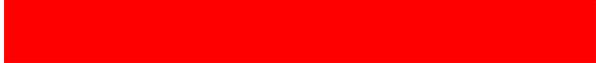




Fundraising Basics

- Understanding the Fundraising Process

Participant Guide



National Park Service TEL Training

August 1, 2007

Table of Contents

Welcome	1
Learning Goals & Objectives.....	2
I. Philanthropy...a National Park Service Tradition	3
II. Partnership Authorities.....	9
III. Our Partners' Contributions	12
IV. Fundraising Readiness Check.....	13
V. Assessing Fundraising Readiness	15
VI. Fundraising Plan	18
VII. The Case for Case Statements	22
VIII. Fact Sheets...a Sample	24
IX. Non-Profit Fundraising Policy	26
X. Fundraising Cycle	29
XI. Donor Pyramid.....	30
XII. Identifying Potential Donors.....	31
XIII. Board Member Roles & Responsibilities in Fundraising	38
XIV. Public Disclosure Requirements	41
XV. Ethical Reminders	43
XVI. For More Information and Training... ..	48
Appendix A – Delegations of Authority.....	49
Appendix B – Commemorative Works and Plaques.....	51
Appendix C – Web Resources	53
Appendix D – Fundraising Terms	56
Appendix E – Kudos to.....	65

Welcome

How to Interact with the Instructor

If you were physically in the classroom with the instructor, you would raise your hand to let her/him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that "protocol" for asking questions or making comments.

With TELNPS courses there is also a "protocol" to follow to ensure that you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push-to-talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

When you have a question, press and hold down the push-to-talk button, maintaining a distance of 12-18 inches, wait a second and then ask your question or make your comment. It would sound something like this:

Excuse me [instructor's first name], this is [your first name] at [your location]. I have a question (or I have a comment)."

Then release the push-to-talk button. This is important because until you release the button, you will not be able to hear the instructor.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

Learning Goals & Objectives

At the end of this course, participants will be able to:

- ◆ Understand the process of and philosophy behind Fundraising
- ◆ Identify and gather the necessary components of a cost-based budget
- ◆ Determine whether you are ready to fundraise
- ◆ Understand the role of staff and board members in fund raising
- ◆ Understand the “real costs” associated with fundraising
- ◆ Write and articulate a case for support of their organization and/or a specific project
- ◆ Appropriately recognize donors
- ◆ Understand the federal ethics rules while assisting our partners in fundraising
- ◆ Understand where to find guidance when considering and accepting donations, and working with fundraising partners

I. Philanthropy...a National Park Service Tradition

Private sector support for America's national parks has a tradition as old as the parks themselves. Even before the establishment of the National Park Service as a bureau of the Department of the Interior in 1916, citizens were stepping forward to protect special places that exemplify our national heritage. Today, over 150 partner groups and the National Park Foundation carry forward this tradition in our national parks.

Below is an abbreviated NPS Philanthropy Timeline:

1907

Mr. and Mrs. William Kent donated what became Muir Woods National Monument, California

1916

George B. Dorr, Charles W. Eliot, and others gave the land for Sieur de Monts National Monument in Maine, the forerunner of Acadia National Park.

1915

Stephen T Mather and others bought the privately owned Tioga Road for Yosemite National Park for \$15,500.

1916

Stephen Mather persuaded several western railroads to join him in contributing \$48,000 to publish the National Parks Portfolio, which publicized the parks and helped persuade Congress to create the National Park Service.

1920

Stephen Mather personally provided \$25,000 to build the Rangers Club at Yosemite.

1925

Stella Leviston and John D. Rockefeller, Jr., Mesa Verde NP Museum
Laura Spelman Rockefeller Memorial, Yosemite NP Museum

1926

Rockefeller Memorial, Grand Canyon NP, Yavapai Observation Station/Museum

1928

Rockefeller Memorial contributed \$118,000 for four focal-point museums in Yellowstone National Park.

1929

Mr. and Mrs. B. F. Loomis, Lassen Volcanic Park, Loomis Memorial Museum and forty acres of land

1930

Carnegie Foundation, exhibits and equipment. Crater Lake National Park, Sinnott Memorial Observation Station/Museum

1935

Congress establishes the National Park Trust Fund Board to receive gifts for the benefit of the National Park Service and its activities.

1947-1971

Paul Mellon, Richard Mellon and Ailsa Mellon Bruce and the Andrew W. Mellon Foundation

Mellon family foundations gave nearly \$7 million to fund seacoast and Great Lakes shoreline surveys leading to the creation of several national seashores and lakeshores, to purchase much of the land for Cape Hatteras and Cumberland Island national seashores, and to enable federal acquisition of Hampton National Historic Site. Other Mellon gifts contributed to the preservation of Redwood and Rocky Mountain national parks.

1923-1960

John D. Rockefeller, Jr., and Laurance S. Rockefeller:

- ◆ \$3 million for land and park roads at Acadia,
- ◆ more than \$2 million to enlarge and improve Grand Teton National Park,
- ◆ more than \$5 million for land to establish Great Smoky Mountains National Park,
- ◆ more than \$2 million for the land comprising Virgin Islands National Park,
- ◆ more than \$1.6 million to expand Yosemite,
- ◆ and lesser amounts for lands at Big Bend, Glacier, Grand Canyon, Haleakala, Lassen Volcanic, Olympic, Rocky Mountain, and Shenandoah national parks; Antietam, Big Hole, and Fort Donelson national battlefields; Capulin Volcano and George Washington Birthplace national monuments; Colonial National Historical Park; Ford's Theatre National Historic Site; and the Blue Ridge Parkway.

1967

Congress replaces National Park Trust Fund Board with the National Park Foundation. Launched with a \$1 million contribution from Laurance Rockefeller

1980s

In the largest park fundraising venture to date, corporations joined with individuals, foundations, and other nonprofit entities in contributing more than \$350 million to refurbish the Statue of Liberty and restore Ellis Island's Great Hall in the 1980s.

1986

Laurance S. Rockefeller and Jackson Hole Preserve, Inc., helped launch the Horace M. Albright/Conrad L. Wirth Employee Development Fund

1990

The Richard King Mellon Foundation donated \$10.5 million for lands at Antietam, Fredericksburg, Gettysburg, and Petersburg battlefields; Pecos National Historical Park; and Shenandoah National Park. Mellon foundations have also given generously to other National Park Service activities, from the landscaping of Lafayette Park fronting the White House to the Vail symposium.

1991

Laurance S. Rockefeller helped finance the service's 75th anniversary symposium at Vail, Colorado, which produced "The Vail Agenda" for national parks in the 21st century.

1992

Laurance and Mary Rockefeller donated their historic Vermont estate valued at \$21.4 million with a \$7.5 million endowment to establish Marsh-Billings National Historical Park.

1997

Four corporations or their affiliates each committed \$1 million or more through the National Park Foundation: American Airlines launched a "Miles for Trails" program for trail restoration; Target Stores gave \$1 million and raised \$4 million more to restore the Washington Monument; and the Toyota U.S.A. Foundation committed \$1 million for "Park Labs," an educational program for high school students. Many more corporations, foundations, and individuals gave lesser amounts for other projects. In addition, Canon U.S.A. began its funding for the Canon National Parks Science Scholars Program to support graduate research in the parks; this program celebrated its 10th year anniversary in 2007.

1998

Between 1988 and 1998, Mount Rushmore National Memorial supplemented revenues from concession contracts and commemorative coin sales with \$11 million in personal and corporate gifts to carry out major preservation of its colossal sculptures and renew its visitor facilities. Countless schoolchildren contributed nickels and dimes to that preservation effort as well.

Walter and Leonore Annenberg gave \$10 million to help develop a new Liberty Bell complex and provide other improvements in the Independence Mall area of Independence National Historical Park.

1999

Golden Gate National Parks Association announced the largest individual non-land gift ever received in support of America's national parks. The combined Haas Funds donated \$12 million from the Evelyn and Walter Haas, Jr., Fund and \$4 million from the Robert and Colleen Haas Fund to convert Crissy Field from barren Army land to an urban park in the Golden Gate National Recreation Area.

2000-2005

Together, American Airlines, Discovery Communications, Inc., Ford Motor Company, Kodak and TIME magazine committed more than \$85 million over five years in cash and resources, combining efforts where possible to extend their impact as part of the Proud Partner of America's National Park program.

2000

Acadia Trails Forever was publicly launched in July 1999 with a \$13-million fundraising campaign to benefit the trails of Acadia National Park. Friends of Acadia raised \$9 million in private donations. The National Park Service committed \$4 million in federal funds, mostly from the Acadia National Park entry fee program, in which 80 percent of the revenue collected remains with the park to fund repair, maintenance and resource rehabilitation. Fundraising goals were met in July 2000, two years earlier than anticipated.

2005

The second phase of the Proud Partner Program was initiated. The current Proud Partners are American Airlines, The Coca Cola Company, Ford Motor Company, and Unilever.

The Yosemite Fund and Yosemite National Park completed their \$13.5 million restoration of the Lower Yosemite Falls area.

2007

In April, the nonprofit Golden Gate National Parks Conservancy, with its public agency partners the Presidio Trust and the National Park Service, announced a \$15 million gift from the Evelyn and Walter Haas, Jr. Fund to continue the transformation of the Presidio into a great national park for all. Building on the Haas, Jr. Fund's support to the Crissy Field restoration in 1999, this new gift for the Presidio of San Francisco to the Parks Conservancy raises the Haas, Jr. Fund's philanthropy in the Golden Gate National Parks to \$30 million total to date. Their combined gifts represent the largest philanthropic cash contribution ever received for America's national parks.

The Gettysburg Foundation announced it has secured more than \$93 million in funding toward the Campaign to Preserve Gettysburg and revised the campaign goal from \$93 million to \$125 million.

