4,000</td>
<td>21</td>
<td>$4,680</td>
</tr>
<tr>
<td>Patron $500</td>
<td>10</td>
<td>$5,000</td>
<td>21</td>
<td>$10,500</td>
<td>19</td>
<td>$7,350</td>
</tr>
<tr>
<td>Producer $1,000</td>
<td>17</td>
<td>$13,000</td>
<td>12</td>
<td>$12,000</td>
<td>13</td>
<td>$14,240</td>
</tr>
<tr>
<td>Benefactor $2,500</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>121</td>
<td>$28,080</td>
<td>208</td>
<td>$37,990</td>
<td>289</td>
<td>$42,580</td>
</tr>
</tbody>
</table>

The consultant team recommends that membership programs be viewed as both a benefits program, and an opportunity to create relationships and a pipeline to annual giving and major gifts. SDAFF could consider two successful models for engaging and growing membership:

<table>
<thead>
<tr>
<th>KPBS Membership Model</th>
<th>MCASD Membership Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership benefits include freebies and special access to the website</td>
<td>Offers fun and desirable members-only events including previews, parties and tours</td>
</tr>
<tr>
<td>Highly-visible membership drives (shortened if $ goal is met sooner!)</td>
<td>Member club events tailored to club level and segmented by interest and demographics (e.g. a “special interest” group geared toward young professionals</td>
</tr>
<tr>
<td>Members encouragement to move up to next level through perks and appeals to support quality programming</td>
<td>Organization cites “passion” and “philanthropic spirit” as principal motivators for moving up to the next level.</td>
</tr>
<tr>
<td>Sustaining Members give to the annual fund monthly or quarterly</td>
<td>Premier Memberships are prestigious memberships which allow much greater access and opportunity than other membership levels</td>
</tr>
<tr>
<td>Producer’s Club membership is an inner circle that enjoys increased access to radio personalities, private events and increased recognition</td>
<td></td>
</tr>
</tbody>
</table>

3 Moves Management is a donor-cultivation strategy many professionals use to track “steps” or actions taken in an effort to develop prospect relationships (Weinstein, page 120).
Membership Action Steps:

- Hold four to six member-only events annually; some surrounding the film festival
- Design invitation-only special events for members at the Patron level ($500) and above, and mixers for members and guests
- Consider adding a $5,000 annual level

Annual Fund Campaign

Why establish an annual fund campaign? An annual campaign is arguably the single best tool for establishing a culture of support for, and within, SDAFF. Through thoughtful and regular contact, strategically planned throughout the year, the annual fund campaign encourages and rewards loyal, consistent financial support. Potentially called the SDAFF Film Fund, the annual campaign will draw in much-needed unrestricted revenue. The SDAFF annual fund can and should complement its membership program as it serves to strengthen relationships and move donors on to the next giving level.

Annual Fund Action Items:

- Establish the annual fund
- Develop an annual fund campaign strategy
- Marketing Director to develop and implement a social media/online campaign
- Volunteers and interns provide support
- Development staff to record and maintain giving in donor/membership database
- An end-of-year appeal (post film festival) is highly recommended
- Incorporate and encourage corporate matching program in campaign

Major Gifts

Individuals willing to make major gifts will be very likely to have consistent and meaningful contact with the organization, and should begin to be cultivated over time. SDAFF board and development staff should define major giving for SDAFF, identify and then segment prospects through the continuation of the Moves Management technique.

The Fundraising Committee can begin developing a list of potential major gift donors who can be cultivated through existing relationships with board members. More specifically, in order to meet the $30,000 increase by 2013, board and executive director should identify three individuals for lifetime membership opportunities. Another approach would be to identify six individuals for the $5,000 level, which would potentially be renewable annually, as opposed to the one time lifetime gift of $10,000. In addition, the following $500 and $1,000 members and board should be considered as potential major donor prospects:

<table>
<thead>
<tr>
<th>Consistent $1,000 members since 2008/2009</th>
<th>Consistent $500 members since 2008/2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Names have been deleted to protect individual privacy).</td>
<td>(Names have been deleted to protect individual privacy).</td>
</tr>
</tbody>
</table>

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4 The consultants have identified $500 as the SDAFF’s de facto level for major gifts
**Major Gifts Action Item:**
As an organization not yet familiar with major donor solicitation, the consultants recommend creating personal, meaningful, welcoming, and fun opportunities specifically with the goal to build relationships with potential donors. These opportunity events can be held at a board member’s home or at the new SDAFF office at Liberty Station.

**Planned Giving**
Planned giving programs are often deemed complicated, expensive, and even superfluous by small and mid-sized organizations. It is important to note, however, that between 2010 and 2030, over 70% of the wealth in the United States will pass from the Baby Boomer generation to subsequent generations. Individuals aged 65 and older represent the fastest growing segment of San Diego County’s population, with the number of residents projected to more than double by 2030 to 750,000 individuals. The number of elderly, ages 85 and older, will increase by 175% during the same time period (SANDAG).\(^5\) With approximately 8,000 people turning 60 every day in the U.S. (Misonzhnik, 2006)\(^6\) the SDAFF simply cannot afford to delay. The time to start thinking about Planned Giving is now, even if the SDAFF doesn’t yet have substantial prospects for a Planned Giving program.

**Planned Giving Action Items:**
- Invite a speaker to future a board meeting to discuss planned giving options
- Seek workshops or training for the President/ED and selected board members
- Identify a board member or colleague to provide planned giving services pro bono
- Hire a planned giving professional (hourly or on retainer) if demands increases

**Other Fundraising Areas: Grants Program**
Expand inquiries beyond arts & culture. Education and service in underserved areas are strong and growing grant making areas – how does what SDAFF offers (mission, programs) fit into these areas?

