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### **A public relations plan to profitable fund raising using information from the previous fund raisers of two non-profit organizations as examples: Literacy Volunteers of America, Cape-Atlantic, Inc. and the Community FoodBank of New Jersey, Southern Branch**

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A PUBLIC RELATIONS PLAN TO PROFITABLE FUND RAISING  
USING INFORMATION FROM THE PREVIOUS FUND RAISERS  
OF TWO NON-PROFIT ORGANIZATIONS AS EXAMPLES:  
LITERACY VOLUNTEERS OF AMERICA, CAPE-ATLANTIC, INC. AND  
THE COMMUNITY FOODBANK OF NEW JERSEY, SOUTHERN BRANCH

by  
Gia J. Porter

A Thesis

Submitted in partial fulfillment of the requirements of the  
Master of Arts Degree in the Graduate Division  
of Rowan University  
1997

Approved by \_\_\_\_\_  
Steve Shapiro, Ph.D.

Date Approved 6/20/97

## ABSTRACT

Gia J. Porter

A Public Relations Plan To Profitable Fund Raising  
Using Information From The Previous Fund Raisers  
Of Two Non-Profit Organizations As Examples:  
Literacy Volunteers Of America, Cape-Atlantic, Inc. And  
The Community FoodBank Of New Jersey, Southern Branch  
1997

Dr. Steve Shapiro  
Corporate Public Relations

Fund raising is an important component used by many non-profit organizations. For some non-profits, it is the one thing that keeps the organization viable from year to year.

The fund raisers of two non-profit organizations, Literacy Volunteers of America, Cape-Atlantic, Inc. and The Community FoodBank of New Jersey, Southern Branch were used to determine which fund raisers are more profitable.

Fund raising events from both non-profit organizations for the past three years have been listed. This was done to compare events held by the two non-profit organizations and the money raised from those events.

A survey was also given to the executive directors of both non-profit organizations. This survey was used to develop a public relations plan for successful fund raisers. The public relations plan lists objectives and strategies which can be used in the planning of fund raisers.

## MINI-ABSTRACT

Gia J. Porter

A Public Relations Plan to Profitable Fund Raising  
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The fund raisers of two non-profit organizations, Literacy Volunteers of America, Cape-Atlantic, Inc. and The Community FoodBank of New Jersey, Southern Branch were used to determine which fund raisers are more profitable. This study also includes a public relations plan for successful fund raisers.

## ACKNOWLEDGEMENTS

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## CHAPTER ONE

### INTRODUCTION

Non-profit organizations depend upon membership drives, donations, grants, and fund raising in order to exist. Of all these, fund raising remains an important aspect for the non-profit organization. In fact, most non-profits would not survive without fund raising. According to Kathleen S. Kelly's book, Fundraising and Public Relations: A Critical Analysis:

a reexamination of the dominant perspective and a reinterpretation of the fundraising function may be critical to the well-being--and perhaps even to the survival--of the non-profit, or third sector, in our democratic society.<sup>1</sup>

Also, George Brakeley, Jr. states in his book Tested Ways to Successful Fundraising that:

the late John D. Rockefeller III noted that this third sector is omnipresent throughout our society, yet so taken for granted that it is barely recognizable as an important social force. Millions of Americans participate in third-sector activities, contributing time or financial support, or both. The sector includes thousands of institutions indispensable to community life: churches, hospitals, museums, libraries, colleges, theater groups, symphony orchestras, and social-service organizations of all kinds.<sup>2</sup>

How would the non-profit organization survive without society's support? Non-profits would eventually fade from view if no one were to support them. This could have drastic effects considering that most non-profits provide a service to society's members who need this assistance, which may cost little or nothing at all to the receiver of these services.

This philanthropic view of giving is born out of society's perspective that giving and/or donating is a "good" thing. The public generally feels good when they give to their charity. A need is fulfilled because a contribution is made. An article in Philanthropy Today states that:

America is the most philanthropic nation in the world. In 1986 individuals, corporations and foundations contributed a record \$87.22 billion to more than 350,000 not-for-profit institutions throughout the country.<sup>3</sup>

Also, the Reverend Peter J. Gomes told attendees at a National Society of Fund Raising Executives conference to "ask donors to be part of something truly great, truly good. Happiness makes giving worthwhile."<sup>4</sup>

Participation in fund raisers given by the non-profit organization opens up opportunities to those who wish to donate time to their charity. This participation may be in the form of buying tickets, stuffing envelopes, answering phones or some other form of support. Whatever assistance is given for the fund raiser, promotion of the non-profit organization is also being done.

## THE HISTORY OF FUND RAISING

Long before the word "fund raising" came about, historians used the word "philanthropy" to demonstrate the art of giving.