The grand opening and dedication of the Grand Teton Discovery and Visitor Center is scheduled for August. The Center is a collaborative project, funded by the National Park Service in partnership with the Grand Teton Association and the Grand Teton National Park Foundation. The \$13.5 million campaign was successfully completed several months ahead of schedule.

As National Park Service historian Barry Mackintosh writes:

"Philanthropy is more than a source of land and money for the parks. It is a means of building and strengthening bonds between the parks and their advocates. While all taxpayers contribute to the parks, those who make additional voluntary contributions will have a special interest in their welfare. The parks and the National Park Service benefit from their devotion as well as their dollars."

Source: <http://www.nps.gov/history>

II. Partnership Authorities

Authorities

Our basic authority *to develop partnerships* comes from

- ❑ 16 U.S.C. §1-3

Our basic authority *to accept donations* comes from

- ❑ 16 U.S.C. §6
- ❑ 16 U.S.C. §18f

*Remember...NPS employees **may not** solicit funds.*

What kinds of contributions which may be accepted?

- Cash, securities, real property, facilities, personal property, and services.

Who can **accept** donations?

- Director
- Deputy Directors
- Associate Directors
- Regional Directors*
- Superintendents (delegated by the RD)

Who can **Authorize Fundraising Efforts?**

- Director
- Deputy Directors
- Associate Directors
- Regional Directors*



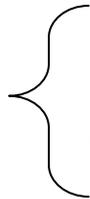
SEE APPENDIX A FOR A
COMPLETE LIST OF
AUTHORIZATION LEVELS.

* RD may delegate authority to approve fundraising efforts up to \$100,000 to a superintendent.

Authorization = NPS support of the effort and agreement to accept the funds and use them as specified.

Director is involved when:

- \$1 million or more
- Funds solicited nationally
- National advertising/promotion
- Potential controversy



SAME LEVELS OF
AUTHORIZATION FOR
CORPORATE CAMPAIGNS

How is fundraising authorized? Through an agreement!

Allows a partner to:

- Undertake specific fundraising efforts
- Solicit and accept donations for the benefit of NPS

Two Main Types of Partnership Agreements

General (Friends Group) Agreement:

- Establish long-term relationships between NPS and partner
- May authorize fundraising to support ongoing NPS needs
- May address other aspects of the relationship between NPS and partner, e.g. partner fundraising for educational materials, fundraising to support interpretive services provided by the partner and partner's use of NPS facilities

Fundraising Agreement:

- Authorizes fundraising efforts designed to support specific projects, e.g. the planning and implementation of a new park program, construction of park facilities, fabrication of park exhibits, restoration of historic sites, etc.
- Model Basic and Comprehensive Fundraising Agreements are included in the Reference Guide

Note! : Fundraising activities may not be authorized in other forms of NPS agreements

When is an agreement necessary?

- When fundraising efforts or activities are **intended to raise over \$2,500**
 - Model Basic Fundraising Agreement would be used to authorize relatively low dollar value fundraising activities that are not authorized by an existing general agreement between the partner and NPS
 - Model Comprehensive Fundraising Agreement would be used to authorize all other project specific fundraising efforts
 -
- **Small-scale fundraising efforts** or events that raise funds for the NPS **do not require written fundraising agreements.**
 - These include efforts or events that are local or community based, locally publicized and are not expected to exceed \$2,500 in donations.

III. Our Partners' Contributions

The NPS recognizes philanthropic and volunteer support as both a noble tradition of the national parks and a vital element of the Service's success. Some national parks exist only because motivated citizens contributed time, talent and funds to create them. Donated artifacts are found in NPS visitor centers and museums across the nation. The NPS actively engages the help of "friends groups" which raise funds for programs, services and projects in national parks, and non-profit "cooperating associations" which return profits from national park bookstores to support interpretive and educational programs, services and materials.

Donations come to the NPS from individuals, organizations, foundations, corporations, businesses, and other entities purely as expressions of support, in response to the donor's awareness of needs, or as a result of an organized fundraising campaign by others. Whatever the motivation, private sector funds and in-kind contributions enhance the ability of the NPS to carry out its programs and activities. In 2005, the combined value of contributed services, aid and funding to national parks through volunteers, cooperating associations, and friends groups, was over **\$234 million**.

Value of NPS Partner Contributions FY 2005

NPS Donation Accounts	\$27.6 million
Friends Groups	\$68 million
National Park Foundation	\$22 million
Cooperating Associations	\$53 million
Volunteers	\$91 million

On the National front...

According to Giving USA, a non-profit philanthropy research and education foundation, total Charitable Giving for 2006 is estimated to be \$295.05 billion. (\$283.05B in 2005)

- Individual Contributions estimated at \$222.89 billion or 75.6 percent of total giving.
- Charitable bequests estimated at \$22.91 billion or 7.8 percent of total giving
- Foundation Grantmaking estimated at \$36.5 billion or 12.4 percent of total giving
- Corporate giving was \$12.72 billion which included \$4.2 billion in corporate foundation giving or 4.3 percent of total giving

IV. Fundraising Readiness Check

Benchmarks:

- Fundraising provides a means for people to become involved and express their support for public lands.
- Fundraising practices adhere to nationally accepted standards and to public lands agency policies.
- Fundraising provides revenue for identified needs, and advances the mission of the organization and agency(s).

Rank each statement on a scale from 1 to 5. 1 = This is never the case 5 = This is always the case	Board	Staff	Agency Partner
<i>Planning and Policies</i>			
The agency and organization jointly plan to achieve mutual objectives, with roles and responsibilities defined.			
Expectations are mission-focused, mutually understood, and communicated to appropriate line staff and volunteers.			
The organization's core documentation is up-to-date, including IRS 501(c)(3) letter of determination, audited financial statement, fact sheet, and listing on GuideStar. For older organizations reports from organizations such as the BBB's Wise Giving Alliance (Give.org) have been reviewed and issues identified have been addressed.			
Agency agreements and fundraising plans are in place and appropriate to the scope of fundraising efforts.			
Protocols are in place to ensure that all donations accepted will maintain the integrity and impartiality of, and public confidence in NPS, DOI, and our organization.			
The organization has registered with proper state authorities for fundraising.			
There is a case for support (case statement) for the organization and for major projects and programs.			
A financial plan predicts income and expense requirements, with dollar amounts that must be raised annually for identified needs.			
The budget adequately supports an effective fund raising program.			
A gift acceptance policy exists that clearly defines the types of gifts and assets the organization will accept.			

Rank each statement on a scale from 1 to 5.	Board	Staff	Agency Partner
1 = This is never the case 5 = This is always the case			
<i>Systems & Processes</i>			
Funds raised for activities are consistent with the organization's mission and plan.			
Fundraising materials provide informative, accurate, and truthful information.			
Board members contribute as well as engage in fundraising endeavors.			
Adequate donor database, management, and accounting systems are in place to maintain communications, donor history, and financial records.			
Online contributions are processed through a secure site.			
<i>Donor Engagement</i>			
Donor rights and confidentiality are observed.			
The organization demonstrates accountability to donors through communications, i.e. annual and periodic reports.			
Gifts are acknowledged in a timely and appropriate manner and receipts include the required IRS and state disclosure information.			
Contributions/grant funds are used for the purposes for which they were donated (restricted funds are not used for operating expenses or other purposes).			
A donor recognition plan exists and donors are recognized appropriately for their support			
Benefits of membership programs are appropriate, cost effective and valued by constituents.			
<i>Management & Monitoring</i>			
A feasibility study is conducted before major capital campaigns are initiated.			
Employees/fundraising consultants are not compensated based on a percentage of funds raised.			
Overall costs of fundraising are measured and monitored, with a goal of maintaining fundraising costs at 20% or less of funds raised.			

V. Assessing Fundraising Readiness

Fundraising is a necessary part of the life cycle of a nonprofit organization, but is not the main objective. It is a means to an end – the goal of fulfilling your organization's mission. Is your organization ready to begin or expand upon its fundraising program? Use the following checklist to assess strengths and areas needing attention.

General Organization

- The organization is non-profit and tax exempt
- A concise, organizational mission statement is written and available
- A concise, written history of the organization is written and available
- A written multi-year plan supports the vision and mission of the organization, with goals, objectives, and programs projected over the next 3-5 years
- The plan is based on assessment of current and future constituent needs
- Both the board and staff are involved in the plan and committed to its implementation and evaluation
- Mechanisms are in place for receiving and evaluating feedback from various sources

Fund Raising Experience

- The organization has done fundraising
- Staff and/or board members have previously raised funds for a project
- There is a process for setting annual fund raising goals
- Methods for fund raising (one-on-one, direct mail, telephone, written proposals, special events, etc.) are determined based on what is best for the organization rather than what appears to be easiest or fastest
- Funds are raised in an ethical manner for activities consistent with the organization's mission and plan
- The fundraising program is staffed and funded at a level consistent with fundraising expectations
- The organization is accountable to donors and other key constituencies and demonstrates their stewardship through annual and periodic reports
- A membership program is in place

Capture your notes here



Staff and Volunteers

- There is understanding of the organization's mission and philosophy by staff, board, and other volunteers
- A sense of vision and continuity is provided by the leadership of the organization
- The organization's board, staff, and volunteers are committed to a fundraising program
- Board members represent the community, the organization's constituents, and target audiences
- Board members are committed to giving and getting gifts for the organization

Constituencies and Prospects

- There is an understanding of the organization's mission by the organization's constituencies, prospective funders, and the general public
- The organization has identified who it serves and who it wants to reach
- A constituency analysis had identified the markets (individual, corporate, foundation, association, etc.) that have the greatest funding potential for the organization
- Further refinement has identified specific prospects with linkage, interest, and ability to give to the organization
- Donors and prospects are provided with opportunities to become involved in the organization and communicated with throughout the year, at times other than when being asked for money