**Action Items:**
- Identify the unique aspects of programs offered and seek funding opportunities in alignment
- Expand foundation grant prospects (to include non-arts/culture funding sources). In 2011 take action on foundation prospects identified by the consultants (see Appendix F)
- Identify prospective board members with ties to targeted foundations
- Increase meaningful contact with previous and current funders: emphasize reporting success, handwritten notes, newsletters, etc.

**Corporate Relations**
Maintain strength in this area. Consider actual cost of corporate dollars (see Appendix G).

**Corporate Relations Action Items:**
- Develop a corporate giving “wish list” in an effort to expand current corporate prospect list (e.g. new prospect, larger amount, in-kind donation needed)

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\(^5\) San Diego Association of Governments [SANDAG], U.S. Census

• Identify new prospective board members with ties to the corporate sector
• Design one or more community events (e.g. Cross-Cultural Agility Lecture Series for student filmmakers, presented by SONY) which provide opportunity to fulfill the organization’s mission, while encouraging relationships with corporations
• Expand corporate prospects to include corporate grant funding

**Government Relations**

SDAFF has been successfully raising funds from local government sources, and can more actively pursue funding at the county and state levels, while being aware that overall, this sector of funding, especially locally, should be considered to be shrinking rather than growing.

**Action Items:**
• Identify prospective board members with ties to the public sector
• Identify existing board member relationships with county and state government leaders
• Include local government leaders in communications (newsletters, event invitations and announcements)
• Apply for Neighborhood Reinvestment Program Grants through County Board of Supervisors
• Continue to pursue state (CAC) and national (NEA) funding as opportunities arise.

**Organizational Capacity**

In order to meet the high organizational goals and fundraising objectives, capacity building will be an essential element to the SDAFF’s projected expenses.

The SDAFF board has approved the hiring of a key fundraising staff person. The current job description for this position calls for an individual with significant experience in corporate relations. Historically, SDAFF board and staff have been most successful at raising funds from corporate sources, but least successful in identifying, cultivating, and soliciting individuals for major gifts. The consultants recommend the SDAFF seek an individual (development director or consultant) with the knowledge and experience necessary to build the organization’s individual, foundation, government, and corporate fundraising sources equally. An emphasis should be made on strategies and tactics for growing individual support through membership, outreach activities, programs, and the development of a strong annual fund program.

In addition, key areas that will require additional support include membership, database management, grant writing, and volunteer coordination. As SDAFF plans for growth, the organization must develop staff requirements and balance resources.

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Projected Hour/Salary or Fee</th>
<th>Responsibility Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Coordinator</td>
<td>20 hours/week; $15,000-$20,000 annually; hourly fee</td>
<td>All areas of volunteer coordination for film festival and other development areas</td>
</tr>
<tr>
<td>Grant Writer</td>
<td>$9,000 – $10,000 annually; hourly fee</td>
<td>Grant research and writing</td>
</tr>
</tbody>
</table>

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7 See Appendix G for a breakdown of options to meet the SDAFF’s proposed budget for this position
| Intern/Volunteer | 10-20 hours/week; volunteer or small stipend | General support for database management and development efforts, including annual campaign, annual gala dinner, etc. |

**Accountability and Tracking System**

As mentioned in the readiness assessment, one of SDAFF’s areas of weakness is the present lack of infrastructure essential to supporting fundraising efforts. In order for SDAFF to maintain long-term sustainable growth, SDAFF should conduct extensive research in order to identify a proper database system that will effectively record, track and report the growing membership base, general donations and sponsorships, major gifts, and tax-deductible in-kind donations. (See Appendix H for a CRM resource). In addition, bi-monthly staff meetings specifically geared toward the progress of development efforts must be implemented and adhered to. The Fundraising Committee should determine their role in this effort and address achievable fundraising goals, including the stewardship of past and current donors. The full board should then sign-off on the Fundraising Committee’s plan. The full board should also review progress at every board meeting. Additionally, incentives and celebrations for achieving goals should be established early on.

**Conclusion and Next Steps**

The San Diego Asian Film Foundation finds itself on the brink of organizational growth and development. With sufficient increases in philanthropic support, SDAFF has the potential to emerge as an innovator among organizations offering arts, culture, and media-based programs to the San Diego community, with the further opportunity of increased regional and national recognition. The following immediate next steps are recommended to begin the implementation of a strategic fundraising initiative.

**Next Steps (Initial Steps):**

- Convene and/or restructure Fund Development Committee (plan 6-12 Fund Development Committee meetings per year)
- Set a date for adopting a final fundraising plan and begin to calendar action steps
- Redefine needs and expectation of development personnel
- Develop and/or refine fund development budget
- Develop Moves Management matrix to begin cultivation and solicitation of those with major gifts potential.

**IV. REFERENCES**


Donor Bill of Rights. Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits. Retrieved online November 26, 2010:

http://www.afpnet.org/ethics/enforcementdetail.cfm?itemnumber=3359


SAN DIEGO ASIAN FILM FOUNDATION

Fundraising Development

Readiness Assessment with Notes

Meeting Schedule

Monday, September 12, 2010
Lina Park/Nicole Miller-Coleman
Client Representative: Lee Ann Kim, Executive Director - 1:00 pm
Client Representative: Mye Hoang, Associate Director - 2:00 pm

Tuesday, September 13, 2010
Lina Park
Client Representative: Stephen Chin, Board Chair – 6:00 pm

The San Diego Asian Film Foundation’s (SDAFF) readiness for fundraising has been rated on a scale of 1 – 10, with ten being the highest level. We have taken the average of sub-scores and provided an approximate overall ranking to each of the six sections below.

<table>
<thead>
<tr>
<th>1. Mission Statement / Vision</th>
<th>OVERALL RANKING 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Clearly defined mission statement – easily understood by others 9</td>
<td></td>
</tr>
<tr>
<td>b) Is agreed upon and embraced by the Board, Staff, and other relevant constituencies 9</td>
<td></td>
</tr>
<tr>
<td>c) Reflects the vision of the organization for at least five years 9</td>
<td></td>
</tr>
</tbody>
</table>

Explanation/Notes:

SDAFF Mission: Our mission is to connect audiences with the human experience through the Pan Asian media arts.

