



Diversification as a Pillar of Strategic Planning

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Focus and Goals of the Workshop

This workshop will help organizations and affiliates understand financial diversification through a strategic lens, provide assessment and analysis tools and feature data collected from NAMI State Organizations, NAMI Affiliates and similar organizations.

The insights gained will help board members plan, identify and build financial structures that will support increased funding streams.

What is currently happening: NAMI State Organization and Affiliate Fundraising



Methodology

E-Survey

- Distributed to 288 NAMI field leaders
- Responses from 141

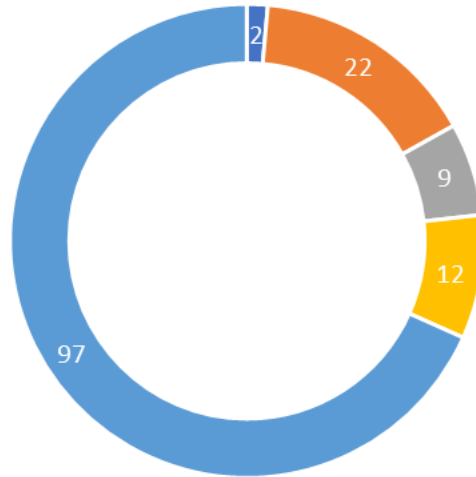
Narrative Interviews

- 60 organizations and affiliates



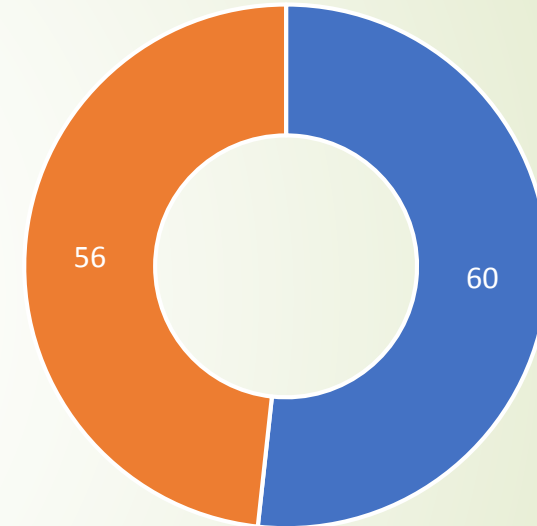
Characteristics of Survey Respondents

Role of Respondent



■ Board Fundraising Chair ■ Board President ■ Director of Development
■ Event Leader ■ Executive Director

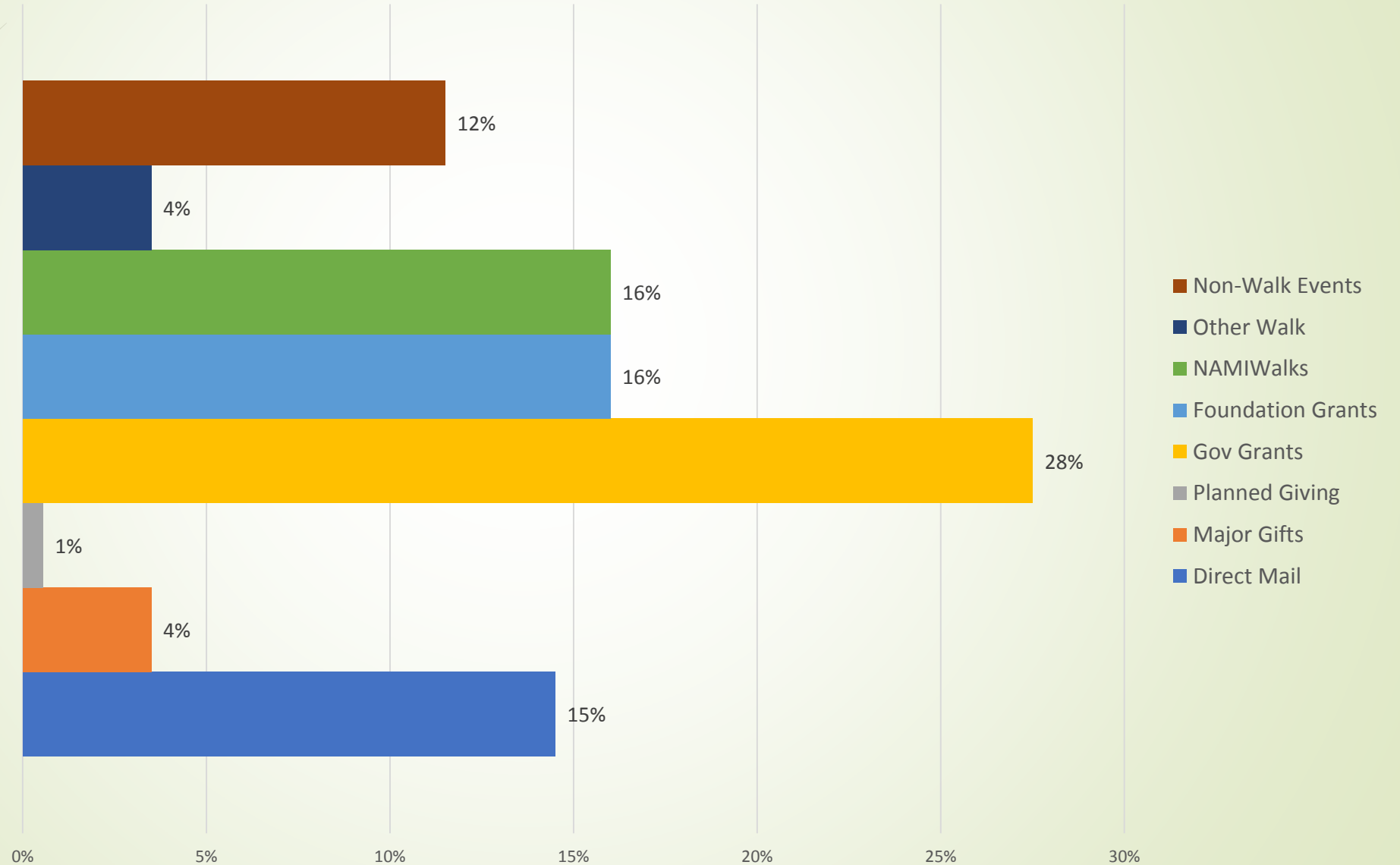
Do you have a NAMIWalks License?