Capture your notes here



Financial Procedure

- The organization adheres to generally accepted accounting procedures
- The organization has registered with proper state authorities for fundraising
- A financial plan predicts income and expense requirements for annual operating/program needs, special purpose/capital needs, and endowment/cash reserve needs
- The financial plan identifies dollar amounts which must be raised each year for these needs
- The budget allocation for fund raising and the supporting public information program is adequate to support an effective program

VI. Fundraising Plan

Fund Raising Plan for _____, FY _____,
_____ Campaign

Organization Mission Statement:

Case Statement:

Program Goals:

Specific, Measurable, Program Objectives:

Anticipated Obstacles:

Possible Solutions:

Specific, Measurable, *Fund Raising* Objectives:

Fund Raising Vehicle(s):

Target Audience/Constituency Group:

Human Resources Needed:

Fund Raising Budget:

VII. The Case for Case Statements

FIVE ESSENTIAL ELEMENTS OF A CASE STATEMENT

The case statement is not an encyclopedia of information about the organization, its program, staff and philosophy. Rather, it is a document written to stimulate the reader to respond positively. It helps the donor to see how his or her goals and values can be realized through significant involvement with the agency. It provides the donor with a vision, with an opportunity, and with a challenge. The five essential elements of the case statement include:

1. Build your case around a **central, easy-to-remember theme** that is meaningful to the donor. ("A mind is a terrible thing to waste." "It shouldn't hurt to be a child.") The rest of the case statement gives your theme more meaning, but the theme itself should strike a chord in the reader right off the bat.
2. **Appeal to values** that are widely held by your prospects. Appeal to the kinds of values that cause people to act, values having to do with such things as achievement, accomplishment, performance, or success. Show the prospect how to further his or her own values by supporting your cause.
3. **State the business of your cause** in clear and concise language. Show how your cause is distinctive from all others. Don't get hung up on your philosophy; tell what you do, how you help people, how you **offer solutions** to real problems.
4. Make sure that your statement reflects an **accurate, dynamic image of your cause** and its work -- one that's consistent with the image held by the people who know your cause. Otherwise you'll seem phony.
5. Create a **sense of urgency**. When the prospect finishes reading the statement, he or she must know "my contribution is needed now." Show how a great opportunity can be opened if the prospect just acts generously and immediately.

FORMAT FOR CASE STATEMENTS

- Be brief, usually no more than two to three pages.
- Demonstrate success (people give to successful organizations, they want to be part of success)
- Be constituency focused (different markets and market segments have different motivations for giving ... you must know the motivations, through research, then create separate cases for each group as needed)
- Describe how the donor's gift will solve a specific problem (concentrate on

VIII. Fact Sheets...a Sample



ROCKY MOUNTAIN NATURE ASSOCIATION
Since 1931
FACT SHEET

ROCKY MOUNTAIN NATURE ASSOCIATION, INC. was established on July 8, 1931, making it one of the oldest national park cooperating organizations in the nation. Its non-profit, corporate charter was issued on June 20, 1955. The IRS tax-exempt identification number is 84-0472090.

BOARD OF DIRECTORS include, Marlys Polson, Estes Park, President; Frank Kugeler, Denver, Vice President; Bud Duryea, Estes Park, Secretary; Richard Coe, Estes Park, Treasurer; James Nissen, Estes Park; Peter Grant, Denver; Robert Dern, Estes Park; William Sweet, Denver; Dr. Taru Hays, Denver; Carolyn Hackman, St. Louis, MO; Walter Emery, Denver; Bill Lively, Dallas, TX; Marvin Woolf, Boulder, Bill Tindall, Indianapolis, IN and Curt Buchholtz, Estes Park, Executive Director.

MISSION STATEMENT: The Rocky Mountain Nature Association: Promotes the understanding of Rocky Mountain National Park and similar public lands through interpretive or educational publications and programs; Advances stewardship through philanthropy for Rocky Mountain National Park and similar public lands; Protects, restores, maintains and preserves land and historic sites in Rocky Mountain National Park and elsewhere in the Rocky Mountain region; and may, in furtherance of such mission, conduct any lawful activity.

ORGANIZATION: Governing the Association are Revised Articles of Incorporation (2005) and Bylaws (adopted December 3, 2005) and agreements with agencies of the U.S. Government and State of Colorado. The Association is governed by a Board of Directors, which sets policy, approves annual budgets, and supervises the Executive Director. The Board includes a President, Vice President, Secretary, and Treasurer. The primary agent of the Association is its Executive Director.

ORIGINS: The Rocky Mountain Nature Association began by assisting the National Park Service in the realm of publishing educational material, offering seminars, assisting with research, and providing aid to the park. Started by local citizens and Rocky Mountain National Park's Chief Naturalist, the Nature Association was established in Estes Park, Colorado, July 8, 1931.

ACTIVITIES: Assists with natural and cultural history education through the development of interpretive publications for visitors, field seminars and award-winning publications. Operates interpretive sales areas throughout Colorado and Wyoming including Rocky Mountain National Park and Florissant Fossil Beds National Monument. Works in partnership with the National Park Service, U.S. Forest Service, Bureau of Land Management, U.S. Geological Survey, Colorado State Parks, and the Fort Collins Welcome Center. Promotes membership and advances stewardship for public lands.

CONTACT: Curt Buchholtz, Executive Director
Rocky Mountain Nature Association
P.O. Box 3100, Estes Park, CO 80517

Tel. 970-586-0108
Curt.Buchholtz@rmna.org

ROCKY MOUNTAIN NATIONAL PARK FUND
(Until December 1, 2005 called Rocky Mountain National Park Associates)
FACT SHEET

Starting in 1982 the Rocky Mountain Nature Association engaged in special project fundraising to benefit Rocky Mountain National Park. Its first project was the acquisition of the Jennings Tract, located in the Kawuneeche Valley. At the National Park Service's request, in 1986 it created the Rocky Mountain National Park Associates, a separate nonprofit organization working in partnership to benefit the park with projects of long-term significance.

On December 1, 2005, the Associates merged with the Nature Association and became the Rocky Mountain National Park Fund, a philanthropic arm within the Rocky Mountain Nature Association intended to benefit Rocky Mountain National Park. Philanthropic projects since 1982:

LAND PROTECTION: a) Jennings Tract purchase, \$78,000, 1985; b) Baldpate purchase, \$20,000, 1990; c) Roessler Tract purchase, \$415,000, 1998; d) Adams Tract purchase, \$280,000, 1999; e) Lily Lake Water Rights, 2000, \$60,000; f) Sleepy Hollow, \$315,248, 2002; g) Enos Mills easement, \$54,136, 2002; h) Miller Tract purchase, \$1.02 million, 2002; i) Fahy Tract purchase, \$846,000, 2005.

VISITOR CENTERS AND EXHIBITS: a) Kawuneeche Visitor Center addition, \$228,755, 1990; b) KVC exhibits, \$81,990; c) Moraine Park Museum exhibits, \$244,000, 1993; d) Lily Lake Visitor Center exhibits, \$158,700, 1993; e) Beaver Ponds boardwalk signs, \$10,000, 1994; f) Fall River Visitor Center construction, \$1.43 million, 2000; g) Fall River Visitor Center exhibits, \$533,693.

HISTORICAL RESTORATION: a) Shadow Mountain Lookout, \$43,814, 1996; b) William Allen White cabins, \$140,884; c) Quarters 48, \$160,000, 1997; d) Never Summer Ranch cabins, \$86,000, 1999; e) McGraw Ranch cabins, \$167,090, 2002; f) Wigwam Tea Room, \$58,000, 2005; Outbuildings, \$59,000, 2007.

IMPROVEMENTS: a) HQ irrigation system, \$4,295, 1994; b) Greenhouse, \$84,328, 1995; c) North Longs Peak bridge, \$5,975, 1999; d) Seminar Center, \$926,000, 2000; e) Adams Falls overlook, \$91,000, 2001; f) Endovalley picnic area, \$62,700, 2004; g) Lily Lake restroom, \$65,447, 2004; h) Automatic External Defibrillators, \$66,000, 2006; i) Timber Creek Amphitheater, \$531,000 (estimate), 2006; j) Fall River Visitor Center maintenance, \$23,900.

TRAILS: a) Beaver Ponds Boardwalk, \$35,000, 1985; b) Coyote Valley, \$109,764, 1994; c) Lily Lake, \$225,507, 1997; d) Sprague Lake, \$249,280, 2000; e) Bear Lake, \$234,290, 2000; f) Lily/Storm Pass, \$136,000, 2001; g) Mills/Black, \$205,000, 2002; h) Loch/Sky, \$342,311, 2006; i) Lake Irene, \$122,000, 2006.

SPECIAL PROGRAMS: a) Leslie Fidel Bailey fellowship, \$160,000, 1994-ongoing; b) American Conservation Corps, \$250,000, 2003-ongoing; c) Howland and Olson Fellowships-2004ongoing; d) Publications; e) Endowments.

(RMNA Fact Sheet updated March 1, 2007)

IX. Non-Profit Fundraising Policy



Association of Partners for Public Lands Fundraising Policy (SAMPLE)

Honoring Donor Intentions

The Association of Partners for Public Lands honors the intentions of donors by spending restricted funds for the expenses that meet the donor imposed restrictions. The Executive Director forwards all restricted grant and contribution letters to the Educational and Administrative Services Coordinator. The Administrative and Educational Services Coordinator ensures that restricted revenue and expense transactions are segregated by code in the financial accounting system, placing funds in the appropriate accounts. Reports are generated by the financial system and sent to the donor as required. As part of the annual audit, the independent auditors review any grant and contribution related correspondence and review the financial transactions to ensure that any restrictions imposed were met.