The SDAFF’s mission is tight and coherent, and has served the organization well. Board and staff seem to agree upon and embrace it.

The Executive Director’s vision of the organization has evolved to include the concept of transformation. For her, the word “transform” is more dynamic and relevant to the organization than the word/concept of “connect.” The staff is well aware of the ED’s changing vision.
The board will revisit the current mission and address the issue of *transformation vs. change* at an upcoming meeting.

### 2. Board of Trustees/Director

<table>
<thead>
<tr>
<th>OVERALL RANKING</th>
<th>7.5</th>
</tr>
</thead>
</table>

<p>| | |</p>
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<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Your client organization’s Board is fully committed to fundraising as one of its primary responsibilities 8</td>
</tr>
<tr>
<td>b)</td>
<td>Board understands organization’s need, case for support 8</td>
</tr>
<tr>
<td>c)</td>
<td>100% of board are donors to organization 8</td>
</tr>
<tr>
<td>d)</td>
<td>The board is giving to capacity – or, there is a stated “give” or “give/get” policy for the board 9</td>
</tr>
<tr>
<td>e)</td>
<td>There is major gift capacity within the board leadership 5</td>
</tr>
<tr>
<td>f)</td>
<td>Board exhibits willingness and capacity to solicit others for gifts 7</td>
</tr>
<tr>
<td>g)</td>
<td>Board is well-connected philanthropically, politically, socially 8</td>
</tr>
<tr>
<td>h)</td>
<td>Board is educated and trained to carry out personal assignments and solicitation 8</td>
</tr>
</tbody>
</table>

**Explanation/Notes:**

The board is aware of the importance of fund development and has made significant steps toward a successful fundraising campaign. Steps include establishing a fundraising committee, allowing a team of USD consultants to evaluate fundraising and create a preliminary fundraising plan, and hiring a Development Director in late 2010 or early 2011.

Despite not having dedicated fundraising staff, the SDAFF has been very successful at raising corporate support and sponsorships and at obtaining grants (i.e. NEA, Parker Foundation, Commission for Arts and Culture). This success appears to be a direct result of the skill and labor of the ED, and support of the board.

To understand clearly the current strengths and weaknesses of the board, we have broken down certain areas, as follows:

**2c) 100% of board directors are donors to organization**

All board directors are current members of the SDAFF.

The board has already adopted a give or get policy, which includes becoming a member for minimum amount of $100, purchasing a Gala table for approximately $2,000 and obtaining a minimum of $2,500 in corporate sponsorship, solicitation, or individual donations.

**2f) Board exhibits willingness and capacity to solicit others for gifts**

Approximately 50% of board directors actively solicit for corporate gifts on behalf of the SDAFF. Approximately 80% of board directors pass on contact information/suggestions to aid in fundraising. Approximately 10% of board members can or will “close the deal” independently on fundraising prospects.

**Board exhibits willingness and capacity to solicit others for gifts, continued**

Board Directors have the ability/capacity to raise funds from Individual donors  

*score* - 0
Corporate donors \hspace{0.5cm} score - 10
Foundations/grant making organizations \hspace{0.5cm} score - 5

2g) **Board is well-connected philanthropically, politically, socially**
Board Directors are well-connected
- Philanthropically \hspace{0.5cm} score - 5
- Politically \hspace{0.5cm} score - 10
- Socially \hspace{0.5cm} score - 10

2h) **Board is educated and trained to carry out personal assignments and solicitations**
Based on overall feedback, it is likely that the board would benefit from (and probably enjoy) some 1 on 1 fundraising training (e.g. at the next board retreat or during a “board boot camp”) which addresses fundraising basics, solicitations/the ask, and creating effective communications to support fundraising.

### 3. Planning

<table>
<thead>
<tr>
<th>OVERALL RANKING</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Organization has a well-articulated strategic plan, endorsed by the board</td>
<td>10</td>
</tr>
<tr>
<td>b) There is a strong case for support articulated and agreed upon by leadership</td>
<td>10</td>
</tr>
<tr>
<td>c) The impact of the organization on constituents is compelling</td>
<td>8</td>
</tr>
<tr>
<td>d) There has been institutional planning around fundraising – goals set, benchmarks determined</td>
<td>7</td>
</tr>
</tbody>
</table>

**Explanation/Notes:**

SDAFF scores fairly high in this area as a result of an existing strategic plan, solid and consistent programming, and a well-established and well-regarded annual film festival.

Board and staff agree that the impact of the organization on constituents and the community is compelling. However, the ED is aware of the importance of measuring its impact in the community and grappling with a compelling statement that can be both measurable and evidence-based.

One staff member noted that SDAFF’s visibility is more prominent among the Asian community. As part of a long-term strategic goal, the Board Chair also communicated the need to move beyond the Asian community to impact the community-at-large.

One of the goals for the newly transitioned board is to incorporate strategic fundraising efforts to the overall plan. With the concerted effort of the board and staff toward this direction and the completion of the fundraising plan, the score will increase significantly.

### 4. Institutional Credibility

<table>
<thead>
<tr>
<th>OVERALL RANKING</th>
<th>9.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Organization’s leadership, staff, and mission are respected and embraced by community and prospective donors</td>
<td>9</td>
</tr>
<tr>
<td>b) Organization has reputation for professionalism, quality, and adherence to its mission</td>
<td>10</td>
</tr>
<tr>
<td>c) Financial accounting, recordkeeping, and management are at the highest professional level</td>
<td>9</td>
</tr>
<tr>
<td>d) Organization is audited on a regular basis</td>
<td>10</td>
</tr>
</tbody>
</table>
Explanation/Notes:

The area of institutional credibility is strongest for the SDAFF. In the past decade, the organization has consistently focused on the mission; appears to have met and exceeded expectations of the community, board, and staff; and continues to evolve as an arts organization.

