2013 EXECUTIVE DIRECTOR INSTITUTE
Advocacy in Action Conference

The Vital Project

About
- Management and operations technical assistance
- Specific to challenges faced by service providers
- Variety of methods:
  - Custom consulting
  - Webinars
  - Peer learning & resource hub
  - Toolkits
  - Formal courses

Partners
- Funded by DVP
- Designed and implemented by Mission Spark & The Center on Domestic Violence
- Partner with DVP & CCADV staff to inform services

vitalprojectcolorado.com
MissionSpark & Presenters

- Provides results-driven consulting, training, and facilitation in partnership with nonprofits, social enterprises, and foundations
- Cohort-based approach
  - Strategic Planning
  - Board Development
  - Resource Development
  - Program Evaluation
  - Organizational Assessment
- www.missionspark.org
- 303.579.2219

- Kara Penn & Kelleen Zubick, Principal Consultants
- Worked with a variety of CO advocacy, funding and direct service providers addressing domestic violence and sexual assault

Session Overview

- Areas identified through assessment completed by EDs
  - Resource development
  - Program Evaluation
  - Leadership Transition
- Goal:
  - Build knowledge, capacity and skills
- How?
  - Expand/refresh knowledge base
  - Apply planning and implementation tools and ideas to own organization
  - Learn and problem-solve with peers
Agenda

I. Overview/ Intros
II. Resource Development Module
   LUNCH
III. Program Evaluation Module
   BREAK
IV. Leadership Transitions Module
V. Final thoughts/ Assessment

Introductions & Learning Goals

- Name
- Role
- Organization
- Community Served

What's one thing you hope to learn in each area:
1. Resource Development
2. Program Evaluation
3. Leadership Transition
RESOURCES
DEVELOPMENT
STRATEGIES

A Toolkit for DVP Success
Introduction and Overview

Toolkit Overview: Genesis

- DVP Survey Results:
  - 77% indicated need to improve capacity around meeting fundraising goals
  - 63% seek a more diversified revenue base
- Focus on 3 Areas:
  - Fundraising Fundamentals
  - Individual Donor Programs
  - Events & Sponsorships/Partnerships
Fundraising Fundamentals

- Fundraising is Interdependent
- Know strengths and weaknesses of current strategies
  - Forecast Changes
  - Know ROI
  - Financial Management Implications
Fundraising Fundamentals

- Take Stock
- Assess
- Set Goals and Benchmarks
- Identify Strategies
- Implement and Monitor

2011 CONTRIBUTIONS: $290.89 BILLION BY SOURCE OF CONTRIBUTIONS
($ in billions - All figures are rounded)

- Corporations: $14.55, 5%
- Foundations*: $14.67, 5%
- Businesses: $25.41, 8%
- Individuals: $217.29, 73%
### Fundraising Fundamentals

#### Cash Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount Last Year</th>
<th>Amount This Year</th>
<th>% of Budget</th>
<th>ROI Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Donors</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Grants</td>
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<tr>
<td>Foundations</td>
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</tr>
<tr>
<td>Government</td>
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<tr>
<td>Corporate</td>
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<tr>
<td>Organizations (business, other)</td>
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<tr>
<td>Fees for Services/Program Fees</td>
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<tr>
<td>Sale of Product</td>
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<tr>
<td>Special Events</td>
<td></td>
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<tr>
<td>Partnership Efforts</td>
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</tr>
</tbody>
</table>

### Fundraising Fundamentals

#### Sample Development Report Format

**Contributions Received this Year As of (Date):**

<table>
<thead>
<tr>
<th>#</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

- **Report**
- **Increased**
- **New**
- **Reinvested**

**Total**

- **Unrestricted**
- **Restricted**

Source: **Activity Report** (Gives a status report on the actions taken and the next steps needed)

**Communications Activity Report**

Next actions, by when, by whose
Individual Donor Program

Strategy and Overview:
1. Increase the number of donors
2. Increase average gift size
   a) Identify and Connect
   b) Interest and Cultivate
   c) Involve and Invest
Individual Donor Program