Donor Privacy

All information concerning donors or prospective donors, including their names, addresses, and telephone numbers, the names of their beneficiaries, the amount of their gifts, etc. shall be kept strictly confidential by the Association of Partners for Public Lands (APPL) and its staff unless permission is obtained from the donor to release such information.

Gifts and donations may be restricted by a donor for use in any specific service area, and/or for any stated APPL purpose or program, and these requests must be honored.

Solicitations shall be free from undue influence or excessive pressure, and shall be respectful of the needs and interests of the donor or prospective donor.

All fundraising solicitations should include the following:

- APPL does not share, sell, trade, or rent donor lists.
- Include an option for donor's gift to remain anonymous.

Acceptance of Gifts

Whereas, the Association of Partners for Public Lands (APPL) actively solicits gifts and grants to further the goals of the organization, and

Whereas, there is the potential for controversy if certain gifts are accepted that could damage the ability of the organization to accomplish its goals, the following procedures and guidelines are adopted as policy:

1. All decisions to solicit and/or accept potentially controversial gifts are to be made by the Executive Committee of the Board of Directors, preferably prior to soliciting such gifts.
2. It is recognized that APPL cannot generally ascertain whether the value of the gift was generated using commonly accepted ethical and moral standards. Furthermore, APPL asserts that its primary responsibility is to use any gifts to further the organization's mission, goals and objectives.

When considering, soliciting and/or accepting gifts that might be potentially controversial, the Executive Committee will consider the following factors:

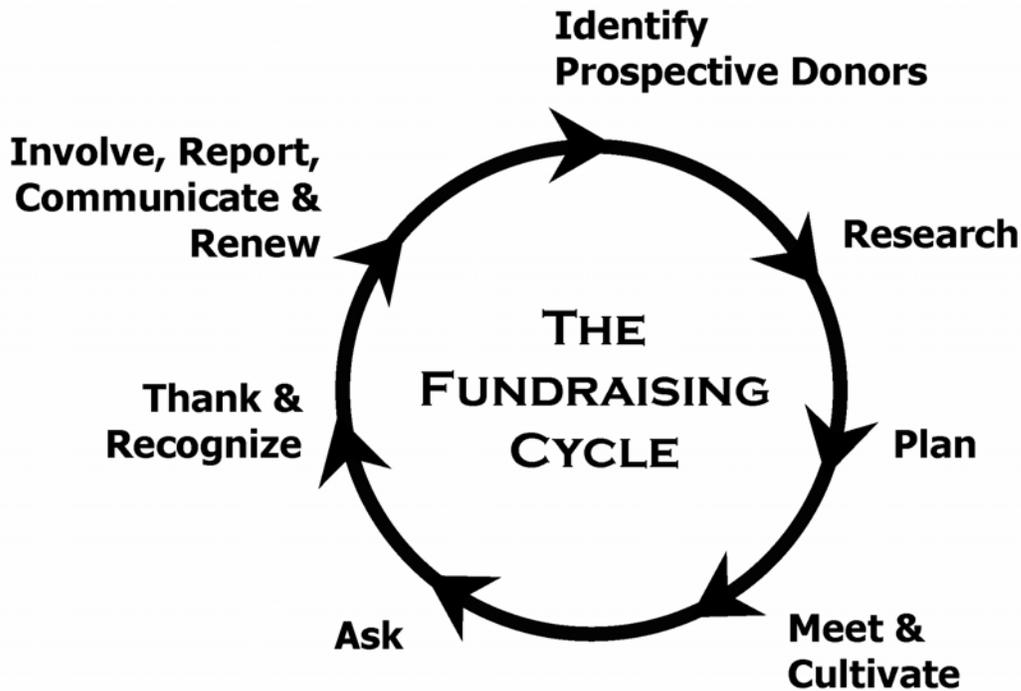
- A. Will accepting the gift compromise any core values of the organization?
- B. Will accepting the gift further the mission, goals and /or objectives of the association and donor?
- C. Will there be a perceived conflict of interest for the organization?
- D. Is there clear charitable intent and a commitment to serve the community? It is understood that it is usually appropriate for there to be tax incentives, community acceptance and publicity values for donors.
- E. Will acceptance of the gift be inconsistent with other fundraising activities and/or gifts?
- F. Will the reputation of the donor have a negative effect upon the reputation of the receiving organization?
- G. If controversy develops, will it likely be significant enough to undermine the stability of the organization? Will there be a sufficient reservoir of community image and goodwill to allow the organization to continue to thrive?
- H. Will the nature of the in-kind contribution create problems, such as in advertising or sponsorship?
- I. Will the gift encourage or discourage others to give? What will be the net effect on the bottom line?

Outside Parties Fundraising on Behalf of APPL

Outside organizations raising money without charge on behalf of APPL should be reviewed and approved by the Executive Committee.

Approved November 2005

X. Fundraising Cycle



Fundraising is a continuous process, beginning with introducing your organization to the prospective donor and cultivating his or her interest in your organization. It follows a cycle that includes:

1. **Prospect Identification:** evaluating your constituent base and targeting potential donors.
2. **Research:** adding pertinent information about the prospects to understand their interests and motivations
3. **Planning:** conceiving the appropriate methods of engaging your prospects in the organization
4. **Cultivation:** a process to enable the prospective donors to learn about your organization, its leadership, its vision for the future, and effectiveness of past programs
5. **Asking:** soliciting the gift by stating the case, listening, asking, and awaiting the prospect's response
6. **Thanking & Recognizing:** includes not only an immediate written thank-you, but verbal thanks, and other public acknowledgement based upon your recognition plan
7. **Involving, Reporting, Communication, and Renewal:** inform donors of your organization's success in delivering the service for which you solicited the gift, engage them in the work of the organization, and provide opportunities for continued support

XI. Donor Pyramid



XII. Identifying Potential Donors

Who Cares?

In fund raising, it is important to identify who cares about what your organization does and who cares about the people, places and resources you serve. Your goal is to determine which prospects are most likely to share a passion for your cause and involve themselves in the organization with their money, time and other gifts. Common criteria for identifying prospective donors include:

Linkage – The prospective donor has participated in, benefited from, or has a personal connection to your organization or the work of your organization.

Interest – The prospective donor has a known interest in the mission of your organization, the programs and services provided by your organization, or in the natural and cultural resources that your site represents.

Ability – The prospective donor has an ability to give financially at a level appropriate to the project, fund, or membership category for which you are seeking his or her support.

Finding Your Stakeholders

Stakeholders are those who have some stake in what you do. The work of your organization touches them in some positive way. While different organizations may have different types of stakeholders, it is best to begin close to home with board members, staff, volunteers, customers, vendors, local businesses, or other local organizations.

☆ *Your customers and visitors:* These individuals are the beneficiaries of your products and services. They can best understand the value of your mission because they have experienced it first-hand.

☆ *Your board members and volunteers:* These are the individuals who steer the course for your organization and who voluntarily give of their time, their effort, their vision, their professional expertise and resources to help achieve the organizations goals. They should also be giving financially. Research shows that volunteers are twice as likely to give to the organizations in which they volunteer than are other individuals touched by the organization.

☆ *Your staff:* Staff commit a significant amount of time and energy to the work

of the organization, and are in the unique position of being able to see the impact of the services the organization provides. Believing in the mission, and carrying the torch, staff also can and should support the work of the organization with their voluntary financial contributions.

☆ *Current and past donors:* Those individuals and organizations who believe in what you do enough to have donated to your cause financially or in-kind. Don't overlook those who gave in the past but have let their support lapse – find ways to re-engage them in the work of your organization.

☆ *Neighboring businesses and organizations:* The groups in your community who benefit from your site and from the programs, products, and services your organization offers. These may include vendors, producers of outdoor products and gear, gas stations, marina operators, and other local businesses. Like-minded organizations such as civic groups, wildlife organizations, and conservation groups may become supporters and partners on specific projects, or they may be sources of lists of individuals who might contribute to your cause.

Expanding Your Donor Base

Keeping your donor and prospect database up to date and expanding it is an ongoing task. Discuss the following questions with your board to help stimulate new sources of prospective customers and donors:

- Does our organization have new customers, members, or subscribers coming in regularly?
- Is our organization growing or stagnating?
- What new ventures could our organization be considering?
- Are any of our organization's programs outdated or unnecessary?
- Has our organization identified new programs and products that would reach new populations?
- What is the average age of our customers and members?
- Are our customers and members representative of the population of the community at large?
- Does our organization need to implement strategies to reach a broader range of people?

Here are some ways to gather additional names for your donor prospect database:

- Bookstore or concessions customers, check-off boxes on order forms
- Participants in educational programs, tours, and field institutes at your site
- Customer and participant feedback forms
- Member referrals
- Annual reports and donor lists from like-minded organizations

Capture your notes here



MEMBERSHIPS AND ANNUAL GIVING PROGRAMS

Membership programs provide a way for people to feel affiliated with and become involved in your organization, while at the same time contributing to the cause. Benefits, such as newsletters, opportunities to participate in special events and tours, and discounts on products provide vehicles to further engage the donor in the work of the organization. Care should be taken, however, to ensure that the costs of managing the membership program do not outweigh the financial contributions of the members.

Components of a membership program include:

- Feasibility of the proposed program
- Legal framework
- Naming of the member program and giving levels
- Database selection and administration
- Benefit package development and delivery
- Program offerings that are interest driven and compatible with the organization's mission
- Signature events unique to membership
- Public relations and communication
- Membership solicitation efforts
- Renewal program

Prospective members may be identified through special events, visitor logs, catalog sales, flyers in bookstores, referrals, and other means. Most commonly, however, direct mail is the tool of a membership program, reaching large numbers of prospects and communicating with both prospects and members.

Membership and direct mail are closely related and feed off of each other. They are designed to be administered on an annual basis. Membership is a fundraising program and direct mail is a fundraising tool.