SDAFF is very well regarded by the local community and does an excellent job of internal management, accounting, and record-keeping. The organization has a sufficiently sized staff and employs outside consultants to meet programmatic, logistical, and administrative needs. However, according to staff, there is some room for growth in terms of management, accounting, and record keeping.

The board reviews the financial statement every month and an external party audits the organization annually.

5. Internal Factors

<table>
<thead>
<tr>
<th>OVERALL RANKING</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Organization’s staff is fully trained, key positions are filled, professional level of staff is high</td>
<td>10</td>
</tr>
<tr>
<td>2) Organization has appropriate hardware, software, and data systems to accommodate and manage donor records</td>
<td>6</td>
</tr>
<tr>
<td>3) Donor prospects are identified, positioned and categorized by dollar potential and category (Individual, Foundation, Corporate, Government)</td>
<td>2</td>
</tr>
<tr>
<td>4) Organization has appropriate administrative and operational support for fundraising and financial management (e.g., office equipment such as computers, copiers, etc.; approved budget; administrative support staff)</td>
<td>5</td>
</tr>
</tbody>
</table>

Explanation/Notes:

SDAFF is currently making a transition from a custom-made database to FileMaker Pro. FileMaker Pro has been installed, but not all existing data has been transferred from the existing database. In addition, it would be beneficial to review FileMaker Pro to determine its suitability for long-term development record keeping and database management.

Much of the information about donors and the many other friends and supporters of SDAFF are recorded and tracked by the ED and are located in various locations on the server or computers. If anything were to happen to the ED at this point, much of the information would likely be lost or difficult to recover. It is essential that this data be entered into FileMaker Pro (or another donor management database) and segmented as soon as possible. The consulting team suggests that a single staff member or volunteer be identified to lead the transition effort. This person could reach out to every staff member, board member and volunteer in order to capture as much data (contact notes included) as possible about SDAFF’s stakeholders. This data would then be entered into FileMaker Pro.

It is also important to note that the staff very frequently must learn new software, new procedures, etc. independently. Like many small nonprofit organizations, staff must brainstorm and problem-solve on a regular basis.
While the staff believes that there are sufficient resources available to support fundraising, it may be determined through the development of a fundraising plan that additional resources are necessary. For example, the consultants noted separation in data management between membership and potential major gift efforts.

<table>
<thead>
<tr>
<th>6. External Factors</th>
<th>OVERALL RANKING</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Are there other organizations with a similar mission that are competing for the same philanthropic dollars?</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>b) Are there other campaigns underway in the community (by similar organizations) that might compete with yours?</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>c) What are the overall economic factors existing today (e.g., economic recession or booming economy)?</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>d) Are there any political factors that might influence your success?</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>e) Are there any “skeletons in the closet” of your organization, or difficult PR issues with which you must contend?</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>f) If your organization conducted any previous campaigns, have all previous pledges been paid and acknowledged? Does your organization always collect on pledged contributions?</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

**Explanation/Notes:**

Despite an economic recession, the SDAFF has been able to maintain support from sponsors, particularly corporate sponsors. Membership fees and renewals, on the other hand, have been affected by the economic downturn.

To understand clearly the current strengths and weaknesses of the board, we have broken down certain areas, as follows:

6 a and b)  
*Are there other organizations with a similar mission that are competing for the same philanthropic dollars? (and)*  
*Are there other campaigns underway in the community (by similar organizations) that might compete with yours?*

There is no other Asian film festival in the San Diego region, therefore, there is no direct competition for donor dollars or grants. There are a number of film-oriented nonprofit organizations in the region and a number of museums or other organizations that have regular film offerings or annual film festivals. In this regard, there might be some serious competition with which to contend. This is particularly true if funding for the arts continues to shrink as a result of the current economy (or other factors).

**Quick Market Analysis**

*Competitors may include:*
- The San Diego Cinema Society
- The San Diego Film Festival Annual festival in SD Latino Film Festival
- SD Media Arts Center
The Board Chair also shared that if the organization continues to expand its mission to include broader educational outreach, it could also potentially compete with social services agencies.

7. CONCLUSION
In one paragraph below, give a cogent conclusion of your organization’s fundraising readiness.

SDAFF scored the highest in the areas involving leadership and strategic focus, including mission/vision, planning, institutional credibility, and external factors. In this assessment, the areas that needed improvement involved preparedness of its development efforts from a practical (board) and operational (staff) standpoint. Questions that must be asked are whether the board is prepared to take the necessary steps to become educated and trained in development efforts as part of its long-term plan and whether there will be proper staff, volunteers, and resources in place to build, manage and maintain these development efforts moving forward.

Calculate YOUR OVERALL RANKINGS - total points calculated from answers to questions 1-6:

49

Summary of Organizational Readiness of the San Diego Film Foundation:
Overall, the San Diego Film Foundation is prepared to implement a strategic development plan. With over a decade of serving the San Diego community, the SDAFF is at a “turning point” as a young organization. The recent board transition and ED’s commitment to move towards the next phase of growth and community impact marks SDAFF’s readiness for a fundraising plan that can be incorporated into the organization’s strategic plan and goal. Previously, the board has been in a supporting role to the ED’s fundraising efforts. However, during this point of transition for the organization, the new board seems prepared to be more engaged in the success of a long-term and strategic fundraising goal.

From our initial assessment, we noted that SDAFF’s greatest weakness is in the area of development. However, SDAFF is presently proactively addressing this, which has become clearly evident through our discussion with the new Board Chair and ED, as well as in the organization’s effort to form an active fundraising committee and search for a Development Director.

NOTE: You are ready for fundraising with a minimal score of 48. The closer you are to 60 the better your chances of success. Under 48? Examine what capacity-building strategies you need to put in place in order to become fully ready for a fundraising effort.
APPENDIX C: Fundraising Goals Flow Chart

SUPPORT MISSION
Connect audiences with the human experience through the Pan Asian media arts by...