■ Yes ■ No

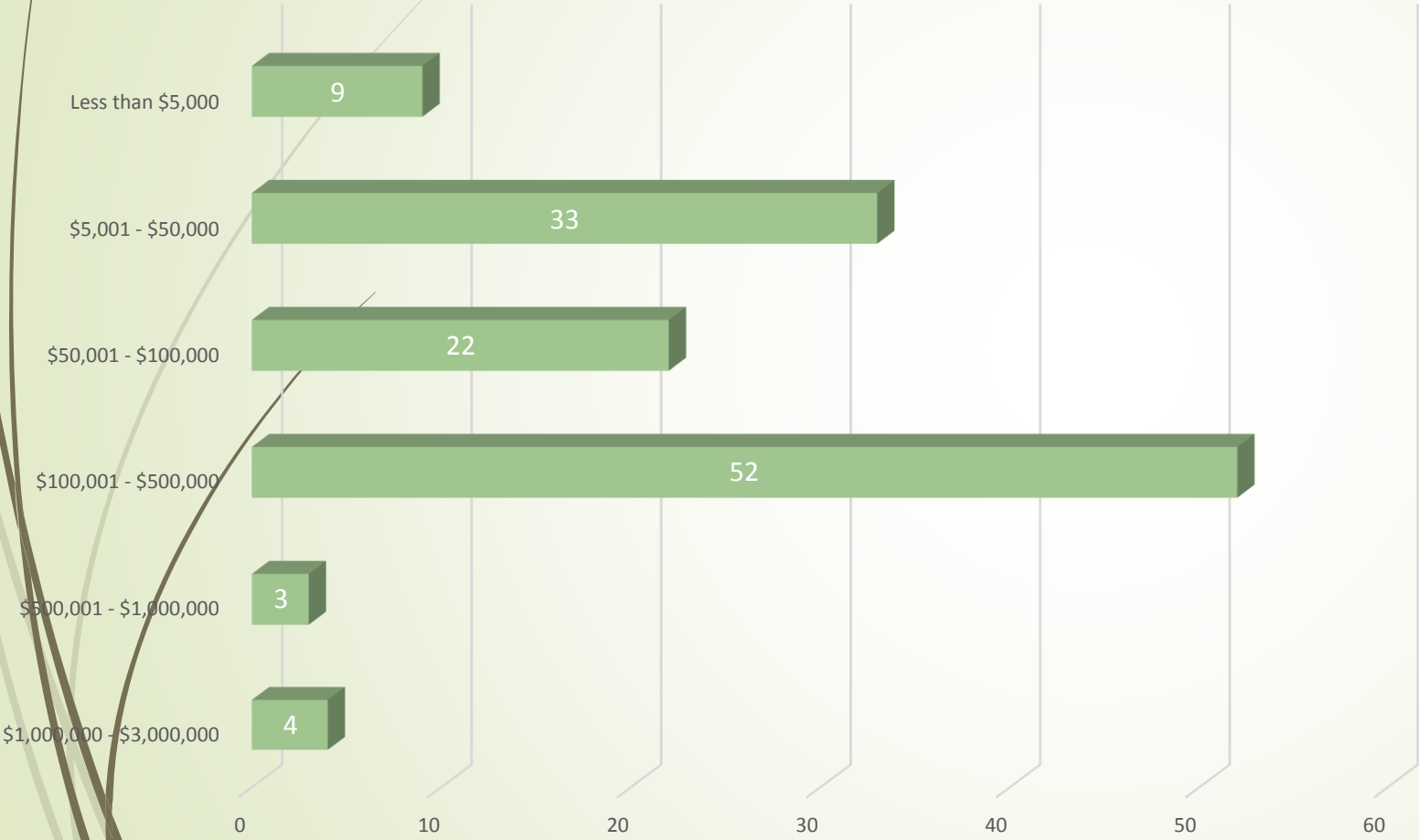
Current State/Local Fundraising Methods

Average percentage of funds raised

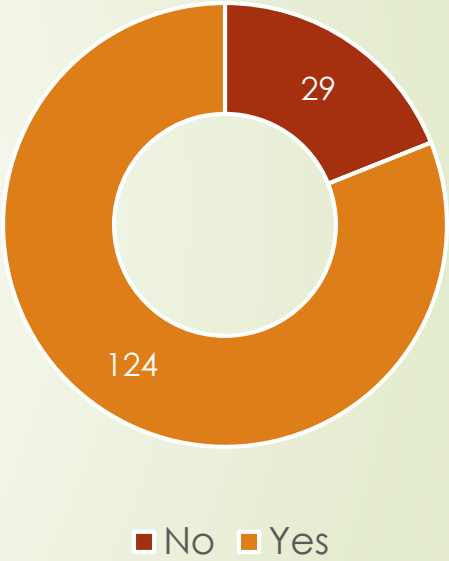


Current State/Local Revenue Raised

Revenue from Top 3 Fundraising Methods



Do you have a fundraising plan?



What are they fundraising for?

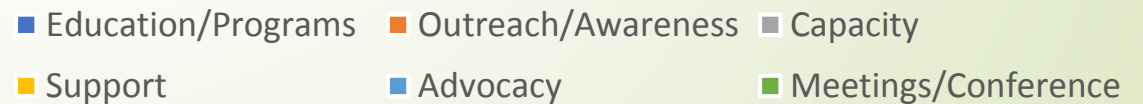
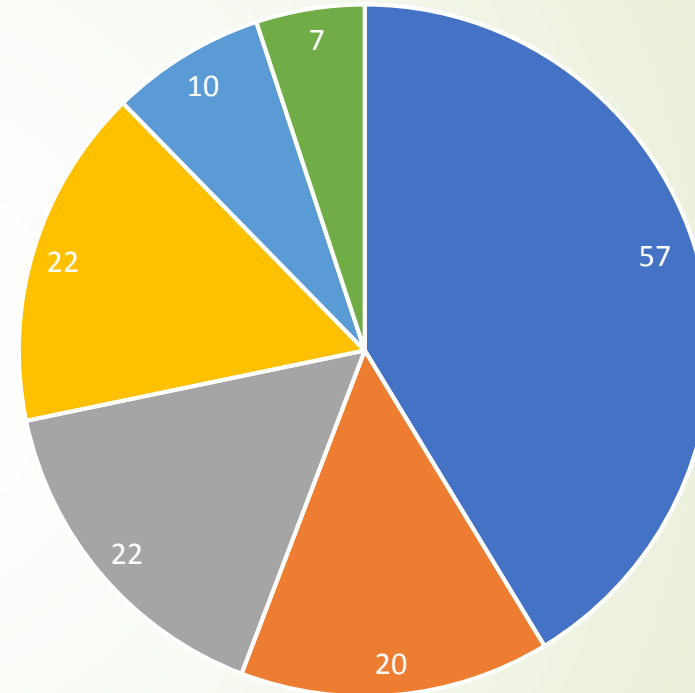
Top three initiatives or programs survey respondents are fundraising for in 2018:

Education/Programs (Education, Signature programs, In Our Own Voice, Family 2 Family, Ending the Silence, CIT/CIP, Human service programs)

Outreach/Awareness (Outreach, Outreach to communities of color, Hispanic support, Youth awareness, Anti-Stigma)
Support (Peer support, Support, Helpline)

