



A BEGINNER'S GUIDE TO FUNDRAISING



ABOUT THE SOLUTION CENTER

The Main Street Solution Center is a free access portal to resources for communities and organizations working to revitalize and strengthen their local economies. The Solution Center's curated resources are designed to help guide and inspire local leaders and advocates as they navigate the complexities of downtown and neighborhood business district revitalization and economic growth.

ABOUT THE PARTNERSHIP

This Main Street Solution Center publication was underwritten by Michigan Main Street and Main Street Iowa. Their generous support demonstrates a shared vision and ongoing commitment to freely share knowledge, experience, tools, and best practices to fuel revitalization and economic growth in their own communities, and in locales spanning the nation.



ABOUT THE CREATORS

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FUNDRAISING TACTICS

Developing and executing an annual fundraising strategy that applies single ask or short-term campaign rally tactics can streamline fundraising efforts for organizations, and provide clear, structured options and opportunities for local businesses and individuals to invest. This guide offers a quick look at some popular fundraising campaigns and tactics, and a ten-step course for creating your campaign.

POPULAR FUNDRAISING CAMPAIGNS AND TACTICS

Pledges

Pledge drives are commonly used to secure financial commitments that are paid in annual installments, often over a three to five-year period. Startup organizations often use this tactic to establish a base of support adequate to grow and sustain the organization through its early development stages.

- Investors promise to pay the pledge in annual installments, often over a three to five-year period.
- Can include a campaign kickoff event for a concerted pledge drive push, often conducted within a two to four-week period.
- Uses a print or electronic pledge card indicating the pledged amount and installment schedule, with the investor's signature.
- May require additional staff time and costs for bookkeeping, records maintenance, reminder notices, collections, postage, printing, etc.

Memberships

Most membership programs offer chances for stakeholders and advocates to invest, annually, at different levels. Campaign tactics might include a concerted push over a two to four-week period, or designation of a "membership month," with campaign messaging and activities highlighting the organization's accomplishments and plans, inviting prospective members to learn more and climb on board, and recognizing new and renewing members.

- Typically incorporates membership tiers at varying investment levels.
- Can imply members are entitled to vote or receive special privileges or benefits – and can sound exclusionary.
- Any provisions for voting rights, privileges, or benefits attached to membership must comply with the organization's by-laws and corporate tax status [e.g., 501(c)(#)].
- While new members can typically join at any time, a concerted two- to four-week campaign or membership month push, conducted annually, concentrates efforts that get results.
- Suggests "permanence" and conceptually prepares members to continue their support annually.



Friends

The structure and tactics underlying most “Friends of Downtown” and similarly entitled programs largely resemble those outlined for Membership Campaigns, and some membership programs may even include individual and family “friends” tiers. Standalone friends campaigns are often distinguished by a community-wide and resident-oriented target audience, lower investment levels, and minimal, if any, benefits or privileges conveyed to those enlisting as friends.

- Provide ways for individuals, families, volunteers, district employees and others to support the cause.
- Often offer just one or two tiers – one for individuals and another for families – at annual investment levels of \$100 or less, and without voting privileges.
- Expanded versions, for some organizations, offer an alternative to “membership” that might be limited by the organization’s tax status, bylaws, or other governing documents.
- Campaign messaging often highlights the vision and plans for the district, family-oriented events and experiences, local personalities, volunteers in action, and the rippling, community-wide impacts of the organization’s work.
- Examples of Friends program perks or benefits can range from branded swag to exclusive access to an event. Businesses enlisting as friends might receive a window cling to show their investment and support of the organization and district.

Sponsorships

Sponsorship campaigns offer ways for businesses and organizations to show support and gain exposure through their investments and involvement in district events, projects, and activities. A single-ask campaign approach packages annual sponsorship opportunities and benefits in a single menu to present a variety of options, enhance efficiency, and avoid the annoyance of multiple asks experienced both by those doing the asking, and those being asked.