- Presenting unique, culturally-enriching programs;
- Engaging the public in meaningful discourse and positive social change;
- Promoting artistic excellence, innovation and the independent voice; and
- Strengthening San Diego as an arts and culture destination

Increase & Improve Programming
- Increase Program Staff
- Expand Community Partnerships
- Develop Programs
- Secure New Locations

Build Credibility Amongst Internal and External Stakeholders

Create Long-Term Sustainability and Growth
- Diversify & Balance Fund Development Sources:
  - Individuals
  - Membership
  - Annual Giving
  - Major Gifts
  - Planned Giving
- Grants/Foundations
- Government
- Corporations
- Develop Technological Infrastructure
- Increase Fund Development Staff
- Increase Board Involvement in Fund Development
- Allocate Resources for Fund Dev. Start-Up

Increase Income

Increase

Support Mission: Connect audiences with the human experience through the Pan Asian media arts by... - Presenting unique, culturally-enriching programs; - Engaging the public in meaningful discourse and positive social change; - Promoting artistic excellence, innovation and the independent voice; and - Strengthening San Diego as an arts and culture destination.

Increase & Improve Programming:
- Increase Program Staff
- Expand Community Partnerships
- Develop Programs
- Secure New Locations

Build Credibility Amongst Internal and External Stakeholders

Create Long-Term Sustainability and Growth:
- Diversify & Balance Fund Development Sources:
  - Individuals
  - Membership
  - Annual Giving
  - Major Gifts
  - Planned Giving
- Grants/Foundations
- Government
- Corporations
- Develop Technological Infrastructure
- Increase Fund Development Staff
- Increase Board Involvement in Fund Development
- Allocate Resources for Fund Dev. Start-Up

Increase Income

Increase
## APPENDIX E: Fundraising Timeline

### Worksheet: Fundraising Goals, Strategy, and Timeline

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Actions</th>
<th>When, Timeline</th>
<th>Needed, Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop and adopt a comprehensive fundraising plan</strong></td>
<td>Review consultant plan (full board)</td>
<td>Immediately</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Revise, rewrite as necessary</td>
<td>January 2011, revisit annually (2012, 2013)</td>
<td>Fund Development cmte. participation</td>
</tr>
<tr>
<td></td>
<td>Approve final plan (full board)</td>
<td>January 2011</td>
<td></td>
</tr>
<tr>
<td><strong>Actively include the board in fundraising activities</strong></td>
<td>Re-evaluate fund development committee</td>
<td>Immediately</td>
<td>Create an SDAFF board matrix</td>
</tr>
<tr>
<td></td>
<td>Identify and recruit board members with fundraising skills</td>
<td>January 2011 - ongoing</td>
<td>Word of mouth, Volunteer.com, USD Board Recruitment Fair 1/2011</td>
</tr>
<tr>
<td></td>
<td>Schedule quarterly prospecting meetings with the full board</td>
<td>March 2011 – December 2013</td>
<td>Prospect lists for individuals, corporations, government and grants/ foundations</td>
</tr>
<tr>
<td><strong>Address internal view of philanthropy</strong></td>
<td>Engage in board training (full board)</td>
<td>January 2011, January 2012, January 2013</td>
<td>Workshops, consultant; address culture of philanthropy</td>
</tr>
<tr>
<td></td>
<td>Become a 100% donor organization (staff and board)</td>
<td>2011</td>
<td></td>
</tr>
<tr>
<td><strong>Increase organizational capacity: STAFF</strong></td>
<td>Evaluate and restructure current staff to improve performance, identify weaknesses</td>
<td>January – February 2011</td>
<td>Consultant; create job descriptions</td>
</tr>
<tr>
<td></td>
<td>Create an initial budget for Fund Development</td>
<td>January – February 2011</td>
<td>Fund Development Cmte., consultant; ratified by full board</td>
</tr>
<tr>
<td></td>
<td>Hire dedicated fundraising personnel (consider leadership and support staff)</td>
<td>TBD</td>
<td>Based on evaluation of current staff.</td>
</tr>
<tr>
<td></td>
<td>Recruit intern or volunteer (1-2) for PT work on membership/database</td>
<td>May 2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hire a membership/database assistant</td>
<td>January 2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hire full-time Volunteer Coordinator</td>
<td>January 2012</td>
<td></td>
</tr>
<tr>
<td><strong>Increase organizational capacity (infrastructure): TECHNOLOGY</strong></td>
<td>Identify and install a database and/or software to manage membership</td>
<td>Immediately</td>
<td>IT consultant/technician and/or database consultant; funds for</td>
</tr>
<tr>
<td>and fundraising</td>
<td>and fundraising</td>
<td>purchase</td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>Add segment SDAFF data to database/software</td>
<td>Immediately</td>
<td>IT consultant/technician and/or database consultant and/or considerable staff time</td>
<td></td>
</tr>
<tr>
<td>Create a back-up of database</td>
<td>Immediately</td>
<td>IT consultant/technician and/or database consultant</td>
<td></td>
</tr>
<tr>
<td><strong>Establish an Individual Giving Program and begin building a pipeline of support</strong></td>
<td><strong>Establish an Annual Fund (e.g. The Film Fund)</strong></td>
<td><strong>Spring 2011</strong></td>
<td><strong>Full board, consultant</strong></td>
</tr>
<tr>
<td>Articulate characteristics of, and activities related to, Annual Giving Program</td>
<td><strong>Spring 2011</strong></td>
<td>Fund Development cmte., consultant, Executive Director (consider focus group).</td>
<td></td>
</tr>
<tr>
<td>Consider $500 as a benchmark for Major Gifts</td>
<td><strong>January 2011</strong></td>
<td>Fund Development cmte.,</td>
<td></td>
</tr>
<tr>
<td>Segment Membership by membership level and in accordance with established Major Gift amount (e.g. $500)</td>
<td><strong>Spring, Summer 2011 - ongoing</strong></td>
<td>Staff, consultant</td>
<td></td>
</tr>
<tr>
<td>Outline strategy and activities for Membership Program growth</td>
<td><strong>January 2011</strong></td>
<td>Fund Development cmte., consultant, Executive Director (consider focus group).</td>
<td></td>
</tr>
<tr>
<td>Develop Planned Giving opportunities which are appropriate for, and manageable by, SDAFF</td>
<td><strong>Spring – Summer 2011</strong></td>
<td>Fund Development cmte., consultant, financial consultant</td>
<td></td>
</tr>
<tr>
<td><strong>Entire organization</strong></td>
<td>Incorporate prospect research, identification and development (Moves Management) techniques into all fundraising activities</td>
<td><strong>January 2011</strong></td>
<td>Fundraising staff, consultant, training for Executive Director, staff, Fund Development cmte.,</td>
</tr>
<tr>
<td>Develop systems for celebrating successes and rewarding hard work</td>
<td><strong>January 2011</strong></td>
<td>Fundraising staff, consultant, training for Executive Director, staff, Fund Development cmte.,</td>
<td></td>
</tr>
<tr>
<td><strong>Expand grant program</strong></td>
<td>Expand grant program to include community and family foundations, corporate grant opportunities, foundations with Pan</td>
<td><strong>Spring 2011 - ongoing</strong></td>
<td>Fundraising staff, consultant, or grant writer.</td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Start Time</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Asian leadership and/or interests, and foundations not specializing arts and culture organizations.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Diversify special event funding to mitigate risk and increase revenue</strong></td>
<td>Identify possible underwriters and prospects for individual donations.</td>
<td>Begin now for 2011 Festival; one year in advance for 2012 and 2013 Festivals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify corporate foundation prospects (SONY, Target, etc.)</td>
<td>Begin now for 2011 Festival; one year in advance for 2012 and 2013 Festivals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Begin</td>
<td>Begin now for 2011 Festival; one year in advance for 2012 and 2013 Festivals</td>
<td></td>
</tr>
</tbody>
</table>
# APPENDIX F: Grants Program~New Foundation Prospects