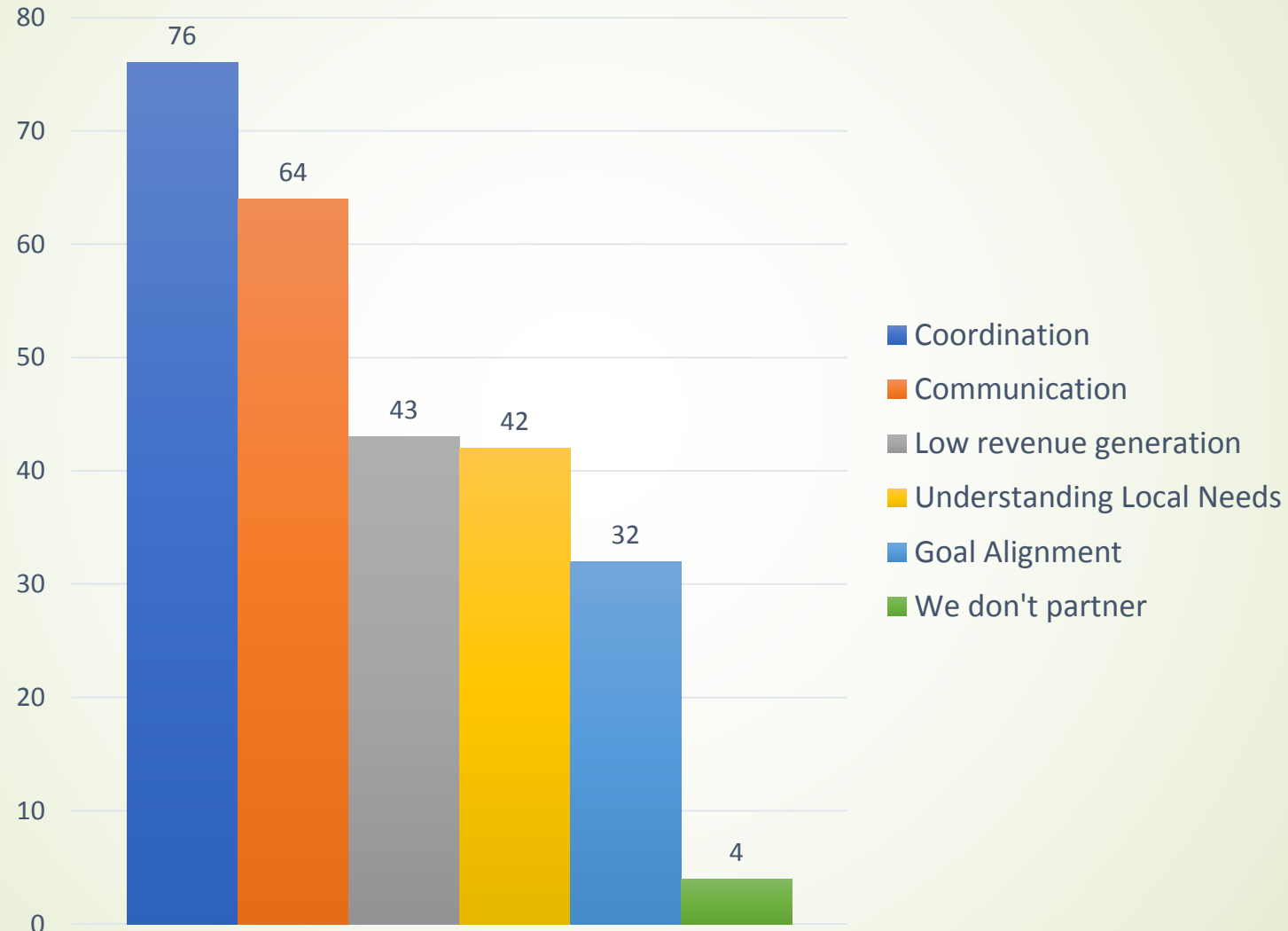
Capacity (Affiliate development, Capacity building, Training/professional development)

Conferences/Meetings (Conferences, Annual meeting)



Challenges in partnering on fundraising

Challenges they face in partnering with other parts of our Alliance on fundraising



Interview Findings

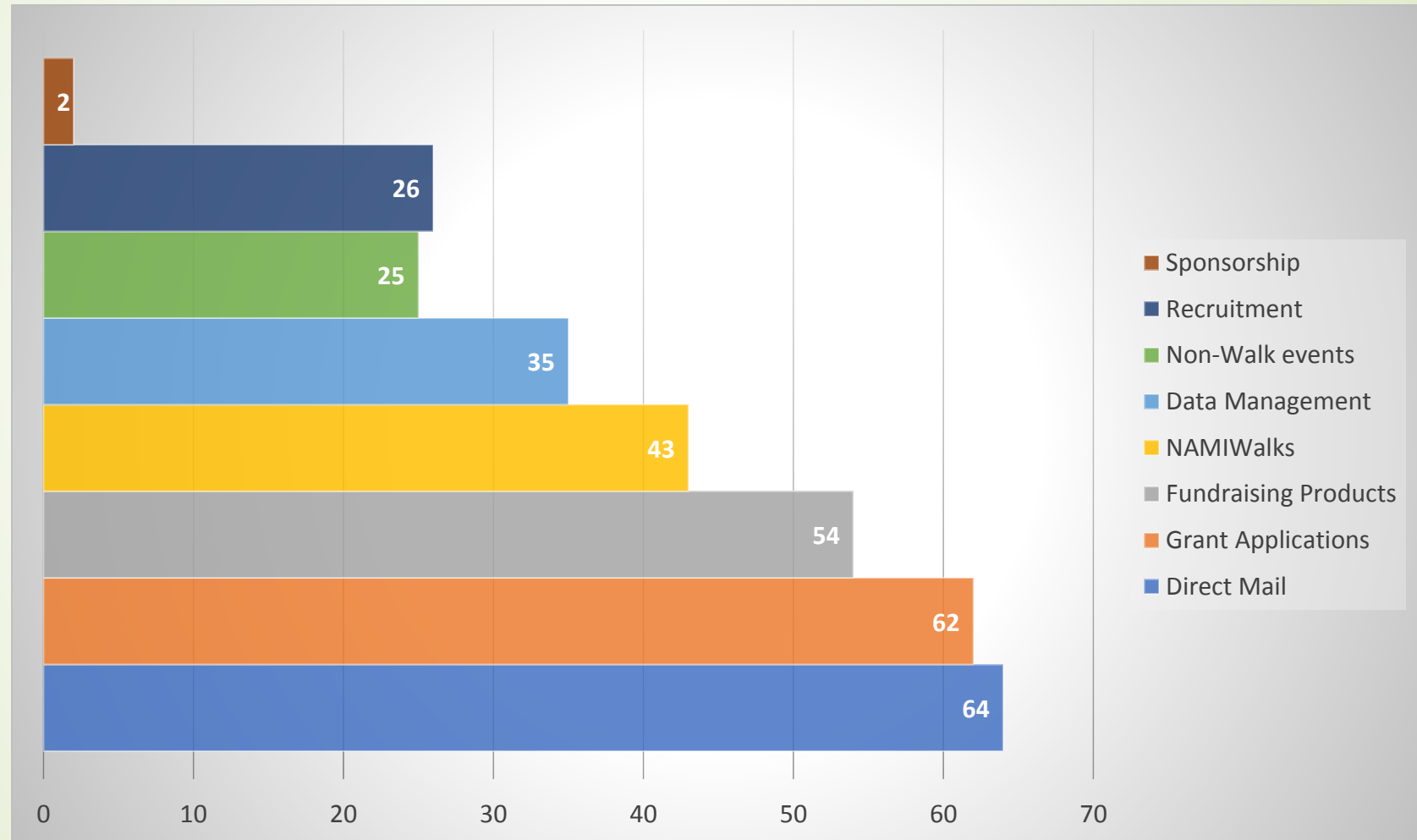


Trends – High Level

- 1) The structure of our organization lends to competition for donor dollars, which can also lessen the brand value at state and local levels
- 2) Donors do not understand the structure of local, state and national. More education / consistent branding needed to help with identifying NAMI
- 3) We need better communication/coordination on Direct Mail
- 4) A lot of local affiliates do not have fundraising backgrounds, so they need a lot more training (grants, volunteer management, board development, DIY)
- 5) There are lots of opportunities for collaboration among organizations and affiliates on fundraising knowledge, skills and best practices

Future Fundraising Together

How organizations and affiliates would like to partner with NAMI on fundraising





How can we collaborate going forward?

Discuss at your table

- ▶ What areas could we collaborate based on the information presented that will diversify our funding opportunities?




Where has collaboration occurred?

- ▶ NAMI NY 100 Women
 - ▶ NAMI SC Michelin Golf tournament
 - ▶ NAMI Utah Video Gamers
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Sustainability of Nonprofits

- Three Pillars
 - Governance
 - Volunteerism
 - Sustainable fundraising
- 



Why Develop a Strategic Fundraising Plan

- ▶ A strategic fundraising plan provides an opportunity to assess what is working and identify areas for improvement, This creates a platform for nonprofits to set specific goals, and motivates a commitment to focus on the big picture.