In his book, Man's Concern For His Fellow-Man, Arnaud C. Marts writes about the history of philanthropy. While he is not exactly sure when philanthropy began, he does state that there were signs of philanthropic deeds dating back to ancient times.



He states the following:

\*400 B.C. - Alexander the Great founded Alexandria University in northern Egypt. Scholars came from all parts of the then western world to consult its manuscripts and to exchange knowledge.

\*450 B.C. - Buddhism, a religion based upon self-restraint and charity for the poor, is established in India.

\*1300 B.C. - Moses originated the technique called the "tithe." This entails that the tenth part of the yield of the harvest had to be given to the Lord, in support of religion and for the relief of the poor.

\*1500 B.C. - The Phoenician gods demanded the first fruits of all products be given to the service of religion.

\*2000 B.C. - The Hammurabic Code adjured the Babylonian to take care that "justice be done to widows, orphans, and the poor."s

Today, many non-profit organizations benefit from the public's generosity. Each year The Chronicle of Philanthropy, a Washington, D.C. based newspaper for non-profit organizations, lists the top 400 charities and the donations received.

To illustrate the magnitude of charitable giving, page 3a lists the top ten charities and donations (in millions) received for the last three years. Even though there has been a drop in donations to social service organizations, they continue to remain at the top of charitable giving.

## REVIEW OF THE LITERATURE

Sources for this comparison study came from the ABI Global Directory in the On-line Data Base of the Rowan College Library. When the words "fund raising" and "fundraising" were typed in, more than 1,500 sources were found under fund raising as

The top ten charities and donations received (in millions) for the last three years

1994	1995	1996
1. Salvation Army 682.9	Salvation Army 726.0	Salvation Army 644.3
2. American Red Cross 535.7	American Red Cross 497.3	American Red Cross 465.6
3. Second Harvest 430.6	Second Harvest 425.1	Catholic Charities USA 419.4
4. United Jewish Appeal 408.2	United Jewish Appeal 382.3	American Cancer Society 381.7
5. YMCA of the USA 361.2	YMCA of the USA 375.1	Second Harvest 369.1
6. American Cancer Society 359.1	American Cancer Society 373.1	United Jewish Appeal 346.6
7. Catholic Charities USA 344.1	Catholic Charities USA 336.2	Harvard University 323.4
8. American Heart Association 239.9	Harvard University 289.1	Boys & Girls Club of Am. 294.9
9. YMCA of the USA 239.6	Boys and Girls Clubs of America 286.3	YMCA of the USA 293.8
10. Public Broadcasting Service 229.9	University of Pennsylvania 259.6	American Heart Association 256.5

opposed to fundraising. Obviously, the spelling of this word makes a great deal of difference in the ABI Global Directory. Even though the words are spelled differently, there really is no difference in their meaning. In Kathleen S. Kelly's book, Fundraising and Public Relations: A Critical Analysis, she makes note of the different spellings, but lets the reader know that there is no difference.

Most of the fund raising articles came from the magazine called "Fund Raising Management." Much to this author's surprise, there is a wide variety of articles on fund raising. These articles range on a spectrum of such issues as how to do fund raising, how to ask for money, ideas for fund raisers (special events), how to keep volunteers, money-making fund raisers and how to get non-profit organization board members to participate in fund raising. These techniques will be used in the strategies and objectives section of this study.

Other materials were received from the National Society of Fund Raising Executives (NSFRE) located in Alexandria, VA.

There is also a wide range of textbooks on fund raising. Unfortunately, some of these textbooks were outdated. This author chose to use them as introductory references. The magazine articles will be used as references later in this study.

## THE NEED FOR THE STUDY

Why do fundraising and how effective is fundraising? Fundraising is one way to put a non-profit organization in the public's eye while raising needed funds for the organization. In other words, raising awareness while raising dollars.

Fundraising is a tedious job and putting a campaign together can be quite difficult.

William Smith states in his book The Art Of Raising Money:

There is no point wasting time, effort, leadership and money in directing an organization's efforts to a public that is not going to be responsive to its needs. A well-conceived and well-organized campaign directed to a very selective constituency can bring the institution an over-the-top result.

Every organization needs to take a good look at itself before embarking on a fundraising campaign, and then it needs to employ those particular fundraising techniques that are essential to its success.<sup>6</sup>

It is important to present the non-profit in a favorable light. A successful fund raiser can be just what the non-profit needs to promote the organization. A successful fund raiser depends on what type of fund raiser is held, how effective it is and, of course, the bottom line, profit.

As a final note, 501(c)(3) non-profit organizations must submit either a Form 990EZ or Form 990 to the Internal Revenue Service. This return gives a financial accounting of the organization during their fiscal year. Also, 501(c)(3) charities must register with the State of New Jersey under an act known as the "Charities Registration and Investigation Act."

## LITERACY VOLUNTEERS OF AMERICA, CAPE-ATLANTIC, INC.

Literacy Volunteers of Atlantic County was established on April 29, 1986. The purpose of this organization is to promote and foster increased literacy in Atlantic County and contiguous areas through volunteer teaching of and aid to the illiterate and semi-literate; to encourage and aid individuals, groups or organizations desiring to increase literacy through voluntary programs.

This organization shall have no capital stock, its objective and purpose being solely of a charitable, literary and educational character and not for individual pecuniary gain or profit to its members.

At a meeting held November 14, 1995, the Literacy Volunteers' Board of Directors decided that Cape May County Literacy Volunteers would merge with Atlantic County Literacy Volunteers. This was due to the fact that Cape May County was not viable by itself. It was at this time that the board decided to call this organization Literacy Volunteers of America, Cape-Atlantic, Inc.

Literacy Volunteers is a private, non-profit agency which provides services to adults with limited literacy skills.

Literacy Volunteers trains volunteers from all walks of life to be tutors for adults who want to improve their literacy and English language skills. In Literacy Volunteer's Basic Literacy Program, tutors are matched one to one with adults who need reading, writing, survival and job-readiness instruction. In Literacy Volunteer's English as a Second Language Program, tutors provide conversational English and survival skills instruction to adults who need to learn to speak English.

The Literacy Volunteer approach is student based. Volunteer tutors provide free personalized instruction designed to meet the needs and goals of adult students enrolled in the programs. Each year volunteer tutors serve more than 300 adult students, donate more than 5,500 hours of tutoring. (Information taken from Literacy Volunteers of America brochure and its Constitution and Bylaws)

## THE COMMUNITY FOODBANK OF NEW JERSEY, SOUTHERN BRANCH

The Community FoodBank of New Jersey began in 1982. It was established in North Jersey where the main office remains today. In 1987, the southern branch of the foodbank was established. The Community FoodBank is organized and shall be operated exclusively for charitable and educational purposes. Its primary activities include the solicitation, collection, and storage of food products and the distribution of those food products to organizations that are described and qualified as exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

The Community FoodBank of New Jersey, Southern Branch, a private, non-profit organization, distributes food to the places where the hungry seek help: emergency pantries, shelters for the homeless, soup kitchens, senior citizen programs, child care centers and battered women shelters. More than 1,500 non-profit groups, in 18 counties participate. At the FoodBank, food and other necessities are given free to these member agencies: they pay only 14 cents per pound handling fee.

Across this country, nearly 26 million people, or 10.4% of the U.S. population utilize some type of feeding program serviced by the Second Harvest National FoodBank Network. Children account for almost half of all people being served at food pantries or soup kitchens. The Community FoodBank of New Jersey, Southern Branch, is a member of the Second Harvest National FoodBank Network providing donated food, cleaning supplies and personal care items to more than 180 charitable organizations in Atlantic, Cape May, Cumberland and parts of Burlington counties. (Information taken from the

Community FoodBank of New Jersey brochure and its Constitution and Bylaws)



## DEFINITION OF TERMS

1. Non-profit organization - an organization that has been granted a 501(c)(3) designation by the Internal Revenue Service which allows the organization to accept gifts that can be deducted from federal income tax returns as charitable contributions.
2. Fund raising - refers to a sizable and sophisticated business in which professional practitioners developed and refined techniques largely responsible for ever-increasing levels of giving by individuals, foundations, corporations, government, and other organizations.
3. Philanthropy - the love of mankind, especially as manifested in deeds of practical beneficence.
4. 501(c)(3) - an Internal Revenue Service code designation for Charitable, Religious, Educational and Scientific organizations.
5. Form 990EZ - an Internal Revenue Service tax form for use by organizations with gross receipts less than \$100,000 for the year and total assets less than \$250,000 at end of the year.
6. Form 990 - an Internal Revenue Service tax form for use by organizations with annual gross receipts of more than \$25,000 and who do not qualify to file the Form 990EZ return.
7. Charities Registration and Investigation Act - An act to protect the people of New Jersey from fraud and deceptive acts concerning fundraising activities.

## BIBLIOGRAPHY FOR CHAPTER ONE

- <sup>1</sup>Kelly, Kathleen S. (1991). Fundraising and Public Relations: A Critical Analysis. Hillsdale, NJ: Erlbaum.
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- <sup>5</sup>Marts, Arnaud C. (1961). Man's Concern For His Fellow-Man. Geneva, N.Y.: W.F. Humphrey Press Inc.
- <sup>6</sup>Smith, William J. (1985). The Art of Raising Money. New York, NY: Marwill, Inc.

## CHAPTER TWO

### TOPIC STATEMENT/METHODOLOGY

#### TOPIC STATEMENT

A series of public relations guidelines to be used in conducting a successful fund raiser.