<table>
<thead>
<tr>
<th>Rank</th>
<th>Foundation Prospects</th>
<th>Web Site</th>
<th>Recommendation/Resource</th>
<th>Reason</th>
<th>Recommendation/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Asia and the Pacific Initiative Foundation</td>
<td><a href="http://www.atpif.org">Web Site</a></td>
<td>Emphasis on Japanese culture and history is recommended but not required.</td>
<td>$20,000.00</td>
<td>Asia-Pacific Initiative Foundation has given to Asian and Asian-American arts organizations ranging from $11,000 to $75,000.</td>
</tr>
<tr>
<td>2</td>
<td>The Andy Warhol Foundation, Inc.</td>
<td><a href="http://www.awf.org">Web Site</a></td>
<td>No grants to domestic building campaigns and annual fund drives.</td>
<td>$50,000.00</td>
<td>Provides grants for broad areas of Asian and American arts organizations.</td>
</tr>
<tr>
<td>3</td>
<td>Winging Foundation</td>
<td><a href="http://www.winging.org">Web Site</a></td>
<td>No grants for workshops or films. Must focus on programs for underserved areas.</td>
<td>$25,000.00</td>
<td>The foundation has given to cultural and arts organizations.</td>
</tr>
<tr>
<td>4</td>
<td>Mandell Weiss Charitable Trust</td>
<td><a href="http://www.mwct.org">Web Site</a></td>
<td>N/A to SAAFF</td>
<td>$5,000.00</td>
<td>The Trust has given to San Diego arts organizations such as La Jolla Playhouse, Theater, and Arts Foundation of San Diego, and the Boulton Jazz Festival.</td>
</tr>
<tr>
<td>5</td>
<td>The VISCSTUDIO Foundation</td>
<td><a href="http://www.visticstudio.org">Web Site</a></td>
<td>Giving is focused on, but not limited to, NY and NM.</td>
<td>$30,000.00</td>
<td>Pre-selects/applicants/Unsolicited applications not accepted. Gave $40,000 to the Harvard Law Film Festival. Law Art and the ID at Harvard in the summer of 2010. Good prospect for the pursuance of matched interests/selected. Consider pursuing relationship.</td>
</tr>
</tbody>
</table>

**Note:**

- **Research conducted at:** The San Diego Foundation
- **Dates:** 2017, 2018, 2019
- **Additional Research:** Mentor with SAAFF grantwriter to avoid duplication of work
- **Date:** 10/21

After researching foundations, select the top 5 (or more if you wish) that are good prospects for your client. In the fields below, give the foundation name, web site address, funding restrictions, potential amount of a grant request (based on foundation past awards), and a brief explanation of your rationale for choosing this foundation.

---

### Rationales for Selection

- **Foundation Foundation**
  - **Reason:** Excellent prospect for Connect, Real Voices, and/or similar programs. Supports programs and initiatives with a focus on community change through entrepreneurial projects, hands-on learning relationships, and the creative investment of resources. Funded Young Audiences of San Diego for the Asian Story Theater (SST). Consider pursuing relationship.

- **Foundation Foundation**
  - **Reason:** Good prospect for Connect, Real Voices, and/or similar programs. Identifies opportunities through Westly’s Arts Education, Media and Civic Issues/Innovation/Inclusion funding programs. Has funded the Center for American Studies and Culture, Performing Arts Center of LA, and the Harmony Project. Recommend the proposal includes “Connect”, “Real Voices” or a similar program.