Direct mail components include:

- Audience identification: who you mail to is the single most important factor in the success of your program
- Investment: direct mail efforts rarely make money on acquisition. New programs take 2-3 years to show a profit.
- Strategy and strategic planning: for acquisition, renewals, re-instated memberships, and upgrades in donations/membership levels.
- Theme: how is your appeal different and compelling? What is the prospective donor's point of view?
- Creative strategy: identity and image, packaging, graphics, copy (text), inserts, brochures, response card, and *the ask for money*
- Production considerations: printing, data processing, packaging logistics, postal considerations, response rates, and tracking
- Follow-up: gift acknowledgment, benefit fulfillment, communications

Record keeping, analysis and maintenance are critical to maintaining a membership program. This requires a fundraising database. If you are thinking of purchasing or upgrading a fundraising software program, begin with a thorough analysis of your current fundraising program. This includes an analysis of the specific elements of your individual and/or institutional giving program, your computer equipment, your budget, and staffing. In addition to the basic purchase price for fundraising software include the cost for additional user licenses, data conversion, additional staff training, and annual technical support agreements.

The overall goal of membership and direct mail programs is to draw donors closer toward the heart of your association, with the end goal of continually upgrading them in their giving patterns until they reach the level of major donor. This takes time and continuous personal contact.

Capture your notes here



MAJOR GIFTS

The most important facet of securing a major gift is the match between your organization's mission and your donor's cause. More important than the donor's ability to give is his or her interest in giving-- the passion for the cause you represent. Knowing the heart of your donor is key to securing major gifts.

The word *major* means different things to different organizations. To a small organization it may be \$10,000 and to a major institution it may be \$5,000,000. Deciding on the amount of a major gift for your organization can help you and your board to solicit for that amount. It also keeps you from being happy with a \$2,000 gift when you should be seeking a \$10,000 gift. Some helpful questions to ask when establishing major gift levels include:

- ☞ Who are our organization's major donors likely to be?
- ☞ Who will work on building the relationships with our major donors?
- ☞ Does our organization have any members or donors who could be cultivated to become major donors? If so, who are they?
- ☞ Does our board have expertise in this area?
- ☞ Is our board currently giving at major gift levels? If not, why not? If so, who are our highest givers?
- ☞ How do we recognize and involve major donors?

Major donors are generally looking for specific things from your organization. They want to know that your organization:

- Cares about the issues they care about
- Values them as individuals
- Appreciates their gifts
- Practices good management
- Plans intelligently
- Selects good people who represent it well
- Presents an image they want to align with

PLANNED GIFTS

Planned gifts differ from other gifts in terms of the size of the gift, the complexity of the gift, and when the gift is paid. The term planned gift refers to the high level of planning required by fundraising officers, financial advisors, tax attorneys and others to develop just the right giving plan for a high level donor who wants to leave a major gift to a charitable organization.

The most important rule of planned giving is that the needs of the donor come first. Although you are working to secure a gift for your organization, the gift must be the right "fit," and the donor should have his own advisors review and respond to the planned gift opportunity before the agreement is signed.

Planned gifts:

- Provide estate planning for donors
- Can give donors income and possible estate tax savings
- May be given during the donor's lifetime or at death
- May be revocable or irrevocable
- Can provide an income to the donor or to someone designated by the donor
- Can improve the relationship between the giver and your organization
- Involve the donor's tax and financial advisors.

One mistake organizations often make is not beginning a planned giving program early enough. Your organization is most likely to begin a planned giving program when:

- You have an established donor base
- You have demonstrated consistently good stewardship
- You have the resources (on your board or through a consultant) to offer the high-end support a planned giving program requires.

Most organizations begin planned giving with a bequest program, enabling people to leave a gift to the organization through their estate. Since most people are familiar with wills, this is the easiest instrument to explain and to market. Other planned giving vehicles include charitable gift annuities, charitable remainder trusts, insurance, gifts of stock and other personal property, and pooled income funds.

COMMEMORATIVE GIFTS

Commemorative gifts are given to recognize an individual, create a lasting memorial for a loved one, and/or to commemorate a special occasion. They are divided into two general categories.

Tribute or honorary gifts recognize special individuals, anniversaries or events. They may honor an outstanding achievement, commemorate an historic event, or celebrate a special occasion such as a birthday, anniversary, graduation, retirement, or job promotion. Such donations are an alternative type of gift that can be appropriate for any occasion.

Memorial or remembrance gifts recognize lifetime achievements of individuals who have passed away.

Both forms of commemorative gifts provide a special way for people to express their respect for an individual and provide a lasting remembrance, by supporting a cause of significance to that individual. Commemorative gifts may be

XIII. Board Member Roles & Responsibilities in Fundraising

Active board involvement is essential to fundraising. People give to people who believe in the cause. Board member roles in fundraising include, in sequential order:

1. Establishing policies to govern the organization's fundraising activities.
2. Making a personal commitment to the goals and objectives of the organization.
3. Making a personal contribution to the organization commensurate with ability to give.
4. Giving leadership and time to the organization and its fund raising efforts.
5. Identifying and cultivating prospective donors.
6. Using knowledge, understanding and personal networks to promote the organization.
7. Establishing a strong Development Committee, chaired by a dedicated, influential board member.
8. Evaluating progress and effectiveness of the development effort, making changes, if necessary.
9. Thanking donors for their contributions, and assisting in the ongoing stewardship of the donor relationship.

BOARD MEMBERS "NEED TO KNOW" LIST...

- ☆ The amount of money the organization needs to raise for a specific campaign or project, how the money will be spent, and what it will accomplish for the organization and the community.
- ☆ Knowledge of the organization's history, mission, and the programs it offers to help the community -- and the importance of the service the organization offers.
- ☆ The case for support for the project/campaign, and the time frame.
- ☆ The long-range plans for the organization.
- ☆ Copies of fund raising materials used in the organization's development efforts.
- ☆ List of board members, and their business and community affiliations.
- ☆ Familiarity with the organization's annual reports and financial status.
- ☆ Understanding of the prospect's background -- other gifts to the organization, interests, family, and other organizations he or she supports.
- ☆ Knowledge of who has previously given and how much others (peers of the prospect) have given in the past and during the current campaign.
- ☆ Comfort with discussing own personal support to the organization if asked.

ASKING FOR THE GIFT

To better understand our partners' efforts in fundraising, listed below are some of the steps during "the ask" phase of the Fundraising process:

- Know the donor (do your homework)
- Set the appointment
- During the appointment:
 - Establish involvement
 - Relationship
 - Mutual Concerns
 - Feeling
 - Donor Needs
 - Make the presentation (10 minutes, key points)
 - Ask for specific gift
 - Listen
 - Empathize
 - Restate need
 - Let donor respond
 - Thank you (close)
 - Restate need
 - Re-establish the plan for follow-up and future contact
- Follow Up:
 - Send thank-you for meeting letter, with next steps, answers to any questions
 - Acknowledge contribution
 - Involve and inform donor

Why we don't close the sale...

1. We never actually ask for the gift specifically
2. We don't start soon enough to bring the matter to a conclusion
3. We are afraid because we lack confidence
4. We don't listen to prospect's needs
5. We talk too fast
6. We bypass the natural closing point
7. We don't ask effectively

PLEASE NOTE: Although NPS employees are forbidden to directly solicit for funds (see NPS Director's Order #21, Section 2.2), we are allowed and encouraged to *assist* our partners in their fundraising efforts.

This assistance may take many forms such as:

- Providing factual information about the fundraising project or program
- Providing site visits or tours
- Creating publications, progress reports, graphics, presentations, etc.
- Attending planning meetings

THE ACKNOWLEDGEMENT LETTER

It is good policy to thank donors early and often. The acknowledgement letter shows donors that you sincerely appreciate their support. An early acknowledgement also conveys your thanks while the gift or grant is still fresh in their minds. And, the acknowledgement letter serves as a receipt for the donor's tax records.

Without exception, all contributions should be acknowledged. A proper "thank you" not only conveys your gratitude but also gives the donor confidence that they made a wise investment in the goals and objectives of your organization.

The following letter illustrates several important rules:

- Reinforces the appreciation for the grant because of the immediate response
- Briefly re-states how the grant will relate to the overall project
- Presents a time period for completion of the project, leaving the door open for subsequent requests upon completion of the project
- States that progress reports will be forthcoming (once again building confidence in the project and the people administering the project).

Ivan B. Philanthropist
President
The Beneficial Foundation
1300 Irving Drive
Washington, DC 20007

Dear Mr. Philanthropist:

I want to thank you and your board of directors for the generous grant of \$22,000 awarded yesterday to the Friends of Lottabirds National Seashore for our K-12 Wildlife Education Program. We are extremely grateful for this support that will enable us to extend our program to more than 500 students throughout the greater Walden Bay area.

The Wildlife Education Program will help students apply math and science skills to the natural world around them, and will encourage community involvement in the conservation of natural resources. The program will extend the classroom to the Lottabirds National Seashore in a unique partnership that pairs teachers and students with wildlife biologists and trained volunteers.

From time to time we will submit progress reports on the project so you and your board members can keep abreast of the program you are helping make possible. Later in the year we would like to have you visit the Refuge to personally observe the program.

On behalf of all of our staff and volunteers, thank you again for your confidence and financial assistance.

Sincerely,

Jonathan Doe
Executive Director

XIV. Public Disclosure Requirements

SATISFYING PUBLIC DISCLOSURE REQUIREMENTS

Federal regulations that apply to nonprofit charities require nonprofit organizations to provide photocopies of recent tax returns upon request.

- Public charities must provide copies of their three most recent IRS Forms 990 or 990-EZ.
- In addition, organizations must generally provide photocopies of their applications for federal income tax exemption (Form 1023) upon request.
- Many IRS Forms are listed on GuideStar.