- ▶ Developing the fundraising plan should be integrated into other planning annually, such as strategic planning, program planning, and budgeting whether you a multi year plan annual check ins keep you on track.
- ▶ Provide donors a clear connection between the money given and the impact on program and service delivery or other organizational aspects. The reporting builds credibility and may build the long term relationships.
- ▶ It is essential to operations and sustainability to periodically revisit the mission and ensure that programs and services remain in line with the heartbeat and identity of the organization.




Plans Can Demonstrate value and accountability to funders

- ▶ Foundations and other donors increasingly want access to up-to-date information about an organization's operations and finances as a way of ensuring return on their investment([what-are-funders-looking for](#))
- ▶ Engaging in evaluation processes that provide programmatic outcomes as a result of grant supports demonstrates the value of a nonprofit's work and helps to scale mission impact.
- ▶ Clearly and consistently communicating evaluation efforts and findings to funders and investors demonstrates accountability and most require reports to be submitted.



Why Diversify

- ▶ Balancing financial sustainability with organizational mission should be one of the core challenges for nonprofits.
 - ▶ Evaluating programs and operations based on profitability/sustainability and linkage to mission impact can help to guide the interaction between these dimensions and should focus nonprofits to create strategic plans that manage short-term financial challenges while maintaining long-term mission driven goals.
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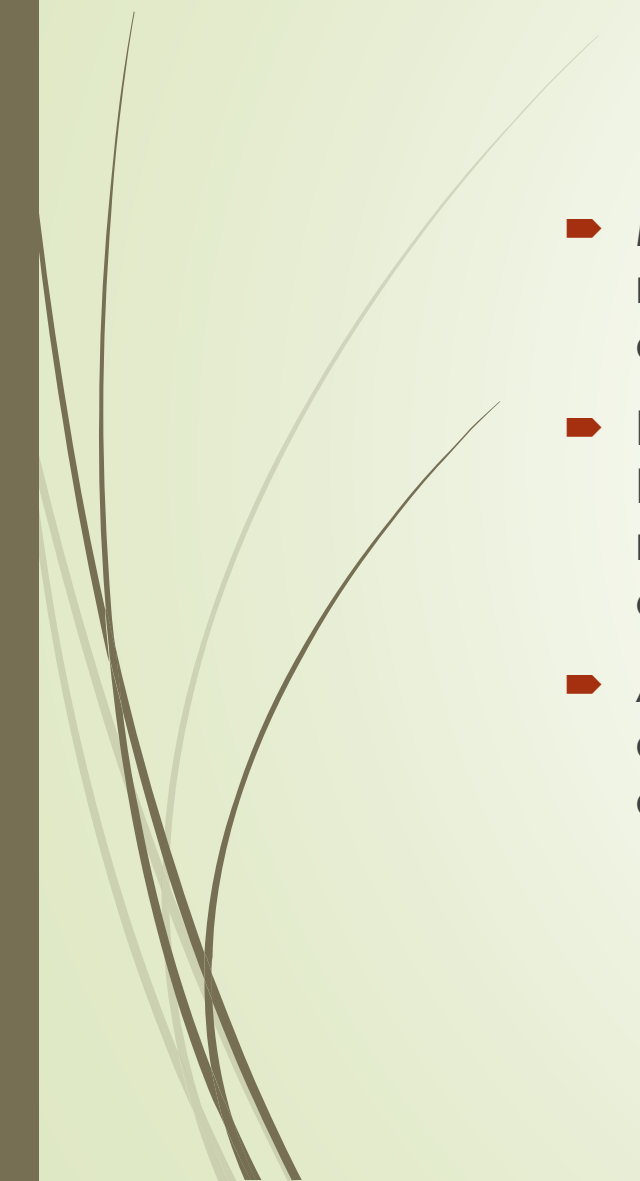


There is a ever growing risk of reliance on external funding sources and streams.

- ▶ In contrast to for-profit organizations, nonprofits must depend on diverse sets of funding sources and streams of funding to sustain their operations.
- ▶ Most nonprofits receive funds from multiple sources (e.g., block grants or other government dollars, grants, foundations, and private donors) and streams (walk income, events, contracts, membership dues).
- ▶ Recent and seemingly ongoing cutbacks in both government and foundational funds have forced nonprofits should to revisit their fundraising plans to support financial sustainability.
- ▶ Changes in social media and giving may encourage consideration of new and innovative fundraising techniques, such as Gofundme, ICEbucket type challenges and underpinnings of building and fostering relationships with investors, to prepare for financial challenges.



Why Create a NAMI “brand.”

- ▶ Much like for-profit organizations, nonprofit organizations depend on marketing and branding efforts to help promote and sustain their programs and services.
 - ▶ However, branding considerations are brushed over in the nonprofit sector. Defining and developing the mission, vision and impact will act to address mission drift, and aid in the development of your marketing and communications plan to those you touch.
 - ▶ A brand that clearly and consistently communicates a nonprofit’s mission and vision will help them to build trust between the agency and those they aim to help.
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Begin to Foster a culture of giving

- ▶ Encouraging community members to donate, even if it is a small amount, and involving your community members in fundraising efforts can help address the “willingness to give” gap.
- ▶ This also shines the light to funders that your members especially your governing board has a 100% contribution rate.
- ▶ Utilizing technology and developing a marketing strategy that clearly defines the nonprofit’s social mission can lead to new audiences and build a reputation within the community.
- ▶ In an environment flooded with competition sometimes groups can address financial constraints to operations and limit competition by building partnerships with organizations that have similar strategic goals.



Begin to Establish and Maintain a System of Volunteers

- ▶ For most nonprofits, volunteer utilization is a key strategy to addressing financial sustainability and volunteers engagement ties back into expanded community involvement in nonprofit organizations.
- ▶ Volunteers often serve as staff or can complement existing staff, they bring their time, talent and treasure which help fill knowledge and resource gaps.
- ▶ According to National Corporation for National and Community Service. In 2016, found that 62.6 million adults (24.9 percent) volunteered through an organization. Altogether, Americans volunteered nearly 7.8 billion hours in 2015, worth an estimated \$184 billion, based on the average value of a volunteer hour.
- ▶ Over the past 14 years, Americans have volunteered 113 billion hours, service worth an estimated \$2.3 trillion.



Build collaborative partnerships

- ▶ Due to climate changes and the financial challenges faced by many nonprofit organizations during these turbulent economic times, nonprofits have begun to consider formalized collaborations as a way to respond to the changing resource environment and minimize competition for funding sources (Renz et al., 2010).
- ▶ This is occurring as nonprofit leaders are seeking each other out to explore potential partnerships, and also through funders themselves that are trying to maximize impact with limited resources (Renz et al., 2010).



How can I diversify if I don't have a plan

- ▶ Many nonprofits are entirely volunteer run and don't have strategic plans. You may choose to create your own or adopt measures from your state's or even national's plan.
- ▶ Budgets and strategic or educational program plans should align, this will allow you the opportunity to assess your time needs, talent needs and operational needs.
- ▶ If you don't know what you have how can you assess what you need?