- **Foundation Foundation**
  - **Reason:** Major supporter of the Humanities. The Foundation supports Innovative Thinkers, leaders, and organizations that are working to reduce poverty and injustice and to promote democratic values, free expression and human achievement. May be a good prospect for Real Voices or a similar program, particularly if a known leader/director/scholar/educator were included as a participant of the program. Consider pursuing relationship.

- **Foundation Foundation**
  - **Reason:** No longer accepting applications. Major supporter of arts, education, civic responsibility (and more). Consider pursuing relationship when more staff/board resources are available.

- **Foundation Foundation**
  - **Reason:** FDE is currently reassessing its national grant programs. Funding is on hold. May be a good candidate for the next foundation that can support meaningful and independent media which supports media activism and grassroots organizing by funding the pre-production and distribution of social issue film and video projects. Consider pursuing relationship when more staff/board resources are available.
Databases are essential to the good health of nonprofit organizations. Because of them, we are able to record and track information about our constituents, stakeholders, activities, assets and the relationships between them.

Databases can also be intimidating. They need not be. By definition, a database is any system used to record data. More specifically, a database is an integrated collection of logically-related records or files consolidated into a common pool that provides data for one or more multiple uses. Simple databases include a wallet, a Rolodex, and a library card catalogue.

A database management system (DBMS) consists of software that organizes the structure of data. A DBMS controls the creation, maintenance, and use of the database structures of social organizations and their users. In the past twenty years, database software has significantly improved the functionality and potential of database storage. An example of a basic yet powerful database program is Microsoft Office Excel, a spreadsheet application. At the other end of the spectrum are databases with integrated hyper-media functionality. Unless you want to launch a competitor to eBay, the latter will (fortunately) not be a consideration.

Most nonprofit organizations eventually find that contact or customer relationship management (CRM) software best fits their needs. CRM is a broadly recognized, widely implemented strategy for managing and nurturing an organization’s interactions with constituents, stakeholders, and prospects. It involves using technology to organize, automate, and synchronize business processes. The key to effective CRM is segmentation. High-end DBMS software makes segmentation fairly intuitive, particularly donor record management systems, while the majority of basic databases allow users to create segments. In the case of Access, for example, the IT staff would build segments into the database, tailoring them to the organization’s specific needs.

Without a database into which everyday data can coalesce, organizations are left with islands of data from contact information to volunteer tracking information to fundraising activity records. More important than choosing the perfect database is just getting started. Just be sure to choose a platform that can be built upon and/or from which data can easily be extracted. A good bet is any Excel-compatible database.
Before selecting database software, consider budget; make a note the organization’s top five requirements of a database (uses); and in last, consider who will use and who will manage the database. Then, begin research and remember – think creatively. An online simple online marketing tool may very well do double-duty for an organization that is not quite prepared to shell out tens of thousands of dollars for premium CRM software such as Raiser’s Edge. For organizations that are 501(c) 3’s, check out TechSoup.org for outstanding pricing on database software for nonprofit organizations.

I. **Hallmarks of a good database**
   - Storage ability
   - Data protection and security
   - Data accuracy
   - Database performance
   - Data redundancy (the ability to find and eliminate duplicate records)

II. **Current and potential uses for an organization’s database**

   **Step 1: Data storage for a small organization or startup**
   
   *Selected stakeholders:*
   - **Record Contacts** – predominantly email address
   - Board members
   - Staff members
   - Nominating committee members and prospects
   - Program participants, members, etc.
   - Donors
   - Media- local, regional, national
   - Vendors

   **Step 2: Increased capacity to store data**
   
   *Majority of stakeholders, begin to record volunteer, donor (and prospect) information:*
   - Constituent Relationship Management (CRM)
   - Board members– past, present, prospects
   - Staff members, consultants - past, present, prospects
   - Volunteers
   - Program participants, registrants, members
   - Vendors
   - Industry and mission-related professionals- local, regional, national, int’l
   - Corporate sponsors
   - Individual donors
   - Grantors, gov’t, and foundations
   - Prospects
   - Media- local, regional, national
   - Government contracts (social service orgs only)
   - Artists, musicians, writers, performers (arts and culture orgs only)
   - Board nominating committee members and prospects
   - Records all orgs the ED has spoken for and/or consulted to
   - Note requests for programs/ lectures/ education/support groups
   - from educators and healthcare professionals,
   - Note requests for guest lecturers, requests for marketing material
   - Note requests for web-related education/services
Note and manage requests for marketing materials, plan and manage distribution

Step 3: Maximum data storage including CRM, activity tracking, storage of documents

*Upgrade to more sophisticated database like the Raiser’s Edge, Millennium, GoldMine, Kintera, etc.*

- Scan and store documents (tax ID letter, letters to and from donors, grant award letters, more)
- Run donor and prospect reports
- Keep accurate records of contributions, other accounting for fundraising development
- Keep accurate records of grant submissions, grants awarded, other accounting for grant program
- Record stewardship activities
- Start and manage a volunteer program, as applicable to your organization
- Start and manage a membership program, as applicable to your organization
- Start and manage an alumni program, as applicable to your organization
- Start and manage regional, national and int’l special interest or support-type group
- Run reports on marketing material distribution and other outreach

III. Comparisons between data storage and management methods

<table>
<thead>
<tr>
<th>ISSUE/NEED</th>
<th>Lists in Word, Rolodex, File</th>
<th>Excel</th>
<th>Constant Contact or other Web-Based Marketing Tool</th>
<th>Access Database</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storage ability</td>
<td>unlimited</td>
<td>unlimited</td>
<td>unlimited</td>
<td>unlimited</td>
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<tr>
<td>Data protection and security</td>
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<td></td>
<td>Relatively low (several thousand contacts) Web-hosted. Data could be lost if company goes out of business</td>
<td>Local databases reside on secure servers (or individual computers)</td>
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<tr>
<td>Data accuracy</td>
<td>Dup checking between spreadsheets is easy, but time-consuming</td>
<td>Dup checking built-in Possible problems keeping all users up-to-date</td>
<td>Control which users access what data to ensure data accuracy</td>
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<tr>
<td>Database performance</td>
<td></td>
<td></td>
<td>Works well for Content Contact tasks. Limited use outside. Constant Contact. Not much flexibility</td>
<td>Simple, reliable, will operate on any PC with Windows, talks to Excel, not sophisticated</td>
<td></td>
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<tr>
<td>Data redundancy (dups)</td>
<td>in data retrieval methods.</td>
<td>Simple segmentation available</td>
<td>Dups can be found easily</td>
<td>Automated dup checks</td>
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</table>