Identifying Prospective Donors

Solicitation

- **Linkage**—there’s a connection to the organization or to someone linked to the organization;
- **Ability**—the person has the financial ability to make a (sizeable) gift to the organization; and
- **Interest**—the person is engaged in the mission or the organization.
Individual Donor Program

Allocation of Effort

<table>
<thead>
<tr>
<th>Area of Effort</th>
<th>Percentage of Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Gifts: Involve &amp; Invest</td>
<td>50%</td>
</tr>
<tr>
<td>Middle Gifts: Interest and Cultivate</td>
<td>25%</td>
</tr>
<tr>
<td>Small or few Gifts: Identify &amp; Connect</td>
<td>15%</td>
</tr>
<tr>
<td>Administration</td>
<td>10%</td>
</tr>
</tbody>
</table>

Events & Partnerships

- Great vehicles for raising public awareness of mission and programs
- Fun way to engage people in your organization
- Nets unrestricted resources
- Cements community relationships

- ROI CAUTION: Are you netting at least 50% of gross invested?
Sponsorships

Marketing Benefits:

- Presence Marketing
- Product Distribution
- Networking Opportunities
- Employee Benefits
- Community Outreach

Sponsorships

Sponsor Package:

- Pitch for sponsorship opportunities
- Mission
- Programming
- Organizational successes (impact you have in the community—use data)
- Why supporting your organizations matters (research supported-big picture impact)
- List of levels and exposure/benefits
Fundraising Partnerships

**Key Forms:**
- Cause Related Marketing
- Joint Events/ Sponsorships
- In-kind donations

**Focus on Mutual Benefit**
- Marketing & Visibility
- Community Affairs & Philanthropy

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**Fundraising Partnerships**

**Relationship Maintenance:**
- Get & Give Information
- Gain Commitment
- Honor Agreements in Writing
- Cultivate the Relationship
Resource Development Strategies

Characteristics of Successful Organizations

- Shared commitment to resource development among staff, board, and volunteers
- Gains visibility in and support of the community through outreach and education
- Has programming research, metrics and outcomes upon which to build a case for support
- Weighs the costs (including time) vs. return and benefits of each strategy
- Has clear assignments attached to a fundraising plan that is regularly monitored
- Has an efficient and systematic method for tracking gifts, collecting money and providing acknowledgements.
- Is guided by a Gift Acceptance Policy and CFRE Standards
- Celebrates and shares results; recognizes, cultivates, and thanks volunteers and contributors

Resource Development Toolkit

- Review general content
- Work through one or more suggested exercises or sections
- Pair up with a partner or share information in small groups for feedback
Resource Development Peer Learning

- Break into small groups of 6
- Assigned facilitator will record
- Identify top topical challenges
- Pick 1-2 to problem solve and share experiences
  - Focus on ideas, actions and solutions
  - Don’t spend too much time commiserating and lamenting
- Select a member to report out to the larger group

LUNCH BREAK
12:00-12:30PM
PROGRAM EVALUATION

Actions to Outcomes

A Toolkit for DVP Success
Introduction and Overview

Toolkit Overview: Genesis

- DVP reports >50% of grantees struggle with goals, objectives and logic models
- Many grantees challenged by measuring goals and gathering consistent data
- DVP Survey Assessment Results:
  - 57% of responding EDs indicated need to improve capacity around using evaluation results to strengthen and improve programs
- Focus on 3 Areas
  - Linking actions to outcomes
  - Evaluation design and delivery
  - Using results to strengthen programming & engage
Program Evaluation Fundamentals

• What is evaluation?
  Evaluation is a systematic collection of information used to:
  • Better understand your program
  • Improve your program’s effectiveness
  • Make decisions about future programming
  • Understand the impact of your mission through the activities and services you undertake
Program Evaluation Fundamentals

Two main types of evaluation:

- PROCESS – what we’re doing and how we’re doing it
- OUTCOMES – what impact were having through our actions

Link: how does process alter impacts?

Special Considerations

- Short term service delivery
- Transient population
- Survivor responses
- External factors
- Barriers to follow up
Linking Actions to Outcomes

Problem Statement:
• What issues exist in your target community?

Needs Statement:
• What’s needed to solve the problem?
  • Scope of influence
  • Within your mission
  • Within your resources, skills & capabilities
  • Non-duplicative

Linking Actions to Outcomes

• Goals: broad statements about a long-term desired outcome that are clear, achievable and realistic.