- Offer benefits to sponsors in return for their investment via a menu or tiered structure highlighting options or different packages and associated sponsor benefits.
- Can apply an annual single-ask campaign approach that attaches sponsor investment tiers and benefits to one or more projects, events, or activities occurring during the year.
- Can be used to cover or offset related staffing, operational, and administrative costs.
- The top tier sponsor investment level and benefits packages can – or should – be limited to a certain number of sponsors to maximize value.
- Examples of projects and activities offering sponsorship opportunities include:
 - o Festivals and special events
 - o Recurring entertainment series (e.g. movies in the park, first Fridays)
 - o Furnishings and amenities (e.g. lighting fixtures, benches, trash receptacles, pavers, public art, plantings, hanging flower baskets, banners, seasonal décor)
 - o Organizational programs (e.g. façade and/or building improvement program, small business support programs)
 - o Networking activities, presentations, and training events



Capital Campaigns

Public projects and initiatives with larger price tags – and especially those filling a vital community need or offering widespread benefits to the region – may be apt to apply a capital campaign approach. The process may include the performance of a feasibility study during the project's early stages to, in part, gauge interest and develop fundraising campaign scenarios and strategies.

- Usually focus on a single project or initiative (e.g. cultural center, events venue, security initiative, public space improvements).
- Often rely on securing lead gifts and commitments totaling as much as fifty percent or more of the fundraising goal prior to the launch of the public campaign.
- Can incorporate a pledge drive component that allows investors to remit the pledged amount in installments.
- Like sponsorship campaigns, usually offer a means for recognizing funders based upon the amount of their investments (e.g. naming rights, wall of honor inclusion, engraved pavers, seat plaques).

OTHER FUNDING SOURCES

Individual Gifts. Individuals and families with a special affection for, or connection to, the organization or district may be moved to make a special gift or legacy gift, or to include an earmark in their estate plan. Applying a special gifts tactic as a component of a long-term fundraising strategy often begins by planting seeds and making potential benefactors aware of the opportunity. Legal or financial counsel may be sought to ensure compliance with the organization's tax status and governing documents prior to pursuing this path, and especially when approached with gifts of real estate and other non-monetary items of greater value.

Product Sales. Attractive, quality, and distinctive organization, district and event branded products ranging from apparel, swag, thermos bottles, holiday ornaments, and retired street signs and traffic signals, among others, have the potential to generate thousands or even tens of thousands of dollars to help underwrite special projects or support the organization's operations.

Grants. While most grants do not include staffing and operational costs as an eligible activity, some do. Still more offered by foundations, government agencies and other grantmaking sources can provide a means of support for projects and activities that align with the purpose and goals of potential benefactors. Strategies to best pursue this path require time and talent to research potential sources, to become familiar with eligibility criteria, application requirements and timelines, to author genuine, award-worthy submittals, and to build strong, personal relationships leading to recurring awards.

The different campaign approaches and funding sources described in this document are by no means offered as an exhaustive list. But especially for beginners and even for those organizations experienced in fundraising, the examples along with the resources that follow can serve as a helpful guide to get started, to inspire new ideas, or to evaluate and fine-tune local fundraising strategies and tactics.



ENHANCING PROSPECTS FOR CAMPAIGN SUCCESS

One tactic common to the success of many fundraising campaigns adapts a full-court press or single-ask approach, and organizes public-facing activities to be carried out within a condensed time frame – ideally within a two-week period each year. While specific details will vary depending upon the type of campaign selected, the following steps provide a framework for planning and executing a campaign that builds excitement, that respects and maximizes the time of those involved, and that demonstrates a professional and well-orchestrated initiative deserving of support.

1. Define Your Objectives

Purpose: Determine the primary purpose of your campaign. It could be for beautification projects, community events, a large-scale capital project, operational support, organizational programs, etc.

Financial Goal: Set a clear financial target based on project costs and/or your organization's annual budget needs.

2. Identify Potential Investors

Local Business and Property Owners: Compile a list of business and property owners who stand to benefit from the project, community goodwill created, and the work of your organization.

Corporate Sponsors: Identify large employers and corporations with an interest or programs devoted to community investment and enhancement initiatives.

Individuals: Don't overlook community members who are passionate about the district and the work of your organization.

3. Determine Investment Levels

Tiered Structure: Create investment tiers – with escalating benefits, where appropriate (e.g. Bronze, Silver, Gold, Platinum).

Benefits: Identify any tangible benefits offered at each tier, such as naming rights, logo placement, VIP access to events, wall of honor recognition, etc.

Customization: Be open to customizing benefits to meet investors' specific marketing goals.



4. Create Compelling Pitches and Packages

Value Proposition: Clearly articulate the value members, sponsors, or investors will receive in return for their support, or how their support will help solve a problem, fill a need, or advance shared goals.

Impact Narrative: Include stories or data that demonstrate the positive impact of the proposed project, event or activity, and the work of your organization.

Visual Appeal: Ensure that marketing materials and collateral are visually appealing and look professional.

5. Plan and Launch Your Campaign

Timing: Identify and plan your launch to coincide with a time of year when most businesses are planning their annual budgets – often the third or fourth quarter of the calendar year.

Mobilization: Train and equip board members and volunteers who will be involved in making the ask with a list of assigned contacts, information, and materials. Where possible, pair volunteers or assemble teams to create a fun competition.

Promotion: Use multiple channels to promote the campaign, including social media, email newsletters, and local media, and to support the efforts of those making the ask.

Events: Consider hosting a kickoff event to generate excitement, introduce those who will be on the campaign's frontline making the ask, and provide more information about investment opportunities.

6. Outreach

Personalized Approach: Personalize outreach as much as possible, providing any background information on each potential investor's past support and community involvement. Whenever possible, match those making the ask with potential investors with whom they are already familiar.

Face-to-Face Meetings: To every extent possible, and especially when seeking major investments or gifts, use face-to-face meetings to make the pitch, build relationships, and plant seeds for long-term support.

Follow-Up: Put a structured follow-up process in place to ensure prospective investors have all the information needed to make a decision, and to confirm commitments.

Make it personal.

People give to people. Asking in person works best, followed by phone, then by letter – and always backed with messaging, media coverage, collaterals, and other outreach activities supporting (and legitimizing) the cause.



7. Recognize and Thank Investors

Public Acknowledgment: Publicly thank investors through social media, at events, and in news releases.

Personal Thank You: Send personalized thank-you letters from the organization's leadership.

Reports: Provide investors with campaign updates, and a report explaining how their funds were or are being used, and the outcomes achieved.

8. Manage Investor Relationships

Year-Round Engagement: Keep investors engaged throughout the year, not just during the ask, to build long-term relationships. For example, send your newsletter and annual report to investors so to keep them updated on the organization's work and accomplishments throughout the year.

Feedback: Solicit ideas and feedback from investors to improve future campaigns and to ensure their continued satisfaction.

Exclusivity: As it applies to annual and recurring sponsorship opportunities, offer current sponsors a first right of refusal before approaching new and other potential sponsors.

9. Evaluate and Report Back

Campaign Analysis: After the campaign, analyze what worked and what didn't, and make changes or refinements where needed.

Polling: Conduct periodic surveys to track satisfaction levels and gather testimonials.

Impact Report: Prepare an annual report that details the outcomes of campaign-supported projects and initiatives.

10. Prepare for Next Year

Early Planning: Get an early start planning next year's campaign, using insights from the current year.

Campaign Calendar: Create a calendar with key dates for outreach, renewals, and acknowledgment activities.

Update Materials: Revise marketing materials and collateral annually to reflect changes, new offerings, success stories stemming from support received via previous campaigns, and updated goals and funding needs.





WAKE FOREST DOWNTOWN REVITALIZATION CORPORATION

Annual Sponsorship Opportunities

OAK LEVEL SPONSORSHIP (\$5,000 – four available)

- Your choice of Gold Sponsor at Renaissance Ball or Autumn Arts Festival (\$3,000 value)—see attached levels
- Top banner and program recognition at all Wake Forest DRC downtown events—minimum 20,000 views
- Christmas Parade float full float sponsor (\$575 value)
- Active link sponsor 2" x 2" logo on website—minimum 50,000 views per year
- Monthly recognition in *Downtown Matters* newsletter—over 2,000 distributed monthly
- Name and logo in Newcomer bags—over 1500 distributed annually
- Table at Wake Forest DRC Annual Meeting for eight (\$150 value)
- Recognition in 2009-2010 Annual Report
- Wake Forest Downtown T-shirt and gift bag
- Tax deductible donation acknowledgement for \$1300

MAGNOLIA LEVEL SPONSORSHIP (\$3,000 – four available)

- Your choice of Title Sponsor at Renaissance Ball or Autumn Arts Festival (\$1,000 value)—see attached levels
- Banner and program recognition at all Wake Forest DRC downtown events—minimum 20,000 views
- Christmas Parade float half float sponsor (\$375 value)
- Active link sponsor 1" x 1" logo on website—minimum 50,000 views per year
- Monthly recognition in *Downtown Matters* newsletter—over 2,000 distributed monthly
- Name and logo in Newcomer bags—over 1500 distributed annually
- Table at Wake Forest DRC Annual Meeting for four (\$75 value)
- Recognition in 2009-2010 Annual Report
- Wake Forest Downtown T-shirt and gift bag
- Tax deductible donation acknowledgement for \$1600

Wake Forest Downtown Revitalization Corporation ~ 137 South White Street ~ Wake Forest, NC 27587

wakeforestdowntown.com ~ (919) 570-1372





Sponsorship Opportunities

PLATINUM LEVEL SPONSORSHIP (\$3,500 – one available)

- 133—15 second commercials on NBC17—minimum 450,000 reach (15 seconds will be used for the Festival and the sponsor will have 15 seconds to advertise business)
- Company logo on all advertising, promotions and brochures—minimum reach 10,000
- Company logo on all promotional banners—minimum 4,000 reach
- Booth space for your company for promotional use
- Advertisement on Wake Forest Downtown website as grand sponsor for year with logo (over 5,000 hits per month)
- 2" x 2" logo in *Downtown Matters* newsletter—September and October issues (reaches over 2,000 people)
- Recognition in 2009-2010 Wake Forest Downtown Annual Report

GOLD LEVEL SPONSORSHIP (\$2,500 – two available)

- 73—15 second commercials on NBC17—minimum 300,000 reach (15 seconds will be used for the Festival and the sponsor will have 15 seconds to advertise business)
- Company logo on all advertising, promotions and brochures—minimum reach 10,000
- Company logo on all promotional banners—minimum 4,000 reach
- Booth space for your company for promotional use
- Advertisement on Wake Forest Downtown website as gold sponsor of the Autumn Arts Festival for year with logo (over 5,000 hits per month)
- 1" x 1" logo in *Downtown Matters* newsletter—September and October issues (reaches over 2,000 people)
- Recognition in 2009-2010 Wake Forest Downtown Annual Report



Produced by the Wake Forest Downtown Revitalization Corporation

137 South White Street, Wake Forest, NC 27587 (919) 570-1372

wakeforestdowntown.com





Sponsor Information

NAME:

NAME OF BUSINESS:

MAILING ADDRESS:

CITY: STATE: ZIP:

WEBSITE:

EMAIL:

PHONE: TAX ID #:

Sponsorship Level

Select a level of sponsorship:

- OAK LEVEL** (\$5,000)
Pick one event for your sponsorship benefits: { } Renaissance Ball Gold Sponsor { } Autumn Arts Gold Sponsor
- MAGNOLIA LEVEL** (\$3,000)
Pick one event for your sponsorship benefits: { } Renaissance Ball Title Sponsor { } Autumn Arts Title Sponsor
- DOGWOOD LEVEL** (\$1,500)
Pick one event for your sponsorship benefits: { } Renaissance Ball Event Sponsor { } Autumn Arts Event Sponsor
- DOWNTOWN SPONSOR** (\$500)
- FRIENDS OF DOWNTOWN** (\$100)

Select a payment option: { } I've enclosed a check payable to the Wake Forest DRC. { } Please bill me.

- Mail completed application to the Wake Forest DRC, PO Box 78, Wake Forest NC 27588
- Questions? Call 919.570.1372 or email Maggie O'Neill: maggie@wakeforestdowntown.com.

Check #

Check Received:

OFFICE USE ONLY

Date Received:

Thank you for your sponsorship of Downtown Wake Forest.





MEMBERSHIP BENEFITS:

- Resources and training materials for a volunteer board and committee volunteers
- Design and marketing of brochures, maps, pamphlets and other materials to promote a positive image of downtown Batavia
- Free workshops for business and building owners on topics such as design assistance, building maintenance, effective window displays and strategic planning for our downtown
- Referral services and access to professionals in the business and historic preservation fields
- Free, professional design consultations and assistance through the Illinois Historic Preservation Agency
- Staffing and operating an office with a paid Director to ensure the organization remains focused and moving forward
- Technical assistance and resources to existing business owners and new business ventures
- Investing in the “heart and soul” of our community

BE A PARTNER IN DOWNTOWN BATAVIA!

By making a financial investment in Batavia MainStreet, you are giving your community a gift that will be repaid over and over through increased hometown pride, successful businesses, beautification projects and more. Because we receive no state or federal funding, your partnership is important.

PARTNERSHIP APPLICATION

I (we) believe in Batavia MainStreet and would like to be a partner.

Name(s): _____

Business Name: _____

Address: _____

City: _____ ST: ____ Zip: _____

Phone: _____

Email Address: _____

Volunteer Opportunities: I am interested in the following committee(s):

- Design Promotion
- Organization Economic Restructuring

Partnership Levels:

- ___ **Individual (\$25):** Single Individual only—newsletter and mailings; non-voting
- ___ **Family (\$75):** Individual benefits plus MainStreet decal; non-voting
- ___ **Friend: (\$100):** Family benefits plus one vote at annual meeting
- ___ **Spirit of Batavia: (\$250):** Friend benefits plus one (1) set of downtown database labels
- ___ **Bridge Builder: (\$500):** Spirit of Batavia benefits plus one (1) newsletter insert
- ___ **Challenge: (\$1,000):** Bridge Builder benefits plus engraved brick and listing on major players page on MainStreet Web site
- ___ **Cornerstone: (\$2,500):** Challenge benefits plus business logo on Web site and newsletter
- ___ **Founder: (\$5,000 and up):** Cornerstone benefits plus 1x partner spotlight article in newsletter

Businesses joining at \$250 level and above must contact the MainStreet office to arrange for benefits.

Please complete and return with your check made payable to:

Batavia MainStreet
 2 E. Wilson St., Batavia, IL 60510
 (630) 761-3528



THE 10-DAY CAMPAIGN “BLITZ”

Prior to Day One

- Conduct frontline (“making the ask”) and support crew volunteer training
- Organize kickoff event
- Prepare and review collateral materials, and program media blitz
- Prepare and distribute news releases, media kits, and related collateral

Day One

- Host a kick-off event and assemble teams. Review collateral materials (e.g. program brochure, contact cards, mission statement, list of past accomplishments and future goals, pledge forms), the pledge goal for the campaign and for the day one kick-off, etc.
- Make it fun. Use a contest to create fun competition. Examples of categories with incentives or awards include:
 - Most dollars pledged by a single individual and/or business
 - Most new investors or members recruited
 - Most new businesses enlisted
 - Most individuals enlisted
 - Most innovative approach to a prospective investor/member
 - First team to finish collecting
 - Best campaign call story
 - Team with most dollars pledged/collected
- Invite the media for coverage and photo opportunities at the kick-off event.
- Collect pledge cards completed by volunteers.
- Use a special sendoff for teams to hit the streets (i.e., marching band music, race countdown, etc.).
- Re-assemble at a predetermined time to report progress from the Day One Blitz.

Days Two thru Nine

- Teams continue to make calls. Host periodic check-in sessions for updates and to maintain momentum.
- If a team completes all their calls in two or three days, they are finished. Do not ask them to make additional calls – unless they want to.
- Keep impeccable records. Log pledges/collections immediately as they are received and send a thank you card (confirmation) to pledgers within 24 hours.
- Maintain a themed tote board to track and display progress (e.g. bricks or building blocks, family tree, thermometer, horse race)

Day Ten

- Re-assemble teams at a wrap-up event. Announce results from the campaign and recognize individuals/teams, distribute prizes/incentives, and recognize investors. Invite the media and share the results.



TOUGH QUESTIONS EXERCISE

Use this exercise to help prepare board members and volunteers “doing the ask” to respond positively when faced with some of the tough questions that may be posed. Adapt it to your cause or campaign, and consider populating the questionnaire with recommended or suggested responses.

- 1. What are the membership/investment categories and costs?**
- 2. How were these membership/investment categories determined?**
- 3. How much do establishments similar to mine give?**
- 4. What do you do with the funds?**
- 5. Who are your board members? How much do they give?**
- 6. What do I gain by investing?**
- 7. When do you want your money?**
- 8. I cannot afford what you want.**
- 9. I want to think about it.**
- 10. Why should I join or invest in your organization when I am already a member of [other organization]?**
- 11. Do you have investors from outside the district?**
- 12. How long is this program going to last? How long do you want my financial commitment?**
- 13. How come it costs so much?**



GENERATOR EXERCISE

Step One: List 5 individuals you can personally ask for a \$50 investment.

1. _____
2. _____
3. _____
4. _____
5. _____

Step Two: List four individuals or businesses you can ask for a \$250 investment (or two at \$500, five at \$200 – to total \$1,000).

1. _____
2. _____
3. _____
4. _____

Step Three: List one individual, business, or corporation you can ask for a \$2,500 investment (or two at \$1,250, five at \$500 – to total \$2,500).