**Potential for growth**

Very limited. Not a tool designed for storage or retrieval of data. Not SQL

Very good way to store records. Multiple lists will eventually become unmanageable and will eventually need to be duped into a single database. SQL compatible

Very limited. Not SQL

SQL

**Cost**

None

None

Monthly begins at $24.50 or $294/year

Cost to obtain program – Low: Comes with Microsoft Office Suite. Cost to design a database to suit organization’s needs – varies, depending on whether org has IT staff is in-house, or a contractor must be hired

Software is purchased outright. Cost is potentially high -

**Easy to use**

Very – virtually everyone is a user

Easy for non-users to read. Easy for users to update and manage. Training may be needed for some volunteers

Very easy to learn

Fairly intuitive for users of Excel. Training will be required

Most systems are as easy to learn, if not easier, than Access. Friendly interfaces. Training will be required. Is network required?

**Easy to share**

Online access. Multiple users can use system at one time.

Each time the database is updated, it should be

Many are web-based; others can be networked in-
IV. Database Use
   A. Determine who would need access. ED, fund development staff, volunteer program managers and selected administrators are generally primary users
      Executive Director
      Staff
      • Fund development staff
      • Volunteer program manager
      • External relations staff
      • Marketing or public relations staff
      • Etc.
      Administrators
      Board of Directors
      Consultants, selected

   B. Database location: Local or remote?
      Local = resides on a single computer, or a company server
      Remote = resides on a remote server, like a website
      *If the organization utilizes remote workers (home office, out of town, etc), a remote database such as Kintera is a better choice.*

   C. Segment, segment, segment!
      A database will work only as well as the segments. Segments are groups or categories used to sort and store information, the purpose of which is to make data retrieval simple and truly useful.

V. Full Consideration
   A. Timeline
   B. Budget
   C. Staff hours needed to research, set-up database, and manage
   D. Will staff training be necessary?
   E. What level security is necessary for this database?
   F. Is a comprehensive and possibly separate program needed to track volunteer activities?
   G. Where will we keep our master database if it is not web-based? Server? Selected computers if network server is not available?
   H. How will we transfer/export data from our current database system, if any
   I. How do we go about building specific contact lists?
   J. How do we segment with search ability, irretrievability and general reporting in mind?
### VII. Planning Matrix for Database Use/DBMS and Data Management/CRM

<table>
<thead>
<tr>
<th>PROGRAMS</th>
<th>Anticipated use by area</th>
<th>Anticipated use by staff or volunteer (board included)</th>
<th>Anticipated resource(s) for managing data in this area</th>
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<tbody>
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<td>FUNDRAISING</td>
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<tr>
<td>BOARD AND STAFF OPERATIONS</td>
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<tr>
<td>PUBLIC RELATIONS/ MARKETING/ OUTREACH</td>
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</tbody>
</table>
### Base Level Database Systems Snapshot: Excel Spreadsheets; Access, ACT Programs

<table>
<thead>
<tr>
<th>USE/CONSIDERATION</th>
<th>Grade</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data sharing, access to data</td>
<td>C</td>
<td></td>
<td>Staff, board, volunteers would have to request</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Easy to email, share via disc or flash drive</td>
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</tr>
<tr>
<td>Security and protection</td>
<td>C</td>
<td></td>
<td>All data should regularly be backed up to external hard drive</td>
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<td></td>
<td>Spread sheets will not be accurate if staff members don’t share new information</td>
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<td></td>
<td>The more lists in distribution, the greater the chance for error. We have to be careful about deleted old lists, and sharing current lists</td>
</tr>
<tr>
<td>Cost</td>
<td>A</td>
<td></td>
<td>Low cost, no monthly fees, membership of licensing</td>
</tr>
<tr>
<td>Hours devoted to data management</td>
<td>D</td>
<td></td>
<td>Lack of program features such as dup check will necessitate more staff hours</td>
</tr>
</tbody>
</table>

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**Notes:**

*An example of how CRM works:*

Add constituent, including all contact information available

- Name
- Address
- Preferred phone and email
- Occupation and related
- Relationship to organization, dates of relationship

Add fundraising notes
- Invited to 10/5/2010 outreach event
- RSVP’d yes
- Attended event with spouse and business partner
- Donated $200 during event
- Told the Board Chair she has always considered becoming more involved with (cancer research, the arts, youth literacy, etc.)…particularly relevant if this desire matches your mission
- Responded to end-of-year appeal with $500 gift

Attach documents
- Copy of thank you letter for $200 gift, undersigned by the ED, Board Chair, Dir. Of Development
- Copy of thank you letter for end-of-year appeal
- Copy of letter constituent’s end-of-year tax letter w/summary of total contributions

Add research – board affiliations, property records, philanthropy, etc. etc.

Segmentation:
- Add to newsletter list/segment
- Add to professional contacts list/segment (e.g. local MD’s)
- Board prospect
- Major gift prospect

Add constituent’s business partner, who also attended the 10/5/2008 event. Repeat steps.

Definitions of DBMS and CRM courtesy Wikipedia

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APPENDIX I: Donor Bill of Rights

The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

III. To have access to the organization's most recent financial statements.

IV. To be assured their gifts will be used for the purposes for which they were given.

V. To receive appropriate acknowledgement and recognition.

VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.

VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

The Donor Bill of Rights was created by the Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits.