**2018 Arts Conference**

**Is Your Development Program on Life Support? A Checklist on How to Revive Your Fundraising Efforts**

Reasons why: Need to raise more money. Government cutbacks. Need to become financially sustainable. Board is unfocused, lazy and disinterested.

Important to get to know each Board member individually.

Problems: So much competition for the same dollars. Can’t afford a good development director. Stiff competition for good board members. Rely too heavily on earned income. No rich people on our board. Our financials look bad. Limited staff resources. No one knows who we are.

A checklist:

* Have a well-defined mission statement. Does it educate? Does it motivate? Is it inspirational? Does it answer who, what, when, where, how, and why? Review the mission annually with staff and board. Adjust it to reflect your current focus.
* Perform a community needs assessment. What’s new and different and not being provided at the present time? (Focus on education)
* Create a menu of Donor Opportunities. A one-page, bullet point’s document. Keep it short and fresh. List programs/services that have sizzle. Mix budgeted with wish list items. Focus on capacity building items.
* Be Creative Inventive Unique. You are competing with similar organizations. Use an artist’s birthday for an event theme/tie-in. Creative posters. Having icons as contemporary figures. Example: Shakespeare slamming a basketball
* Historic themes. Learn to keep the spotlight on your organization
* Piggyback on to other events. Reception, theme party, contest, scavenger hunt, photography festival. One creative event was The Great Gatsby gala
* Create a signature event. Tie the event to your organization. Something distinctly yours alone. Do not do events that makes no sense. What does golf have to do with community theatre?
* Create a peer to peer fundraising model. Increase the size of the network. Requires that you delegate lots of responsibility to non-staff. Set team goals. Provide volunteers with print and electronic fundraising aids. Are timely in your communication and fundraising updates. Recognize your star performers.
* First off, know what works for your audiences. Audience segmentation requires customer marketing actions. Gen X and Baby Boomers are the biggest donors. Boomers – 41% of all donors in 2017. Silent Generation – 20% of all donors in 2017.
* Use donor software ID and wealth screening techniques. How many audiences do you have? How do you communicate with each one?
* Do a better job with grants. Government and Private. Do your research first. Meet with prospects before you apply. Define your need through just 1 or 2 special programs that are important and well-documented. What do you do best? What has verifiable outputs/outcomes? What are your odds? Where should you spend your time and energy? Which funders are most reliable year to year? Test your proposals on your closest friends, benefactors.
* Focus on major gifts. It’s donor centric, more personal, and more cost effective. It’s more sustainable. It relies on people, not foundations, corporations, or governments. Define what a major gift is to your organization.
* Secure a challenge gift/grant to accelerate annual, capital or special event giving. A challenge grant can stimulate involvement and create enthusiasm, urgency, and momentum. A challenge grant should be sizable, make a difference. Challenge grant is matching dollar for dollar that is given. Has a timeline and material percentage of the goal. Example, United way with the thermometer goal signs.
* Define your stakeholders. Donors, government, clients, community, employees, employee families, volunteers, volunteer families, partners. Communicate to them separately. Identifying your stakeholders is a valuable exercise prior to building or redoing your website.
* From gardener to receptionist to the board chair, everyone is important.
* Set 1 to 2 practical fundraising goals you share with stakeholders each year. Sharing goals is both an act of communicating and a way to delegate responsibility. Share financials. Annual reports.
* Employ time management techniques. What percentage of time are you fundraising? How do you define a fundraising activity? Measurable fundraising actions: Face to face cultivation, face to face solicitation, face to face thank you, volunteer/staff meetings, phone calls, handwritten notes, letters, and tours. Chart your activities for one week. Use these categories: Management, Fundraising, Administration, and PR/Communication. Assign a percentage of time spent for each category. Make sure the board understands what you do. Show them the percentages.
* Build donor loyalty. By being intentional about the way you communicate with donors. Employ an annual constituent survey. Ask them what they liked and the impact the program. Communication – Style and frequency. Programs/services – rank in order of interest. Ways to Engage – have interest in…volunteer service, planned giving, program discounts, hosting a home or worksite event, site tours, peer to peer fundraising. Can do it: Snail Mail, Survey Monkey, Phone, One on one.
* Create a list of ways to meaningfully engage prospects. Events for donors, tours, luncheons/dinners, volunteer opportunities. Example in tours…people love to tour storage.
* Calendar donor activities 12 to 18 months out with actions that include: face to face meetings, phone calls, newsletters, emails, event invites, social media, announcements.
* Recognize. Examples: website recognition, plagues, print. Thank you infographs.
* Host a stakeholders meeting/issue an annual report. Both activities can be as mall or as large as you want to make them.
* Host a Thanks for Giving event. They do it as a Thanksgiving sort of event because there is no religious issues for that type of holiday.
* Communicate regularly. “The only time I think of you is when I hear from you.” Are you guilty of communicating only when you want money?
* Create an 18 month communications calendar. Different audiences require different communication strategies. Target differently with generations. Things of interest: New Promoted staff, new programs, events, new board members/officers, news, awards/recognition. Should have electronic and print.
* Issue press releases. Press release format: Headline, Intro/Lead, source, essentials, quotes, anything else? Ends, Note to editor, and Contact.
* Write update letters to your stakeholders.
* Use social media.
* Improve your board of directors.
* Employ an attributes matrix.
* Maintain an evolving wish list of candidates. Actively pursue board candidates year round.
* Use the 10 things a Board does exercise. Look up Board Source on Google.
* Make giving fun.
* Perform a SWOT analysis with your Board. Be aware of the threats and opportunities at all times.
* Use testimonials. Especially people well recognized in the community.
* Consider the donor pyramid. Principal gifts, major gifts, special gifts…look up donor pyramid.
* Farm out your tasks. Consultants.