#### METHODOLOGY

Two non-profit organizations, Literacy Volunteers of America, Cape-Atlantic, Inc. and The Community FoodBank of New Jersey, Southern Branch will be used for this study. An examination of the fund raisers for the past three years will be used as guidelines for future fund raising.

Both organizations run on a fiscal year of July 1 to June 30. It should be noted that from the inception the Community FoodBank ran on a calendar year (January through December). They recently changed this and now run on a fiscal year. It should also be noted that a majority of fund raisers were held at the North Jersey branch (this in no way reflects on less or more donations to the southern branch). The southern branch of the foodbank now holds fund raisers in their warehouse. This is done to let the public know where their money is going.

No fund raisers can be held from September 15 to November 15. The United Way calls this the "black-out" period when they propose their funding to the various non-profit organizations. Any organization caught fund raising during this period will lose their

United Way allocation.

**PRIMARY RESEARCH**--Personal interviews with the executive directors of both non-profit organizations were conducted. Both directors provided financial statements and Internal Revenue Service tax returns for this study. Consultation with both directors continued throughout this study.

With the input of both executive directors, a public relations plan for successful fund raisers was developed and is included. This section provides specific objectives and strategies for organizing a successful fund raiser.

**SECONDARY RESEARCH**--A review of the literature concerning fund raisers and fund raising was done using the ABI Global Business Directory in the On-Line Data Base of the Rowan University Library. These articles will be used as background for the public relations plan for successful fund raisers.

## CHAPTER THREE

### PRESENTATION OF DATA

This chapter will list individual fund raisers and the gross amounts raised from these events held by The Literacy Volunteers of America, Cape-Atlantic, Inc. and The Community Food Bank of New Jersey, Southern Branch. This chapter also includes the objectives and strategies section for successful fund raisers.

Following is a layout of chapter three for the presentation of data:

1. The events and gross amounts of each fund raiser for both non-profits will be listed.
2. The objectives and strategies for successful fund raisers will be developed from the survey results - outline of the plan.
3. Explanation of objectives and strategies.

At this time, a brief description of the fund raising events and the number of years these events have been held for the two non-profits organizations will be given.

#### Literacy Volunteers Of America, Cape-Atlantic, Inc.

1. Clyde Beatty Cole Brothers Circus: Proceeds from the circus event are donated to the Literacy Volunteers. (4 years)
2. Annual Spelling Bee: Corporations are invited to test their spelling expertise. An entry fee allows corporations to participate in a spelling bee. A program ad book raises funds in addition to the entry fee. (6 years)

3. Wine Tasting and Silent Auction: Various wine distributors come and let the public sample their wines. The silent auction lets the public silently bid on items of their choice. The highest bidder then wins the item. (4 years)
4. Golf Tournament: Proceeds from the golf tournament were donated to the Literacy Volunteers. (1 year)
5. LVA Raffle: Proceeds from the State LVA raffle were shared between LVA of NJ and the affiliate selling tickets. (1 year)
6. Incredible Reading Rally: The Incredible Reading Rally is a reading program where participants solicit monetary pledges from friends and family for every book they read during the program. (2 years)
7. Dancin' to the Oldies: A 50's and 60's dance was held to raise money for Literacy Volunteers. (1 year)

Community Foodbank of New Jersey, Southern Branch

1. St. Patty's Day Run: Proceeds from the St. Patty's Day Run are donated to the Community FoodBank of New Jersey, Southern Branch. (1 year)
2. Shoprite LPGA Golf Classic: Proceeds from the Golf Classic are donated to the Community FoodBank of New Jersey, Southern Branch. (4 years)
3. Appeal Letters/Direct Mail: Letters are sent to previous donors at Thanksgiving and Easter/Passover to raise money. (15 years)
4. Check-Out Hunger: A quick and easy way to help out the hungry while shopping at the supermarket. At the end of each check-out line, customers will find placards with \$1, \$2, or \$5 donation slips on them. These slips can be given to the cashier who will add the amount to the total of a customer's purchase. (5 years)
5. Scouting for Food: A follow-up to the Check-Out Hunger campaign. (1 year)
6. Chinese Auction: Joint fund raiser with member agencies where one-half of the proceeds go to the Foodbank. Prizes are donated and auctioned off. (1 year)

EVENT/YEAR/GROSS AMOUNT OF INDIVIDUAL FUND RAISING EVENTS

LITERACY VOLUNTEERS OF AMERICA, CAPE-ATLANTIC, INC.

FUND RAISING EVENTS

EVENT	YEAR AND GROSS RECEIPTS		
	93/94	94/95	95/96
1. CLYDE BEATTY COLE BROTHERS CIRCUS	\$2,271	\$1,239	\$3,900
2. ANNUAL SPELLING BEE	375	6,786	5,000
3. ANNUAL WINE TASTING	4,366	3,997	6,200
4. GOLF TOURNAMENT	9,220	-0-	-0-
5. LVA NJ RAFFLE	340	-0-	-0-
6. INCREDIBLE READING RALLY	-0-	-0-	9,200
7. DANCIN' TO THE OLDIES	-0-	-0-	4,100
TOTALS	<u>\$16,572</u>	<u>\$12,022</u>	<u>\$28,600</u>

COMMUNITY FOODBANK OF NEW JERSEY, SOUTHERN BRANCH

FUND RAISING EVENTS

EVENT	YEAR* AND GROSS RECEIPTS		
	93	94	95
1. ST. PATTY'S DAY RUN	\$ 4,000	-0-	-0-
2. SHOPRITE LPGA CLASSIC	15,000	15,000	8,800
3. APPEAL LETTERS/DIRECT MAIL	10,000	8,000	7,160
4. CHECK-OUT HUNGER	6,800	12,000	19,000
5. SCOUTING FOR FOOD	1,000	-0-	-0-
6. CHINESE AUCTION	-0-	-0-	2,965
TOTALS	<u>\$42,300</u>	<u>\$35,000</u>	<u>\$37,925</u>

\*NOTE: The Community FoodBank of New Jersey, Southern Branch previously ran on a calendar year. In 1996 the FoodBank changed to a fiscal year-July 1 to June 30.



## OBJECTIVES AND STRATEGIES FOR SUCCESSFUL FUND RAISERS

### OUTLINE OF THE PLAN

#### OBJECTIVE 1.0 Organizing the fund raiser.

- Strategy 1.1 Decide what type of fund raiser to have (purpose, audience and theme).
- Strategy 1.2 Decide what dollar goal is to be reached.
- Strategy 1.3 Appoint a chairperson and form a committee to work on the fund raiser.
- Strategy 1.4 Decide when to have the fund raiser.
- Strategy 1.5 Decide where to have the fund raiser.
- Strategy 1.6 Plan a budget for the fund raiser.
- Strategy 1.7 Gantt chart for the fund raiser.

#### OBJECTIVE 2.0 Advertising the fund raiser.

- Strategy 2.1 What committee members will be in charge of promotion for the fund raiser.
- Strategy 2.2 What media will be used (radio, print, television, posters).
- Strategy 2.3 Which committee member(s) will write the advertisements to be used.
- Strategy 2.4 Selling tickets- get all board members to sell tickets and to act as "advertisers" for the fund raiser.

#### OBJECTIVE 3.0 Paying for the fund raising expenses.

- Strategy 3.1 List anticipated/non-anticipated fund raising expenses.
- Strategy 3.2 Who will the committee members solicit to pay for expenses incurred (individuals, corporations and/or foundations).
- Strategy 3.3 Define key communicators within corporations and/or foundations who

the committee members can talk to or write to.

Strategy 3.4 Which committee members will write the appeal letters.

Strategy 3.5 Which committee members will talk to corporate leaders.

OBJECTIVE 4.0 Fund raising incidentals.

Strategy 4.1 Provide security.

Strategy 4.2 Clean up and maintenance.

Strategy 4.3 Guard against crises.

Strategy 4.4 Provide whatever is necessary to make your guests comfortable and their job easier.

## EXPLANATION OF OBJECTIVES AND STRATEGIES

### OBJECTIVE 1.0 Organizing the fund raiser.

Strategy 1.1 Decide what type of fund raiser to have (purpose, audience and theme).

This is an important aspect in planning the fund raiser. Always think about what group you plan to target with the fund raiser. This will determine what type of fund raiser the non-profit organization should have.

Strategy 1.2 Decide what dollar goal is to be reached.

The fund raising committee should plan what dollar amount is to be attained. This is important when the committee tabulates the results of the fund raiser because it determines how the fund raiser did. This type of feedback also helps in the planning of future fund raisers.

Strategy 1.3 Appoint a chairperson and form a committee to work on the fund raiser.

The chairperson and the committee put together the fund raiser. The chairperson assigns responsibilities to the committee members to avoid duplication of duties. If all committee members follow through with their job duties, the fund raiser should run smoothly.

Strategy 1.4 Decide when to have the fund raiser.

Some might not think this is important because an organization can have a fund raiser anytime. This is not true. If a fund raiser is held in the middle of the winter, the organization takes the risk of having a bad snowstorm. If a fund raiser is held in the middle of the summer, the organization takes the risk of everyone being on summer vacation.

Strategy 1.5 Decide where to have the fund raiser.

Location is an important factor to consider when planning a fund raiser. For some attendees this may be the deciding factor of whether or not they plan to attend the fund raiser.

Strategy 1.6 Plan a budget for the fund raiser.

The fund raising budget allocates funds for individual line items. It also helps the fund raising committee stay within the limits of the fund raiser.

Strategy 1.7 Gantt chart for the fund raiser

This is an important element in proper planning. The Gantt chart list the time and activities of the fund raiser.

## OBJECTIVE 2.0 Advertising the fund raiser.

Strategy 2.1 What committee members will be in charge of promotion for the fund raiser.

Since advertising is important for the promotion of any fund raiser, the chairperson should appoint a committee solely for advertising. This will assure that there isn't any duplication of job duties.

Strategy 2.2 What media will be used (radio, print, television, posters).

Some or all the above may be appropriate for the fund raiser. The committee needs to determine which media will be necessary to advertise the fund raiser to gain the most attendance at the fund raiser.

Strategy 2.3 Which committee member(s) will write the advertisements to be used.

This again avoids duplication of job duties. Some members will be responsible for

writing the advertisements, while others will be responsible for other advertising details.

Strategy 2.4 Selling tickets- get all board members to sell tickets and to act as "advertisers" for the fund raiser.

All board members should sell tickets for the fund raiser. This insures the maximum attendance for the fund raiser. All board member should take on the responsibility of "advertising" the fund raiser.

#### OBJECTIVE 3.0 Paying for the fund raising expenses.

Strategy 3.1 List anticipated/non-anticipated fund raising expenses.

It is important to have a budget for the fund raiser. The budget must take into account all anticipated expenses for the fund raiser. While this is important, the committee must also take into account any non-anticipated expenses. This would be reserve money for unexpected emergencies.

Strategy 3.2 Who will the committee members solicit to pay for expenses incurred (individuals, corporations and/or foundations).

Expenses for a fund raiser should not be higher than 10%, therefore, the committee should strongly consider going outside to solicit funds to pay for fund raising expenses. This can be done by asking individuals, but, more success may come from corporations and/or foundations. The committee should consider corporations and/or foundations that support the non-profit organization.

Strategy 3.3 Define key communicators within corporations and/or foundations who the committee members can talk to or write to.

Once the committee defines the key communicators within the supporting organizations,

they can either speak or write to those "key" people. The committee may find that the key communicator will be a strong source of support for the non-profit organization.

Strategy 3.4 Which committee members will write the appeal letters.

Some committee members are better at writing letters than they are at public speaking. Always utilize your committee's strong points.

Strategy 3.5 Which committee members will talk to corporate leaders.

Some committee members know various people in the corporation who support the non-profit organization. Those members should talk to the corporate leaders to try and gain financial support for the fund raiser.

#### OBJECTIVE 4.0 Fund raising incidentals.

Strategy 4.1 Provide security.

The fund raising committee should plan for any unforeseeable events, even though nothing may happen. It is important to predict the unpredictable, therefore, providing security at the fund raiser can't hurt.

Strategy 4.2 Clean up and maintenance.

There is usually a maintenance crew to clean up but if this is not possible the fund raising committee should have provisions for clean up and maintenance.

Strategy 4.3 Guard against crises.

Always guard against crises. Learn to expect the unexpected.

Strategy 4.4 Provide whatever is necessary to make your guests comfortable and their job easier.

Your guests will promptly return especially if they remember the hospitality that was

shown to them. It is important to make your guests comfortable and to provide any necessities they need to make the fund raiser an enjoyable event.

## CHAPTER FOUR

### RESULTS OF THE SURVEY

The executive directors of both non-profit organizations were given a survey to fill out. The purpose of this survey was to determine how non-profit organizations plan fund raisers. The following is a discussion of the survey results.

When analyzing the data for this survey it was found that there were similarities in most of the answers. Donations and special events rank high in most effective method of non-profit fund raising.

Both organizations value their volunteers. They are on the board of directors, provide direct services and help with fund raising. Volunteers are recruited by advertising on the radio, print media, referrals and through speaking engagements.

When it comes to fund raising the Literacy Volunteers' Board of Directors decide what fund raisers to have while the executive director of the Community FoodBank makes this decision. When advertising the fund raiser, both organizations utilize such media as posters, print media and using their organization members as advertisers. Both executive directors agree that the profit from the fund raiser should pay for the fund raising expenses. This is probably sound thinking because the Community FoodBank receives little dollar support from individuals, corporations or foundations. At least The Literacy Volunteers receive a great deal of support from individuals. Unfortunately, little support comes from corporations and, foundations show absolutely no support.

Unfortunately, when putting fund raiser together both directors agree that they do no



get a great deal of support from the board of directors. Both directors state that more support comes from staff and/or volunteers. This is an interesting fact considering that the board of directors are the backbone of the non-profit organization.

Finally, both directors agree that a fund raiser should be inexpensive, a great deal of fun and raise lots of money.

## CONCLUSIONS

Anyone who attends a fund raiser usually has a good time. There is usually a sense of satisfaction when there is good attendance and a great deal of money is raised.

But, what about the fund raisers that don't do well? What can be done about the non-profit organizations that don't raise the dollars they had hoped to raise? Why does the Community FoodBank raise more money with their fund raisers than The Literacy Volunteers of America? Is it because the public is more aware of the Community FoodBank as opposed to the Literacy Volunteers? Is it because the Community FoodBank has a branch up in North Jersey that has celebrities and chief executive officers from major corporations on their board of directors? Is it because the public is more empathetic towards the Community FoodBank as opposed to the Literacy Volunteers?

Some might argue that there are clear-cut answers to the above questions, but when you come right down to it, there really aren't any concrete answers to the above questions. Some people feel that they don't want to support a charity that teaches adults to read, "they should know how to read before they graduate grade school." Other individuals may have similar feelings towards the Community FoodBank, "why should I support someone who can't feed themselves, let them get a job and buy their own food like I do." Then there is the opposite side of the coin, the group that supports the charity. This group doesn't judge those who benefit from charitable giving, they just feel good about supporting a worthy cause.

Why, then, do people give to charity? The answer lies within every individual. Some people donate to charity because it makes them feel good. Some donate because they

like the charity, they feel that the organization is important to society. Still others donate because of the tax write-offs. Whatever the reason, the fact remains that charities exist because the public donates to non-profit organizations to keep the non-profit active.

Why do people give to a certain charity? Not even the most philanthropic person gives to every charity. Most people support a charity because they can relate to the organization in some way. Maybe this person had a relative who could not read. Maybe this person walked through a homeless neighborhood. Maybe this person had a friend who had cancer. Maybe this person saw a documentary on alzheimer's disease. There can be a variety of reasons why people give.

When a person gives to a certain charity or participates in a fund raiser, they are usually, or hopefully, interested in the non-profit organization. It is now up to the non-profit organization to keep this person as a prospective donor. While it is important to look at those people who did not give, it is more important to keep the prospective donor at the top of the list. The non-profit has to think, this person likes what we do, they support our efforts, we have to keep these people coming back.

Prospective donors like to feel important. They have made a contribution and they like to be rewarded. The reward can come in the form of a "personalized" letter, even if this letter is sent to over one million people. The reward can come from having their name mentioned in a newsletter under the "contribution column." The reward can also come in the form of small gifts the organization gives to contributors. Whatever the reward, the non-profit organization must recognize those people or risk losing the donor.

How does the non-profit organization get non-givers to give? This is a difficult task,

especially when someone has never even heard of the organization. This can be remedied when the executive director goes on speaking tours. The executive director has a close affiliation to the organization because the director experiences of the daily routine of the organization. Who better to speak on all aspects of the non-profit? This is one way of getting the non-profit out in the public's eye.

Another method is for the non-profit organization to have a fund raiser. An interesting and well advertised fund raiser can result in a pleasurable evening for everyone. Attendees will remember the fund raiser and, hopefully, the non-profit organization that gave the fund raiser. Having a fund raiser is definitely a way to get prospective donors.

Finally, the organization can have key communicators. Anyone on the board of directors, as well as staff and volunteers, can act as a key communicator. The key communicator exhibits authoritativeness and the public tends to listen to this person. It is important for the organization to have key communicators because this person can have a great deal of influence within the community.

Whenever anyone deals with a non-profit organization, they not only deal with the executive director but with the staff and volunteers as well. Since the executive director can't do everything alone, this wonderful group of people are there to help. This may entail answering phones, writing letters, typing or anything else that helps with the mission of the organization. Some of these people receive no compensation for what they do, so it always important for the non-profit organization to appreciate their staff and volunteers.

When speaking about volunteers, it is also important to mention the board of directors. Being on the board of directors presents a certain amount of glamour and prestige. It also presents a certain amount of work. If someone is on the board for the glamour and prestige, then you don't need to be on the board. Being on the board is almost like having a full-time job. This job entails such things as setting the bylaws, hiring or firing the executive director and planning fund raisers. Being on the board requires wealth, wisdom and work. If someone can't handle this or doesn't want to be bothered with it, don't become a board member.

A final note on fund raisers, make them enjoyable. If a fund raiser is boring, the non-profit organization can be guaranteed that a small number of attendees will come to next year's function, even if it does support their favorite charity.

## CHAPTER FIVE

### SUGGESTIONS FOR FURTHER STUDY

Fund raising plays an important role towards the existence of non-profit organizations. It is up to the non-profit organization to make it work to their advantage.