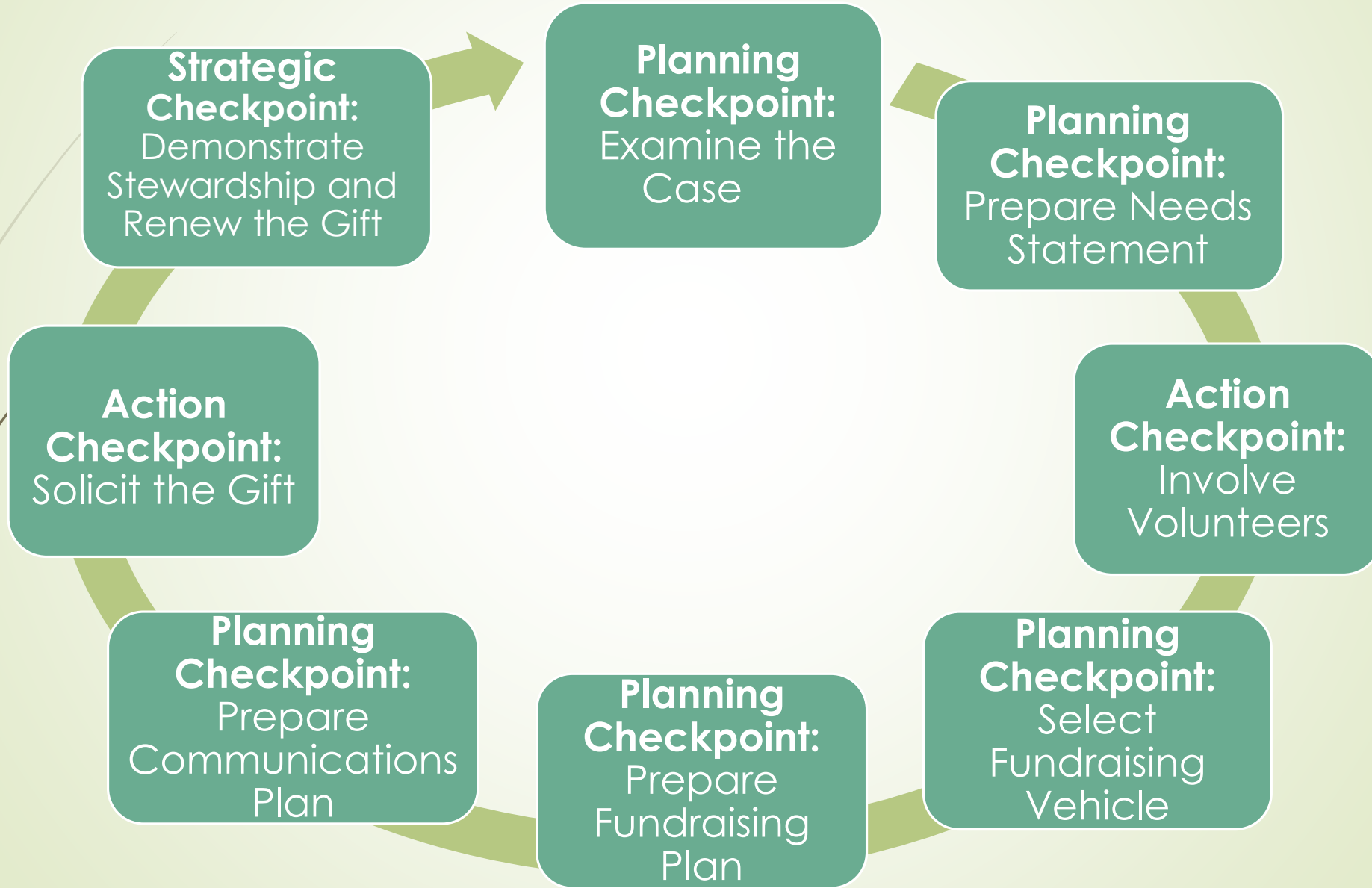


What is a Fund Development Plan?

And why do I need one?



The Fundraising Cycle: Awareness of Marketing Principles





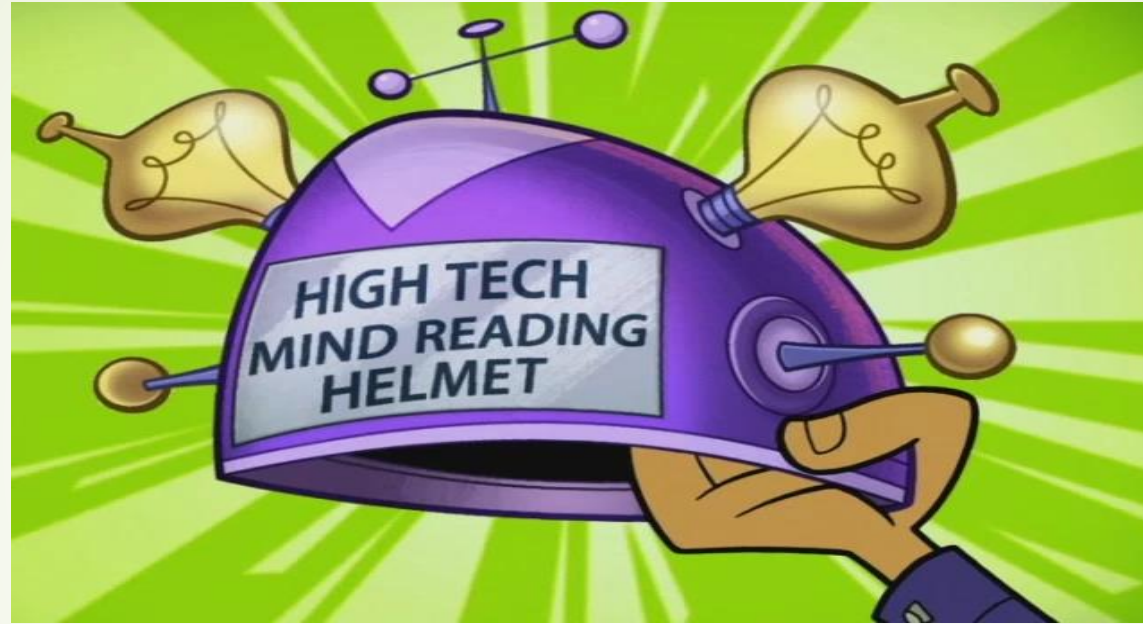
Summary



Remember these 7 tips...