**The Experience and Beyond**

Factory Obscura: To support a radically inclusive array of artists, thinkers, creators, inventors, and makers while developing an economic system that employs them at sustainable thriving wages and allows them the freedom to create.

To create art in all its forms, bringing together people, communities, schools and allowing the curiosity, love, and beauty inside us all to awaken.

To awaken the inner child, sparkling awe and wonder, inviting interactive play both physical and mental.

First started in asking why there are no playgrounds for adults and what would that look like. They created a team of artist to build a gallery transformed in a different world. They took a 12,000 sq ft gallery and had a interactive experience with art. Project was called “Shift”. They had 17 artists, 100+ volunteers, 3 months for design and 3 months for construction. Became a huge attraction. Very cool walkthrough of different designed rooms. On SW 15th and Robinson new project is available called Beyond. They charge $20 single entry pass, $30 season, and $60 family. Factoryobscura.fun

The Experience Tulsa: [www.ahhatulsa.org](http://www.ahhatulsa.org)

Immersive Art: Something new for Tulsa – challenge our community to think about art in new ways.

Timeline:

Board approved concept – Summer 2017

Building Construction – Summer 2017

Fundraising – Summer 2017

Artist Contracts – October 2017

Soft opening – May 2018

Public Opening – June 2018

Projected Closing Date – December 2020 (of the exhibit)

**Focused Communications For Arts Organizations**

Art is for everyone. Communication is focused. You’re not trying hard enough. Audience development, audience segmentation, customization of marketing, CRM/Data Mining, Systematic Communications, long term development, 2 way conversation.

Audience Development should be first and foremost.

Audience Segmentation is communicating to the segments. Communicating same message to everyone is not ideal.

Customization of marketing needs to be done to each audience segment you are sending it to.

CRM/Data Mining is Customer Relationship Management software. Great marketing tools for managing who you need to keep in contact with. Can use the calendar on your phone up to extremely expensive software.

Systematic Communications is communicating properly to the audience segments

Long term development. You need to always be developing new audience. You need to expand the audience and it is a long term development.

2 way conversation. All marketing is 2 way conversation. Listen to the failures in your communications so you can change, fix, and edit it. Learn why no one should up to a event.

What are the reasons we communicate? Attention, Motivation, Conversion, Champion

Attention: If you do not have the attention, you cannot do the other 3 things. Understand them. How when and what time they want to be communicated to. If you failed, you didn’t get their attention.

Motivation: Motivate people to do something. Go to the website, read a piece of mail…

Conversion: I have your attention, I have you motivated. Now you have to sell the thing you got them to click on in the first place. Part of the communication process. You must make it available for them easy and actionable. Make it easy for them to sign up. If you hear “I would have done gone but I didn’t know how”, you failed at conversion. Need to track the conversion to see what piece worked the best.

Champion: Creating champions through marketing communication allowing people to take pride and want to be a part of your program.

Don’t be a cannibal. Don’t eat your audience.

High donors you want to talk to and thank them. The lower donors could be just a button click option with a thank you. Millennials are more social media oriented. Have to interact more with Millennials.

Art is for everyone, but your communication needs to be highly focused in order to be effective and efficient. Arts organizations should be creating multiple types of communication for different audiences for different reasons: Event Attendance, fundraising, advocacy, Brand Message, etc…

Effective Marketing Messaging Needs to be:

Focused – Don’t send a email every Monday for the rest of their life

Tailored – Tell them what you would like and want them to do.

Specific – Need to give specific communication and not generalize. Have to follow through and check things. If you advertise the phone number, someone has to answer it. Need to make sure it is easy to do. Click button to complete transaction. You need to make sure you follow up regularly. PayPal doesn’t always work. Need to check regularly. Always say “thank you” after there is a transaction.

Tested – you need to do A and B testing. Every campaign needs a A and B message. A could be 3 emails and 1 phone call and B could be 6 emails and 3 phone calls. Which succeeded? Gives you opportunities to see what motivates them and see if less communication or more communication works.

**An Update on Oklahoma’s New Alcohol Laws**

Allows for the public consumption of beer and wine. Not many changes to On-premises “mixed beverage” licenses. Premise Main Purpose Determination Changes. Discounted sales such as “Happy Hours”. You can have Happy Hours now. Requires Employee training.

Liquor stores - No employee licenses for events. Retail Spirits License. Can own 2 licenses and spouse can also. So can own 4 stores. Liquor stores can stay open now from 8am to midnight. Must be closed Thanksgiving and Christmas. Sunday sales restriction by County. Became legal to sell cold or chilled beer. Can now sell things that are sold in convenient stores.

Retail – No sales between 2 am and 7 am. Sunday sales not restricted. May sell on Holidays. Became legal to sell cold or chilled beer and wine.

On premise consumption – Mixed beverage, mix beverage/caterer, public event (annual and one-time) fees unchanged.

Beer and wine license becomes an on-premises beer and wine license. Fees unchanged. No administrative fee.

Brewpub license - $1,005 fee, no surcharge or administrative fee.

“Main purpose” determination for separate lounge or bar area (incidental sales of alcohol and premises age restrictions). Not applicable to concessions stands. New standard – 35% or more of monthly gross sales attributable to food items, must have a “full kitchen” and “sell food items from a full menu”

Cannot deliver more than 2 drinks to one person at one time. No more “Buckets of Beer” served to one person. Drink specials are allowed but discounted sales cannot be for less than 6% markup of the cost. May offer such drink specials on any particular hour of any particular day. Bottle service in not allowed nor self-service taps or towers. Can’t order a bottle of champagne, or spirits. But can have bottles of wine.

License can be “grandfathered” if too close (300 feet) to church or school if: business in continuous operation prior to application submittal and application was submitted by September 30, 2018.

Event license

Private Event – a social gathering or event attended by invited guests who share a common cause, membership, business or task and have a prior established relationship. Also, advertisement for general public attendance or sales of tickets to the general public shall not constitute a private event.

Public Event – any event that can be attended by the general public.

Special Event – an entertainment, recreation or marketing event that occurs at a single location on an irregular basis at which alcoholic beverages are sold.

Public Event vs. Special Event

Public event – events 3 days or less, one time or annual (6 events in 1 year)

Special event – Events 10 days or less, annual (4 events in 1 year)

Event License Types

Charitable events – Events 4 days or less. Max of 8 licenses per year. Issued to tax-exempt organizations. Authorizes wine, beer, and spirits tasting, dinner, auction. Alcohol may be purchased or donated. No special event license needed. May use a licensed caterer to provide additional alcohol service.

Captain Brent Fairchild at the ABLE Commission has written up a bill to add a "Complimentary License" to the new Oklahoma alcohol laws. This would provide an option for boutiques, salons, art galleries, etc., to purchase a Complimentary License for approximately $250 annually. This would allow them to give (not sell) alcoholic beverages to their customers while inside their premise, while they shop, look at art or get a pedicure. Keep in mind, this is not in effect and is only a possible bill. It would let small businesses have retail tasting events.

**Evaluating Fundraising Effectiveness**

There is a difference between an evaluation and a systematic approach to nonprofit leadership whereby performance is monitored and measured – and those learnings are applied back to the organization.

Do you determine the criteria against which your performance is judged before or after your fundraising activities?

How do you determine that criteria?

Are you measuring leading or lagging indicators?

Are you measuring resources, activities, outputs, outcomes, or impact?

Ambiguity is the enemy of execution. If you don’t know what you’re measuring performance against, how will you know how to repeat success.

Results aren’t random: It helps to have a logical mode.

Resources –> Activities –> Outputs –> Outcomes –> Impact

Democratize performance management.

Prerequisites

1. Logical Model
2. Trust Among Team Members
3. Regularly Scheduled Communication

Scenario #1 – The mailer

Did you study last year’s results?

Resources: Past results, past design, budget

Activities: Write content, compile lists

Outputs: How many letters sent?

Outcomes: How much was raised, how many donors, average gift size, new gifts, positive ROI

Impact: Achieve your mission, Fund amazing new projects

What’s criteria of success? Staying within the budget? Telling a certain story? Getting it produced and sent out? Raising a certain amount of money?

ROI should hopefully be at least 3 times your expense. Best to use is SALES FORCE (CRM software)

Scenario #2 – Major Giving

Resources: Past results, company results, budget, staff, board, industry research, prospect lists

Activities: Create solicitation materials, wealth screening, cultivate prospects, schedule meetings, make asks, asking for referrals

Outputs: Major gifts packets made, prospects scored, # of meetings, # of asks made, # of new contacts

Outcomes: Gifts made, dollars raised, close rate, ROI

Impact: Achieve your mission, fund amazing new projects, Deepen relationship between donor and organization

You can Use TRELLO. Free tool. Keeps list of prospects.