1. _____

Step Four: Generator

Example: Pair up 11 board members with 11 volunteers to create 11 teams. Using the figures above, the 11 teams would generate:

From Step One	5 @ \$50 =	\$250
From Step Two	4 @ \$250 =	\$1,000
From Step Three	1 @ \$2,500 =	\$2,500
		<hr/>
Equals: Team Goal		\$3,750
Times: Number of Teams		X 11
		<hr/>
Equals: Funds Generated		\$41,250



20 WAYS TO FAIL AT FUNDRAISING

1. Lie about your record.

We live in the Information Age. Your organization's record can easily be found online and in official journals, newspapers, reports, etc. Keep in mind that naysayers can probably come up with all kinds of reasons not to support your efforts. Don't destroy your credibility – "Just the facts, ma'am."

2. Leave fundraising to others.

Fundraising is a job where you must shoulder a significant part of the workload. A volunteer not committed enough to ask supporters for money should not expect anyone else to do it.

3. Travel with a large entourage.

There is nothing that turns off a potential supporter more than a large, over-powering group to flood their "space" – a team of two is the ideal number to "make the ask."

4. Fail to articulate in 25 words or less why you are there.

If you can't do this, nothing else matters; your moment will be lost. Everyone values their time – make sure you let them know you recognize their time is valuable.

5. Ask for money only once.

Even the postman always rings twice; a fundraising volunteer may need to call upon potential benefactors four or five times. If an investor has not given you a flat out "no," he or she ultimately may make an investment or pledge. Remember – even those who have supported your program in the past like to be asked.

6. Think small.

The only thing worse than not asking enough people for money is to not ask people for enough money. Be realistic about your needs and your prospect's ability to invest.

7. Take rejection personally.

People will say, "No." Sometimes even a lot of people will say, "No." But if love means "never having to say you're sorry," fundraising means never feeling sorry for yourself. Expect to be turned down – it comes with the territory.

8. Assume a pledge is an investment.

People mean well, but when all is said and done, there is usually more said than done. An organization should not count money in the bank until it has actually been deposited.

9. Keep sloppy records.

Bad bookkeeping not only reduces your ability to raise money in the future, but it can also get you in a real mess.

10. Ignore small details and personal eccentricities.

Behind an unhappy contributor often lies a disappointed fundraiser. Little details like knowing the person you are contacting, their pet peeves and favorite charities, their past giving practices, etc., will aid you in your presentation.



20 WAYS TO FAIL AT FUNDRAISING

11. Forget to say, “Thank you!”

You do not need a PhD in psychology to know people are more likely to respond positively if they feel appreciated. Thank them for their time. Thank them for their pledge or investment. And follow-up with a written thank you.

12. Forget the media.

A well-organized fundraising campaign includes a well-thought out media package or kit. Let the community know what you are doing and why.

13. Lie or make a promise you can't keep.

When the lie blows up in your face – and it will – or the promise is not kept, the volunteer will not be the one to take the fall. The organization will.

14. Make an ask without a written purpose, budget, and plan of action.

Carry your goals, accomplishments, budget, and information about your plans and expectations. Give your contact written information to read at their leisure.

15. Drop the ball.

After the signature is on the check or the pledge form, don't drop the ball. Continue to keep your investors informed on what your organization is doing and solicit their input and expertise, and their help on committees, special events, projects, etc.

16. Go out cold.

Training is the key to successful fundraising. Each volunteer should be given the knowledge and tools to be effective, efficient fundraisers. The board of directors and volunteers should participate in a fundraising training session. Act out different scenes and reactions. Volunteers should be comfortable with their roles and the materials they are presenting.

17. Forget who is the ultimate boss.

The quickest path to failure is to forget who you are working for or to forget to remind those very same people that it is the downtown or commercial district, and the community, that will benefit.

18. Ask for a pledge or investment without first making your own.

If you, personally, are not willing to make a financial investment, don't expect others to – and don't ask. Make your pledge first, invest the first dollar, buy the first ticket, etc.

19. Forget that it is a partnership.

Create and study a “Benefits To” list. Learn it. Become well-versed in conveying it to all segments of the community.

20. Never, ever... only be seen when there is a need to raise money.

Become a familiar face. Attend local government meetings throughout the year, not just during budget hearings. Visit merchants, property owners, corporate partners, and other investors frequently, not just when you want something.

Adapted from: Campaigns & Elections – 25 Ways to Lose an Election