• Objectives: specific, measurable statements of progress toward your goal that will be achieved in a specific timeframe.
  • Process Objective: an objective which details what you are doing, how you will do it, and for whom.
  • Outcome/ Impact Objective: an objective which details what changes in knowledge, behavior, action you will achieve through your activities—what will change, for whom, by how much, by when?
Linking Actions to Outcomes

- Where Good Goals (and objectives) go wrong!
  - Goals are outside the scope of what is achievable for the organization:
    - “End domestic violence in the United States”
  - Goals are too vague:
    - “Improve survivor outcomes.”
  - Goals aren’t realistic for the organization:
    - “Educate every Denver-metro resident about DV prevention strategies.”
  - Objectives can’t be measured:
    - “75% of survivors receiving our services will never experience domestic violence again.”
  - Objectives aren’t specific:
    - “Help survivors improve their skills.”
Linking Actions to Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Indicator Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>New mothers increase their knowledge of child development</td>
<td>75% of new mothers in the program satisfactorily complete a short survey about child development at the end of the course</td>
</tr>
<tr>
<td>Target audiences increase knowledge about the signs of child abuse / neglect</td>
<td>50% of community focus group members can identify the signs of abuse / neglect six months after education campaign</td>
</tr>
</tbody>
</table>

Evaluation Design and Delivery

Design

- What are your key questions?
- What can you learn from others?
- Who involve?
- How can you measure?
- What methods?
- Who responsible for collecting information?
- How store and analyze?
- How use results?

Document, Check-in, Review
Evaluation Design & Delivery

Collect Information
- Review/analyze documents
- Observe programs
- Talk to people
- Collect written responses through surveys
- Conduct expert or peer evaluations
- Gather Testimonials
- Administer tests
- Collect visual images of change
- Log progress (short, factual, time-documented information)

Evaluation Design & Delivery

Choose methods
- Least disruptive
- Affordable
- Skills to implement
- Culturally appropriate
- Contextually appropriate
- Easiest to implement, with most info gained
- Accuracy levels
- Ability to be analyzed
Evaluation Design & Delivery

- Quantitative—numeric
  - Frequency, range, mean
  - Comparisons by variable

- Qualitative—descriptive
  - Categorize, identify themes and patterns

Considerations:
- Be careful of assuming your intervention is only explanation for results
- Be careful not to apply conclusions outside the scope of your program

Using Evaluation Results

- Internally
  - Improve programming
  - Evaluate effectiveness
  - Generate new knowledge

Success Starts at Leadership Level

-- develop learning organization
-- build in time for review, action plan
-- prioritize changes
-- small wins
-- communicate progress
Using Evaluation Results

Externally
- Community engagement
- Funders & Donors
- Collaborative knowledge sharing

Success Starts at Leadership Level

-- carefully consider what to share
-- positive, simple
-- if negative, problem solve, engage
-- support strategy
-- communicate creatively
Resilience: Staying the Course

- Help others see the importance and benefits
- Collaborate with partners and funders
- Involve staff and the communities you serve
- Plan ahead for evaluation needs
- Build evaluation tasks into existing work streams
- Keep evaluation systems simple, documented in case of turnover
- Review current evaluation practices
- Start small—take baby steps and get results
- Review evaluative information using existing communication methods

Successful Organizations...

- Cultivate a shared commitment to program evaluation among staff, board, and volunteers
- Use evaluation results to modify and improve programming, and to discontinue ineffective strategies
- Document and maintain research, metrics and outcomes over time upon which to build a case for funding and community support
- Have an evaluation/outcomes measurement plan in place with assigned responsibilities, and that is regularly monitored
- Have an efficient and systematic method for tracking key measures
- Share results with staff and stakeholders, connecting program activities to desired outcomes
Program Evaluation Toolkit

- Review general content
- Work through one or more suggested exercises or sections
- Pair up with a partner or share information in small groups for feedback

Program Evaluation Peer Learning

- Break into small groups of 6
- Assigned facilitator will record
- Identify top topical challenges
- Pick 1-2 to problem solve and share experiences
  - Focus on ideas, actions and solutions
  - Don’t spend too much time commiserating and lamenting
- Select a member to report out to the larger group
REFRESHMENTS
2:00-2:15PM

LEADERSHIP TRANSITION PLANNING
A Toolkit for DVP Success
Introduction and Overview
Toolkit Overview: Genesis

• DVP Survey Results:
  • 46% indicated need to improve capacity around leadership succession planning

Focus on 3 Areas:
  • Succession Planning
  • Strategy Implementation
  • Building New Hire Success

Leadership Transition

Prepare the way for opportunity instead of crisis!