Organizations that have made the required documents “widely available” by posting them on the World Wide Web, however, need not provide such photocopies. To qualify as “widely available,” the documents may be posted on a website that is managed by the organization or by another entity that has established and maintained a website containing a database of similar materials.

- The web page on which documents are posted must inform readers that the documents are available, and provide instructions for downloading.
- The documents must be available for reading downloading, and printing to any Internet user in a format that exactly reproduces the image of the original.
- There can be no charge for accessing, downloading, or printing; and only software that is available free of charge to the general public (such as Adobe Acrobat) can be required.
- The regulations require that any entity maintaining the Internet page on which the organization’s document is posted has “procedures for ensuring the reliability and accuracy of the document” and has “taken reasonable precautions to prevent alteration, destruction, or accidental loss of the document when posted.”

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XV. Ethical Reminders

The following "Principles of Ethical Conduct, found in Executive Order 12674, guide our performance as federal employees. Whatever our position, we must always perform our duties in such a way that the public's trust in government is never diminished.

- ☆ *"Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.*
- ☆ *Employees shall not hold financial interests that conflict with the conscientious performance of duty.*
- ☆ *Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.*
- ☆ *An employee shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.*
- ☆ *Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Government.*
- ☆ *Employees shall not use public office for private gain.*
- ☆ *Employees shall act impartially and not give preferential treatment to any private organization or individual.*
- ☆ *Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order."*

Things TO DO when establishing private sector partnerships:

1. **Prepare a written agreement** to guide the partnership. The agreement should contain the objectives of the partnership. It should state the policy on endorsements and advertising and the responsibilities of each partner. The agreement should clearly state what each partner will do and can expect from the partnership activities.



Standards of Professional Practice for Fundraisers

Members of the Association of Fundraising Professionals (AFP) agree to abide by the AFP Standards of Professional Practice, which are adopted and incorporated into the AFP Code of Ethical Principles. These ethical standards are appropriate to all fundraisers, and are included below.

Professional Obligations

1. Fundraisers shall not engage in activities that harm the member's organization, clients, or profession.
2. Fundraisers shall not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations and their clients.
3. Fundraisers shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. Fundraisers shall not exploit any relationship with a donor, prospect, volunteer or employee for the benefit of the member or the member's organization.
5. Fundraisers shall comply with all applicable local, state, provincial, federal, civil and criminal laws.
6. Fundraisers recognize their individual boundaries of competence and are forthcoming and truthful about their professional experience and qualifications.

Solicitation and Use of Philanthropic Funds

7. Fundraisers shall take care to ensure that all solicitation materials are accurate and correctly reflect the organization's mission and use of solicited funds.
8. Fundraisers shall take care to ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
9. Fundraisers shall take care to ensure that contributions are used in accordance with donors' intentions.
10. Fundraisers shall take care to ensure proper stewardship of philanthropic contributions, including timely reports on the use and management of such funds.
11. Fundraisers shall obtain explicit consent by the donor before altering the conditions of contributions.

Presentation of information

12. Fundraisers shall not disclose privileged or confidential information to unauthorized parties.

13. Fundraisers shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization is the property of that organization and shall not be transferred or utilized except on behalf of that organization.

14. Fundraisers shall give donors the opportunity to have their names removed from lists that are sold to, rented to, or exchanged with other organizations.

15. Fundraisers shall, when stating fundraising results, use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)* for the type of organization involved.

Compensation

16. Fundraisers shall not accept compensation that is based on a percentage of contributions; nor shall they accept finder's fees.

17. Fundraisers may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations, and are not based on a percentage of contributions.

18. Fundraisers shall not pay finder's fees, or commissions or percentage compensation based on contributions, and shall take care to discourage their organizations from making such payments.

Source: Association of Fundraising Professionals

http://www.afpnet.org/ethics/guidelines_code_standards

Donor Bill of Rights

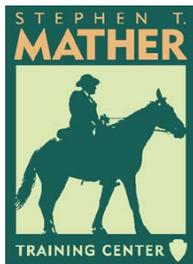
Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

- I.** *To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.*
- II.** *To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.*
- III.** *To have access to the organization's most recent financial statements.*
- IV.** *To be assured their gifts will be used for the purposes for which they were given.*
- V.** *To receive appropriate acknowledgement and recognition.*
- VI.** *To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.*
- VII.** *To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.*
- VIII.** *To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.*
- IX.** *To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.*
- X.** *To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.*

XVI. For More Information and Training...

National Park Service Regional Partnership Coordinators

Region	Coordinator	Phone	Email
National Partnership Office	Karyn Ferro John Piltzecker	202-354-2172	karyn_ferro@nps.gov john_piltzecker@nps.gov
Alaska	Diane A. Jung	907-644-3525	diane_jung@nps.gov
Intermountain	Greg Kendrick	303-969-2356	greg_kendrick@nps.gov
National Capital	Glenn Eugster	202-619-7492	glenn_eugster@nps.gov
Northeast	Bob McIntosh Leslie Dietrich	617-223-5122 617-223-5433	bob_mcIntosh@nps.gov leslie_dietrich@nps.gov
Midwest	Marty Sterkel	402-221-3201	marty_sterkel@nps.gov
Pacific West	Ray Murray	510-817-1439	ray_murray@nps.gov
Southeast	Chris Abbett	404-562-3175 x522	chris_abbett@nps.gov



National Park Service
Stephen T. Mather Training Center
 Harpers Ferry, WV 25425
 Contact: Rich Fedorchak, 304-535-5053
rich_fedorchak@nps.gov



Association of Partners for Public Lands
 2401 Blueridge Avenue, Suite 303
 Wheaton, Maryland 20902
 301-946-9475 301-946-9478 (fax)
 877-647-2775 (toll free)
www.appl.org

Appendix A – Delegations of Authority

DRAFT Delegations of Authority Summary Chart			
Category	Threshold (\$, time, issues)	Approval Level	Tool
Relationship			
Friends Groups/General Agreement (to establish a partnership between a Friends Group and a Park)	All. May include authorization to conduct limited fundraising such as: membership drives or annual campaigns bake sales, events, and donation boxes where the park is the stated beneficiary.	Regional Director	Friends Groups/General Agreement
Fundraising			
Partnership Construction Project	Less than \$500,000	Regional Director	Comprehensive Model Fundraising Agreement and Construction Agreement
Partnership Construction Project	Between \$500,000 (DAB) and < \$999,999	Regional Director and DAB	Comprehensive Model Fundraising Agreement and Construction Agreement
Partnership Construction Project	Between \$1 million and < \$4,999,999	Director	Comprehensive Model Fundraising Agreement and Construction Agreement
Partnership Construction Project	\$5 million and higher	Director with Congressional concurrence	Comprehensive Model Fundraising Agreement and Construction Agreement

DRAFT Delegations of Authority Summary Chart (*continued*)

Category	Threshold (\$, time, issues)	Approval Level	Tool
Fundraising			
Fundraising for non-construction projects and/or programs	Between \$2,500 and \$99,999	Superintendent	Basic Model Fundraising Agreement
Fundraising for non-construction projects and/or programs	Between \$100,000 and \$999,999	Regional Director/ Associate Director	Comprehensive Model Fundraising Agreement
Fundraising for non-construction projects and/or programs	\$1 million and over	Director	Comprehensive Model Fundraising Agreement
Project/Program/ Partnership Construction	Involves a national solicitation, national advertising or promotion, or likelihood of significant controversy	Director	Comprehensive Model Fundraising Agreement
Accepting Donations			
Donation (to a Park)	Less than \$1 million	Regional Director; Superintendent with a written delegation and in accordance with policies	Donation Agreement /Letter
Donation (to a Program)	Less than \$1 million	Associate Director	Donation Agreement /Letter
Donation (to a Park or Program)	\$1 million and over	Director; may waive under approved fundraising effort. Waiver must be in writing.	Donation Agreement /Letter
Donation	Linked to commercial advertising or promotional campaigns	AD-PVE in consultation with the Director	Corporate Campaign Agreement

Appendix B – Commemorative Works and Plaques

From National Park Service Management Policies 2006

9.6 Commemorative Works and Plaques

9.6.1 General

For the purpose of this section, the term “commemorative work” means any statue, monument, sculpture, memorial, plaque, or other structure or landscape feature, including a garden or memorial grove, designed to perpetuate in a permanent manner the memory of a person, group, event, or other significant element of history.

It also includes the naming of park structures or other features—including features within the interior of buildings. Within the District of Columbia and its environs, the Commemorative Works Act prohibits the establishment of commemorative works unless specifically authorized by an act of Congress.

Outside of the District of Columbia and its environs, commemorative works will not be established unless authorized by Congress or approved by the Director (36CFR 2.62). The consultation process required by section 106 of the National Historic Preservation Act must be completed before the Director will make a decision to approve a commemorative work.

To be permanently commemorated in a national park is a high honor, affording a degree of recognition that implies national importance. At the same time, the excessive or inappropriate use of commemorative works—especially commemorative naming—diminishes its value as a tool for recognizing people or events that are truly noteworthy.

This situation can also divert attention from the important resources and values that park visitors need to learn about. Therefore, the National Park Service will discourage and curtail the use and proliferation of commemorative works except when:

- Congress has specifically authorized their placement; or
- there is compelling justification for the recognition, and the commemorative work is the best way to express the association between the park and the person, group, event, or other subject being commemorated.

In general, compelling justification for a commemorative work will not be considered unless

- the association between the park and the person, group, or event is of exceptional importance; and
- in cases where a person or event is proposed for commemoration, at least five years have elapsed since the death of the person (or the last member of a group), or at least 25 years have elapsed since the event. (Within the District of Columbia and its environs, refer to the Commemorative Works Act for more specific requirements.)

Simply having worked in a park, or having made a monetary or other type of donation to a park, does not necessarily meet the test of compelling justification. In these and similar cases other forms of recognition should be pursued.

With regard to the naming of park structures, names that meet the criteria listed above may be approved by the Director. Names that do not meet those criteria will require legislative action. All donor recognition must be consistent with Director's Order #21: Donations and Fundraising. In accordance with Director's Order #21, the naming of rooms, features, or park facilities will not be used to recognize monetary or in-kind donations to a park or to the National Park Service.

Go to <http://www.nps.gov/policy/mp/policies.html> for more information.

Appendix C – Web Resources

About.com guide to Nonprofit Charitable Organizations: a compilation of web resources and articles on nonprofits, fundraising, and related issues by Joanne Fritz. Visit <http://nonprofit.about.com/>.

American Institute of Philanthropy: The American Institute of Philanthropy (AIP) is a nationally prominent charity watchdog service whose purpose is to help donors make informed giving decisions. Visit <http://www.charitywatch.org>.

Association of Partners for Public Lands (APPL): The mission of APPL is to foster stewardship and appreciation of public lands and historic sites through effective partnerships. APPL provides training and consultation on nonprofit management and governance; including fundraising, cooperating association/interpretive product sales, and outreach. Visit www.appl.org.

Association of Fundraising Professionals (AFP): AFP represents nearly 28,000 members in more than 190 chapters throughout the world working to advance philanthropy through advocacy, research, education and certification programs. The association fosters development and growth of fundraising professionals and promotes high ethical standards in the fundraising profession. Visit www.afpnet.org.

Chronicle of Philanthropy: *The Chronicle of Philanthropy* is the newspaper of the nonprofit world. It is the primary news source, in print and online, for charity leaders, fund raisers, grant makers, and other people involved in the philanthropic enterprise. Visit <http://philanthropy.com/fundraising/>.

Earth Share: Earth Share, a nationwide network of America's leading non-profit [environmental and conservation organizations](http://www.earthshare.org/), works to promote environmental education and charitable giving through workplace giving campaigns. Visit <http://www.earthshare.org/>.

FindIt.org – The Nonprofit Online Resource: provides fundraising resources, nonprofit marketing advice, a dictionary of nonprofit terms, and tips on graphics. If you register your nonprofit, you have access to “virtual interactive consultant.” Visit: http://www.findit.org/html/fund_raising.html.

Foundation Center: The Foundation Center's mission is to strengthen the nonprofit sector by advancing knowledge about U.S. philanthropy. It maintains lists of training and technical assistance resources such as grant writing guides for grant seekers, and has an online orientation to the grant seeking process. Visit <http://foundationcenter.org/>.

The Grantsmanship Center (TGCI): The Grantsmanship Centers offers grantsmanship training to nonprofit and government agencies. TGCI conducts some 200 workshops annually in grantsmanship and proposal writing, and produces publications including *Program Planning and Proposal Writing*, an industry standard. Subscribe to the free Grantsmanship Center Magazine. Website also includes Federal Register grant information, state funding, and community foundation information. Visit <http://www.tgci.com/>.

Grassroots Fundraising Journal: The flagship publication of Grassroots Fundraising, available by subscription. Articles from previous publications can be ordered in PDF format, and the website offers a few free articles such as *The Ten Most Important Things You Can Know About Fundraising*. Visit www.grassrootsfundraising.org.

Guidestar: GuideStar's mission is to revolutionize philanthropy and nonprofit practice by providing information that advances transparency, enables users to make better decisions, and encourages charitable giving. Search GuideStar's database of more than 850,000 IRS-recognized nonprofit organizations for details of grant-makers through their posted 990. Visit <http://www.guidestar.org>.

Innovation Network, Inc. (InnoNet): InnoNet is a nonprofit organization working to share planning and evaluation tools and know-how. They provide consulting, training, and online tools for nonprofits and funders. Visit <http://www.innonet.org/>.

The Management Assistance Program for Nonprofits (MAP for nonprofits): MAP for Nonprofits provides management consulting and services, as well as board recruitment and training, to large, medium and small nonprofit organizations in the Twin Cities and beyond, helping nonprofit clients to more effectively achieve their missions. Its Free Management Library includes original material, and provides links to nonprofit resources on the Internet. It is a free community resource intended for users across the world. Visit <http://mapnp.nonprofitoffice.com/>.

Minnesota Council on Nonprofits Management Resources (MCN): Through its website, MCN offers resource publications, workshops and events, cost-saving programs and advocacy. MCN continually works to inform, promote, connect and strengthen individual nonprofits and the nonprofit sector. Visit <http://www.mncn.org/>.

The National Association of State Charity Officials (NASCO): An association of state offices charged with oversight of charitable organizations in the United States. Since the requirements and procedures for forming charitable organizations differ from state to state, as do the registration and filing requirements for organizations that conduct charitable activities or solicit charitable contributions, the site contains links to state-specific information. Visit <http://www.nasconet.org/>.

Nonprofit Resource Center: A one-stop directory for internet resources of interest and value to nonprofit organizations. The site is designed for managers, board members and volunteers of nonprofit and tax-exempt organizations, as well as people who are considering starting a nonprofit organization. A law firm, whose sole business is low-cost incorporations of nonprofit organizations, is provided as a service of nonprofit incorporators. Visit <http://not-for-profit.org/index.html>.

Nonprofit Times: the leading business publication for nonprofit management, Nonprofit Time's website provides a collection of links as selected articles from current and back issues of the publication. Visit <http://www.nptimes.com/>.

TechSoup: Created by CompuMentor, a San Francisco charity, TechSoup a one stop resource for nonprofits' technology needs. It provides free information, resources, and support. In addition to online information and resources, they offer a product philanthropy service called TechSoup Stock where nonprofit can access donated and discounted technology products. Visit <http://www.techsoup.org/>.

Unified Registration Statement, The Multi-State Filer Project: The Unified Registration Statement represents an effort to consolidate the information and data requirements of all states that require registration of nonprofit organizations performing charitable solicitations within their jurisdictions. The effort is organized by the National Association of State Charities Officials and the National Association of Attorneys General, and is one part of the Standardized Reporting Project, whose aim is to standardize, simplify, and economize compliance under the states' solicitation laws. Visit www.multistatefiling.org.

University of Wisconsin Extension, Learning Institute for Nonprofit Organizations (UWEX): A nonprofit management education center, UWEX provides a compilation of resources arranged by categories that include Board Development/Governance, Foundation Information, Fundraising and Grant Writing, Giving/Philanthropy, Strategic Planning/Program planning etc. Visit <http://www.uwex.edu/li/learner/sites.htm>.

Appendix D – Fundraising Terms

ACCOUNTABILITY

The responsibility of the organization to keep a donor informed about the use that is made of the donor's gift as well as the cost of raising it.

ACCOUNTING POLICY

A predetermined policy dictating the appropriate account management of all contributions received.

ACCOUNTING PROCEDURES

Those procedures established to assure that all contributions are properly accounted for, managed, and disbursed in accordance with the approved accounting policy.

ACCOUNTS RECEIVABLE

Office procedure to control collections on pledges, including file reflecting balances due on pledges, terms of payment, records of payments made, and dates made.

ACKNOWLEDGMENT

Written expression of gratitude for gift or service.

ACQUISITION MAILING

A mailing to prospects to acquire new members or donors.

AFFINITY CARD

A credit card cosponsored by a nonprofit agency and a financial for-profit company. The cause represented receives support and the bank or card company gets exposure and business.

ANALYSIS

That section of a study that deals with the factors essential to success in a fund raising program; principally the case for support, leadership potential, and fields of support.

ANNIVERSARY CAMPAIGN

A fund raising campaign or development program centered around an anniversary date of an institution on the premise that the occasion will stimulate special gifts.

ANNUAL GIVING

Annually repeating gift programs; seeking funds on annual or recurring basis from same constituency; income is generally used for operating budget support.

ANONYMOUS GIFT

A gift which, by specific wish of the donor, can only be announced by amount; the name of the donor is withheld.

APPRECIATED REAL PROPERTY AND SECURITIES GIFT

Gifts of real estate or securities held long term are deductible for federal income tax purposes at the full fair market value with no capital gain on the appreciation. However, the appreciation is a tax preference item and proper counsel should be obtained to evaluate whether this would have alternative minimum tax consequences.

APPRECIATION

The increase in market value of property over its original cost or tax basis; gratitude for a gift.

AUDIT

An internal evaluation of development procedures as practiced by a nonprofit institution or agency; normally conducted by professional fund raising counsel or certified public accountant.

BARGAIN SALE

The sale of property at less than its fair market value. Frequently, a person will sell property to a 501(c)(3) organization or institution at a "bargain" price (e.g. the individual's cost as opposed to its market value). The transaction is partly a gift and partly a sale.

BENEFACTOR

One who makes a major gift to an organization; also, an arbitrary classification of contributors whose gifts are above a certain level, which is calculated to single them out as a group and to stimulate similar giving by others.

BENEFIT EVENT

A form of fund raising which involves the organization and staging of a special event for charitable purposes; all proceeds above expenses are designated as a contribution to the charitable institution concerned.

BEQUEST

Contribution made by an individual after their death, through provision in their will.

BOILERPLATE

Standard copy which may be inserted in reports, foundation proposals, and other documents since it is unchanging and generally timeless.

BOOK VALUE

The amount of an asset stated in a company's records, not necessarily that which it could bring on the open market.

BRICKS AND MORTAR

Common manner of alluding to the physical plant needs of an institution and to the campaigns designed to secure the necessary funds. A "bricks and mortar campaign" is a campaign to raise building funds.

BUDGET

A detailed breakdown of estimated income and expenses for a development program, prepared in advance. Budgets show various cost categories, including personnel, printed materials, purchase and rental of equipment, office expense, headquarters, mailing charges, costs of events, etc.