Following are suggestions for the further study of fund raising:

1. If the flat tax\* is passed, how will this tax affect the future of fund raising.
2. How does inflation affect yearly donations to non-profit organizations.
3. A comparable study between the hiring of an outside professional fund raiser and volunteers from the non-profit organization.
4. What motivates the public to donate to certain non-profit organizations.
5. A comparable study of fund raisers for all non-profit organizations in a certain county.
6. A comparable study of fund raisers from other non-profit organizations and the two non-profit organizations used in this study.

\*Flat tax: where the taxpayer pays a set percentage of his/her income as tax. There are no graduated tax rates.

INTERVIEWS: In-person, telephone and fax machine

Benton, Evelyn--Executive Director of The Community FoodBank of New Jersey, Southern Branch. 11/26/96, 4/25/97, 5/2/97, 5/9/97, 5/14/97.

Ferguson, Scott--Executive Director of the United Way of Atlantic County. 5/6/97.

Grites, Pamela--Executive Director of Literacy Volunteers of America, Cape-Atlantic, Inc. 11/27/96, 1/7/97.

## APPENDIX A

### SURVEY

I would appreciate it if you would take the time to fill out this survey. This survey is designed to develop a public relations plan for successful fund raisers. Please feel free to make suggestions and/or comments in this survey. Your input is sincerely appreciated.

Thank you.

1. What is the most effective method of fund raising for your organization?

Please rate these items 1 to 5--1 being the most effective

- a. Membership drives \_\_\_\_\_
  - b. Special events \_\_\_\_\_
  - c. Mail/phone solicitation \_\_\_\_\_
  - d. Donations \_\_\_\_\_
  - e. Other (please specify) \_\_\_\_\_
- 

2. How does your organization promote your fund raiser? (please circle all that apply)

- a. Advertising
    - posters
    - radio
    - television
    - other (please specify) \_\_\_\_\_
  - b. Your organization's members
  - c. Membership letter
  - d. Other (please specify) \_\_\_\_\_
-



3. Who decides what fund raisers to have? (please circle all that apply)

- a. Executive Director
- b. Board of Directors
- c. Executive Director and the Board of Directors
- d. Fund raising committee
- e. Other (please specify) \_\_\_\_\_

4. Who puts the fund raiser together? (please circle all that apply)

- a. Executive Director
- b. Board of Directors
- c. Executive Director and the Board of Directors
- d. Volunteers
- e. Professional fund raising organization
- f. Fund raising committee
- g. Other (please specify) \_\_\_\_\_

5. How does your organization pay for the expenses of the fund raiser? (please circle all that apply)

- a. Individuals
- b. Corporations
- c. Foundations
- d. Let the profit from the fund raiser pay for the expenses
- e. Other (please specify) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. From your past experience of fund raising what percentage of donations come from:

10%      20%      30%      40%      50% or more

a. Individuals

\_\_\_\_\_

b. Corporations

\_\_\_\_\_

c. Foundations

\_\_\_\_\_

7. Do you use volunteers in your organization?

- a. Yes--go to 7.1
- b. No--go to 8

7.1 In what capacity does your organization use volunteers?

- a. Fund raising efforts
  - b. Board of Directors
  - c. Involvement of some nature--anything that supports the mission of the organization
  - d. Staff
  - e. All of the above
  - f. Other (please specify) \_\_\_\_\_
- 

7.2 How do you solicit volunteers? (please circle all that apply)

- a. Radio
  - b. Television
  - c. Other media (please specify) \_\_\_\_\_
  - d. Anyone interested in the organization
  - e. Referral from other volunteers
  - f. Other (please specify) \_\_\_\_\_
- 

7.3 Do you train your volunteers?

- a. Yes--go to 7.4
- b. No--go to 8

7.4 How are your volunteers trained?

- a. Workshops
  - b. Other volunteers train them
  - c. Executive Director trains them
  - d. Volunteers train themselves
  - e. Other (please specify) \_\_\_\_\_
-

8. How do you solicit members for your Board of Directors? (please circle all that apply)

- a. Radio
- b. Television
- c. Membership letter
- d. Anyone interested in the organization
- e. Recommendations from other Board members
- f. Members who are prominent in the community
- e. Other (please specify) \_\_\_\_\_

\_\_\_\_\_

9. If you had a choice when preparing for a fund raiser, would you prefer:

- a. A professional fund raising organization do the work
- b. Have the Board of Directors do the work
- c. Have the organization's staff and volunteers do the work
- d. Have you, the Board of Directors and volunteers and staff do the work
- e. Other (please specify) \_\_\_\_\_

\_\_\_\_\_

10. When organizing your fund raiser, how much support do get from:

Very much      Much      Not much      None      N/A

Board of Directors

\_\_\_\_\_

Volunteers

\_\_\_\_\_

Staff

\_\_\_\_\_

Organization

Members

\_\_\_\_\_

11. If you as the Executive Director could put together the "perfect" fund raiser, what would it be? Please feel free to be as creative as you like.

[illegible]