1. Read their minds



**Research Your Donors to Read Their
Minds**

2. Practice, Practice, Practice



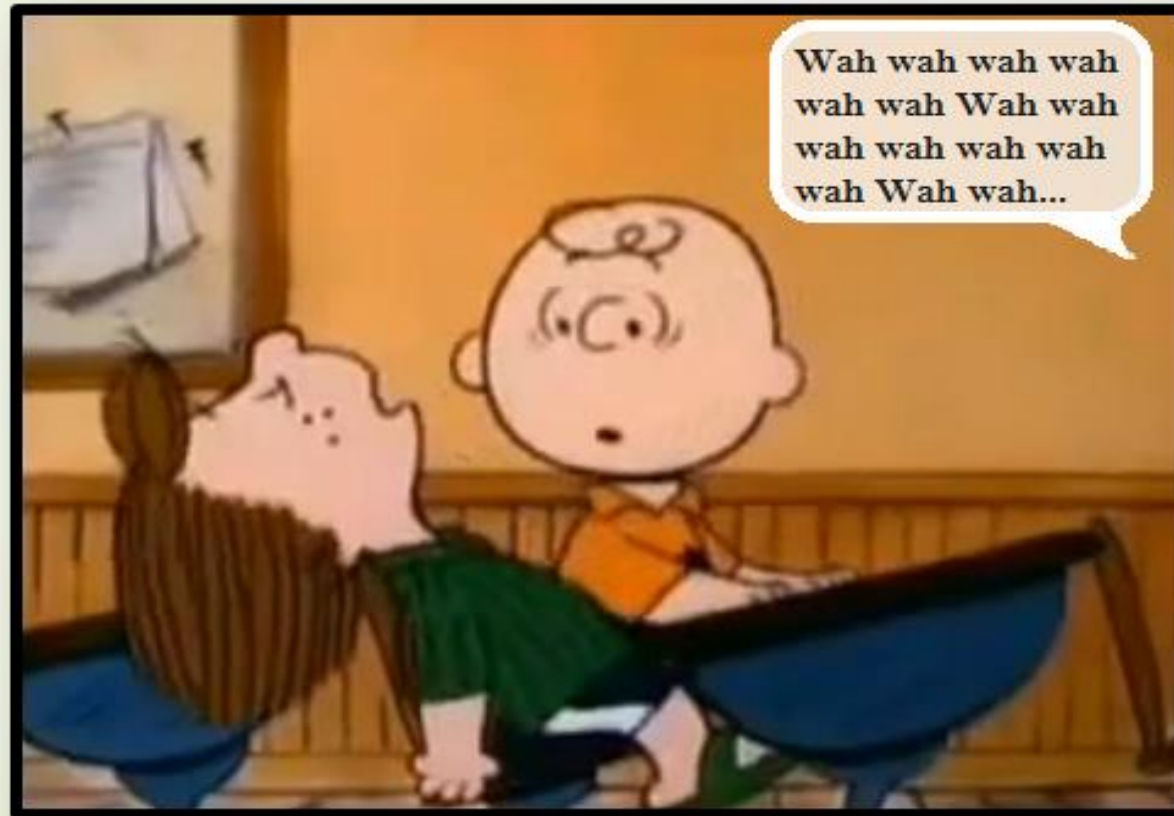
**Practice, practice, practice, - and
them practice some more!**

3. Never, Ever Surprise Them



Never, ever surprise your prospect

4. Stop Being Boring



Stop being boring! (It isn't worth it)

5. Ask Them For Advice



**Ask for advice –
You'll usually end up with money**

6. Kill 'Em With Silence



Your secret weapon is pointed silence

7. When You Ask, Be Specific



**Ask for a specific amount
(Don't make your donor do any work)**




Why are we talking about this now?

- ▶ We have kicked off our next strategic planning process this has assistance by CWP and Navient to host and gather input from: X number of in-person listening sessions' across the US at all levels of the alliance, Virtual listening sessions (#) that included executive directors, state presidents, program teachers, volunteers.
- ▶ We created a online survey which was disseminated broadly and X respondents replied.
- ▶ We have created a strategic planning steering group to help guide and advise us over the next 12 months
- ▶ Specialized sessions at convention.
- ▶ As we are planning forward we want to engage and partner in planning.



What am I missing?

- ▶ Take 10 minutes at your table to discuss the following questions
 - ▶ Thinking about the various pieces of strategic diversification what are you missing in your NAMI ?
 - ▶ What might you be doing at your NAMI that would supplement the areas of diversification we reviewed?
 - ▶ Are you collaborating within your NAMI levels?
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Questions and comments