CAUSE RELATED MARKETING

A joint marketing venture between a non-profit and a business or corporation, providing benefits to both. The non-profit normally provides the "cause," a positive image, and direct or indirect access to consumers. In return it receives greater visibility, financial support and/or donated goods and services. The corporation normally provides the non-profit with increased visibility, financial support and/or donated goods and services. For doing so, it gains a positive association with the non-profit cause and image, access to consumers and an increase in sales/revenue.

CHARITABLE GIFT ANNUITIES

Involves a transfer of cash or other property to the organization. In return, payment to the donor of a specified amount determined by age is made to the donor during his/her lifetime. The rates paid are the most recent ones adopted by the Committee on Gift Annuities as agreed to by most major charities. There is an immediate income deduction for the present value of the amount ultimately to pass to the charity; part of the income received by the donor is also tax free.

COMMEMORATIVE

Use of a gift to perpetuate memory of an individual, family, firm or organization; by receiving a gift, the institution commits itself to honor the name in an appropriate form.

COMMITMENT

A pledge or promise to contribute; expression of support through dedication as a contributor or volunteer worker.

COMMUNITY FOUNDATION

A philanthropic foundation that is specifically committed to the support of institutions in its own community, often receiving bequests from persons whose legacy is modest.

CORPORATE FOUNDATION

The philanthropic arm created by a corporation to deal with requests for contributions from whatever agencies -- locally, regionally, or nationally.

CORPORATE PHILANTHROPY

Support through gifts, equipment, supplies, or other contributions by business firms to charitable institutions, sometimes through organized programs which may include corporate foundations.

CULTIVATION

The process of promoting or encouraging interest and/or involvement on the part of a potential donor or volunteer leader; an educational process to inform about an institution, reasons why it merits support.

PLANNED GIFT

A gift provided for legally during the donor's lifetime, but whose principal benefits do not accrue to the institution until some future time, usually at the death of the donor and/or his/her income beneficiary.

DESIGNATED GIFT

Restricted or a commemorative gift made for a specific purpose, and designated for specific use.

DEVELOPMENT

Refers to all dynamics of a continuing fund raising program (annual giving, special gifts, planned gifts, public relations).

DIRECT MAIL

Solicitation of gifts or volunteer services and distribution of information pieces by mass mailing.

DONOR PROFILE

A description of basic information about an individual donor through research.

DONOR RECOGNITION

The policy and practice of recognizing gifts, first through immediate acknowledgment by card or letter, and subsequently through personalized notes, personal expressions of appreciation directly to donors, published lists of contributors, and other appropriate ways.

DONOR RELATIONS

Planned program of maintaining donor interest through acknowledgments, information, personal involvement, etc.

DROP DATE

Date to deliver direct mail letters to a post office for mailing.

ENDOWMENT

Principal or corpus maintained in a permanent fund to provide income for general or restricted use of an agency, institution, or program.

ETHICS

The moral considerations of the activities of a philanthropic organization. Also, standards of conduct and methods of doing business by organizations of fund raising counsel which provide assurances of professionalism in client relationships.

FAMILY FOUNDATION

A foundation whose funds are derived from members of a single family. Generally, family members serve as officers or board members of the foundation and play an influential role in grant making decisions.

FEASIBILITY STUDY

An in-depth examination and assessment of the fund raising potential of an institution or agency, conducted by fund raising counsel, and presented in the form of a written report setting forth various conclusions, recommendations, and proposed plans.

FUND RAISER

An individual employed by an organization to provide direction, counsel, and management of its fund raising operations.

FUND RAISING COUNSEL

An individual operating as an independent, or a firm organized specifically for the purpose of counseling charitable institutions in all aspects of fund raising.

GIFT-IN-KIND

A contribution of equipment or other property on which the donor may place a monetary value and claim a deduction for income tax purposes.

GIFT RANGE CHART

A chart of gifts that enables campaign leaders to know, in advance of a campaign, the size and number of gifts that are likely to be needed at each level of giving in order to achieve the campaign goal. The chart focuses the attention of campaign leaders on the sequence of gifts that will be needed.

GIFT RECORDING

Process of registering information pertinent to all gifts received, i.e., name, address of donor, amount of gift, terms of payment if pledge, purpose, etc.

GIVING FORMULAS

Systems, based on past performance or other criteria, of determining what donors might be expected to contribute to a campaign or development program.

INDEPENDENT SECTOR

A term used to describe all nonprofit organizations, as distinct from government and corporations formed to make a profit; not to be confused with the organization Independent Sector. Also called the Third Sector.

INITIAL GIFTS

Contributions, usually from trustees or directors of an institution or agency, which serve to launch a campaign, giving it momentum at the outset and creating a nucleus fund.

INSTITUTIONAL FOUNDATION

A device employed by some institutions, especially those that are publicly funded, to receive contributions from private sources via a legally constituted agency that is legally independent of the parent institution.

INTESTATE

Without a will.

KICKOFF

Formal public launching of a campaign or development program, usually via a special event to which major prospects have been invited and frequently featuring an announcement of funds already in hand or committed.

LAI PRINCIPLE

The fund raising axiom of separating prospects from possible prospects on the basis of Linkages, Ability, and Interest.

LEAD GIFT

A gift given early in a campaign which, by its nature and size, tends to lead others to increase their levels of giving; a pacesetter gift.

LEADERSHIP

The force within an institution, agency, program, or fund raising campaign that stimulates others to act or give.

LETTER OF INQUIRY

A letter sent by an organization to a foundation or corporation presenting a project for which funding is being sought and asking the foundation or corporation if they will consider funding the project or receiving a full proposal.

LEVERAGE

Power to influence another to contribute or to serve as a volunteer.

LYBUNTS

Acronym for donors who gave "last year but not this" year.

MAIL CAMPAIGN

A campaign, usually broadly based, conducted by mail, frequently with several mailings over a specified period.

MARKET

Potential source of funds, members, or clients (individuals and organizations).

MARKETING RESEARCH

The process of gathering, recording, and analyzing information pertaining to the marketing of goods and services.

MATCHING GIFT

A gift that is made on condition it be matched within a certain period, either on a one-to-one basis or in accordance with some other formula; also a gift by a corporation matching a gift by one of its employees.

MEMORIAL

Gift made to perpetuate the memory of an individual. "Memorial" should not be confused with a gift to honor a living person.

MISSION

A philosophical or value statement that seeks to respond to the "why" of the organization's existence, its basic reason for being. Mission statement is not defined in expressions of goals or objectives.

NEEDS

In fund raising terms, refers specifically to the institution's dollar requirements that can constitute objectives for an intensive campaign or for a continuing fund development program. Needs can be classified as capital, endowment, program, or project. Also, identified community or constituent needs which the organization and its programs seek to address.

NONPROFIT (NOT-FOR-PROFIT) ORGANIZATION

Organizations of members and/or volunteers that are classified by the Internal Revenue Service as providing a public benefit without purpose of profit for members of the corporation.

OUTRIGHT GIFT

The simple transfer of gift property to the recipient organization without any conditions or terms of trust.

PERSONAL SOLICITATION

One or two individuals, optimally volunteers rather than staff, meet in-person with donor or donor prospect to obtain financial support. The most effective way to obtain financial support for a non-profit.

PLEDGE

A signed and dated commitment to make a gift over a specified period, generally two or more years, payable according to terms set by the donor, with scheduled monthly, quarterly, semi-annual, or annual payments.

PLEDGE CARD

A printed form used by solicitors in seeking what is usually considered a binding commitment from a prospect.

PROGRESS REPORT

A report prepared periodically during a campaign by the fund raiser for distribution to leadership and other representatives of the organization and for the record.

PROPOSAL

A written request or application for a gift or grant that includes why the project or program is needed, who will carry it out, and how much it will cost.

PROSPECT

Any logical source of support, whether individual, corporation, organization, government at all levels, or foundation.

PUBLIC GRANTS

Generally refers to commitments of funds by government agencies rather than those distributed by foundations.

RATING

An evaluation or "guess-timate" of a prospective contributor's ability to contribute. The rating becomes an asking figure for the solicitor to suggest in requesting a contribution or pledge.

RECOGNITION

Formal or informal acknowledgment of a gift or contributed services; an event, communication, or significant item honoring a gift or a service.

RESTRICTED GIFT

A gift for a specified purpose clearly stated by the donor.

STEERING COMMITTEE

In fund raising, an executive committee of top leadership that bears overall responsibility for a fund raising campaign.

TELEMARKETING

Utilizing telephone calls to personally solicit gifts. Best used in conjunction with direct mail.

THIRD SECTOR

A term used to describe all nonprofit organizations and institutions. Also known as the Independent Sector.

TIMETABLE

Time management plan for a fund raising program; calendar of planned events, with designated dates for the completion of specified activities.

TRUST FUNDS

Money, securities, property held in trust by an agent of wealth (bank, estate manager, attorney) or managed by an institution under trust agreement to produce income for the beneficiary.

UNRESTRICTED GIFT

A gift to an organization for whatever purposes officers or trustees choose.

VEHICLE

The particular form in which a fund raising program is organized and executed; e.g., annual giving, capital campaign, or direct mail.

VOLUNTEERISM

The willingness of private citizens to serve voluntarily a great variety of programs and causes, both in fund raising programs and in other capacities.

YEAR END GIVING

The practice among many charitable organizations of seeking gifts, usually via mail campaigns, in the last two or three months of a calendar year on the premise that prospects will take last minute advantage of opportunities to secure tax deductions.

-- Definitions taken from The Fund Raising School and the Washington State 4-H Foundation Master Fund Developer Training Manual.

Appendix E – Kudos to...

Development of this class was the collaborative effort of the following individuals:

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