✓ Develop a succession plan before you need it
✓ Develop a high-functioning board
✓ Know your Organizational Culture
Organizational Culture

The assumptions, beliefs and processes that underlie organizational dynamics and management.

“Our organization values individual needs and interests above group identify and efficiency.”
Strategy Implementation

The type of transition shapes strategy:
- Planned?
  - Board and Staff driven
  - Planned for & efficient
  - Controlled message
  - Within 6 months

The type of transition shapes strategy:
- Unplanned?
  - Interim to help stabilize
  - Financial reserves important
  - Board active communication and search role
  - 12-18 months timeline
Strategy Implementation

Common Obstacles to Success
- Making hasty decisions without assessing needs
- Minimizing critical issues
- Not bringing in help when needed
- Rushing to hire
- Appointing Acting or Interim ED based on relationship and not skill set
- Disconnect between salary offered and skills desired
- Not fully disclosing to finalists the condition of the organization and first year expectations

Building New Hire Success

Supports to Success
- Welcoming and introducing new executive
- Orienting new executive to organization and community
- Making agreements between board and new executive on three- and six-month work plan
- Agreeing on executive evaluation process
- Executive professional development planning by new executive with board support
- Agreeing on when to revisit strategic plan and direction of organization
Building New Hire Success

Obstacles to Success
- Not being introduced by others to community and key relationships
- Board steps back during first 30-60 days
- Micromanaging by Board
- Giving insufficient priority to relationship building in first month
- New executive becoming overwhelmed, ignoring board and stakeholder relationships, staff or administration; having difficulty in balancing all three
- Paying no attention to work plans or evaluation system

Performance Management Process

1. Goal Setting
2. Performance Feedback
3. Performance Input
4. Performance Assessment
5. Discussion, Consequence and Review

The cycle then repeats, allowing for continuous improvement and evaluation.
Building New Hire Success

Develop balanced goals that advance all aspects of the organization:

- Management & Leadership
- Program Management
- Fundraising & Volunteer Management
- Financial Management
- Community Outreach & Partnerships

Leadership Transition Planning

Components of Successful Leadership Transitions

- Shared view of organization’s current and future requirements
- Shared understanding of organizational culture
- Strategic involvement of organization’s key players (Staff, Board Executive Committee, Constituents, Partners, Funders)
- Comprehensive and specific transition plan with efficient timeline
- Financial resources available for management support
- Easy access to information, procedures, and relationships
- Job descriptions, performance plan and performance support/monitoring
- Celebrate success broadly
Leadership Transition Toolkit

- Review general content
- Work through one or more suggested exercises or sections
- Pair up with a partner or share information in small groups for feedback

Leadership Transition Peer Learning

- Break into small groups of 6
- Assigned facilitator will record
- Identify top topical challenges
- Pick 1-2 to problem solve and share experiences
  - Focus on ideas, actions and solutions
  - Don’t spend too much time commiserating and lamenting
- Select a member to report out to the larger group
Revisiting Goals for the Day

- **Topics:**
  - Resource development
  - Program Evaluation
  - Leadership Transition
- **Goal:**
  - Build knowledge, capacity and skills
- **How?**
  - Expand/refresh knowledge base
  - Apply planning and implementation tools and ideas to own organization
  - Learn and problem-solve with peers
Feedback & Next Steps

• Test-driving toolkits– recommendations welcome
• Meet personal learning goals?
• What do differently?

Final versions of the toolkits: fillable pdfs
• Peer learning hub, documentation of solutions
• Slides available to participants

Reach out with any questions or follow up:
• kara@missionspark.org  303.579.2219