



RESOURCE DEVELOPMENT AND COMMUNICATIONS ASSESSMENT

FINAL REPORT

ABC NONPROFIT CHILDREN AND FAMILY SERVICES ORGANIZATION



FALL 2016

Table of Contents

Summary of Major Recommendations.....	ii
Purpose of Project.....	1
Project Process.....	1
Top Level Findings.....	3
Comparisons to Other Organizations.....	5
Sustainability for ABC Nonprofit’s Family Services.....	5
A Roadmap to Sustainability and Growth for Family Services.....	6
Major Recommendations	7
Recommendations – Tactical Details	8
Resource Development and Communications Staffing	14
Fundraising Targets.....	15
Conclusion.....	17
Additional Information.....	18
Interview and Conversation Participants.....	18
Details from Organizational Comparisons	19
Details of Proposed Staffing Structure Recommendations	21
Sample Editorial Calendar.....	24

Summary of Major Recommendations

The following are the major strategic recommendations being made by Capital Development Strategies based on the assessment as well as the firm's expertise and experience:

- 1. Integrate Family Services into the core business model of the entire organization.**
- 2. Evolve the Board's composition and capability to align with ABC Nonprofit's evolving needs.**
- 3. Invest in a senior management-level position to provide leadership for resource development.**
- 4. Be mindful and intentional as ABC Nonprofit sharpens and elevates its brand identity.**
- 5. Foster critical proactive cross-departmental collaboration.**
- 6. Build and deepen ABC Nonprofit's knowledge of its various audiences.**
- 7. Invest in the redesign and re-launch of strategic communications.**
- 8. Reconfigure the resource development department.**

Purpose of Project

Over the past several years, ABC Nonprofit Children and Family Services Organization systematically reviewed and invested in structural and systemic improvements in numerous areas of its operations. These efforts positioned the organization well, as it has expanded its portfolio of program sites throughout the region. In 2016, ABC Nonprofit committed to address resource development and communications with the same level of attention.

The fees and investments raised through ABC Nonprofit's housing development projects support a substantial portion of the organization's operations; however, this revenue is not sufficient to sustainably support the ongoing services and support provided to its residents. The CEO and board agree that additional work must be done to enable ABC Nonprofit to raise philanthropic support from the wider community to underwrite these critical programs.

In January 2016, ABC Nonprofit retained Capital Development Strategies LLC to undertake a comprehensive review and assessment of the organization's resource development and communications functions. The Capital Development Strategies assessment is a first step toward developing a comprehensive strategy through which ABC Nonprofit can address its resource development and communications functions in ways that lead to greater capacity and ultimately to increased revenue for organizational programming.

Project Process

The review and assessment commenced in February 2016 and encompassed information and data gathering and analysis activities, as well as ongoing consultation with ABC Nonprofit staff, as outlined below.

Gather Insights

- February: Launch and begin materials and financial information review
- March: Conversations with staff and staff teams
- April: Survey instrument design
- May: Electronic survey of constituents, followed by analysis of results in June

Scan Environment

- May: Review of comparable organizations
- June - Aug: Personal interviews with diverse external stakeholders

Develop and Provide Recommendations

- July: Preliminary concepts and ideas provided to board
- August: Synthesis of findings
- September: Presentation and discussion of recommendations
- October & November: Follow-up guidance and advisory support

In spring 2016, seven Board members, plus seven members of the leadership team and their staff team members participated in interviews by phone and in-person. These conversations illuminated important “insider” perspectives on ABC Nonprofit’s unique strengths, plus certain gaps, assets and opportunities relevant to securing stable revenue for Family Services. These internal conversations were subsequently complemented by a set of conversations held with a diverse range of ABC Nonprofit stakeholders from around the region.

A list of stakeholders interviewed is included at the end of this report.

Stakeholder Survey

Capital Development Strategies developed a survey instrument in consultation with ABC Nonprofit, which emailed the survey to 2,037 stakeholders and mailed copies of the survey to 25 individuals (donors) for whom ABC Nonprofit does not have email addresses. The survey closed on June 1st. Of the total 134 responses received, 124 were from the email invitation (6% response rate). The 10 responses received from the printed/mailed surveys (40% response rate) were from donors. Response rates for specific segments, including individuals, households, faith groups, and businesses or corporations are below.

What is your primary connection to ABC Nonprofit Children and Family Services Organization? (Please select one from the list below.)		
Answer Options	Response Percent	Response Count
A household that has financially supported ABC Nonprofit Organization with a charitable contribution within the past few years	26.9%	36
A faith community, community group, or other organization/institution that has financially supported ABC Nonprofit Organization within the past few years	8.2%	11
A corporation or business that has financially supported ABC Nonprofit Organization within the past few years (either through contributions, sponsorship, project development, or other investment)	11.9%	16
A household that has not made a recent financial contribution to ABC Nonprofit Organization, but remembers having been solicited in some manner / Cannot remember making a financial contribution	1.5%	2
Other connection to ABC Nonprofit Organization but not through contributions (e.g. volunteer, representative of a government agency, or another nonprofit, etc.) You will have the opportunity to describe that connection in greater detail on the next page.	51.5%	69
answered question		134

In general, the total number of responses – especially from donors – makes it difficult to draw broad, sweeping conclusions about donor and stakeholder attitudes. The low donor response rate more or less confirmed the reality that ABC Nonprofit has a small and relatively unengaged donor base. However,

the responses and comments were positive, and those who did respond were generous with comments and perspectives. Belief in the mission is strong and is a clear motivator for why these individuals, and the organizations they represented, partner with or contribute to ABC Nonprofit.

Perhaps the most useful ideas that emerged from the survey data were centered on communications and community engagement. Many did read the ABC Nonprofit newsletter. However, almost none of the respondents visit the website, read the blog, read the Twitter posts, or visit ABC Nonprofit's Facebook page. Whether this low level of participation is the result of content, demographics, or other reasons is unclear based on the data (we did not ask follow-up questions in the survey). However, ABC Nonprofit needs to review and assess how it is using social and electronic media to engage its stakeholders. Complementing this were clear signals that ABC Nonprofit's community wants to hear more about what's happening at the organization. And these stakeholders are as interested in ABC Nonprofit's current and upcoming development projects as they are interested in the programs and services being delivered at those projects.

A complete summary of the survey data is available for review.

Top Level Findings

Overall, we found that ABC Nonprofit Organization is ready to hear and grapple with some of the challenging choices and exciting opportunities that this assessment has raised. The board is eager to identify and engage a solution that leads toward long-term financial stability for the entire organization and for Family Services specifically. Overall the staff share this eagerness for a new way forward, though understandably there are concerns regarding change, heightened expectations and accountability.

Our review of ABC Nonprofit's materials, staff, messaging, track record, finances and more provided us with ample perspectives and information from which our recommendations will be based.

Internal Factors

Strengths

- ABC Nonprofit benefits from a highly regarded and decisive chief executive
- The organization has highly aligned values and operating philosophy, setting it apart from for-profit developers
- ABC Nonprofit is highly respected in program site development and program site management circles throughout the region
- It has achieved tremendous growth in its regional scope and program site development
- The organization has taken steps to systematically strengthen other departments/functions, positioning the organization well to capitalize on opportunities
- With new leadership, Family Services is more focused on quality and impact

Weaknesses

Family Services

- There are disconnects in the business model, reflected primarily by a lack of clarity regarding what are minimum basic requirements for resident services at any given program site

- Grants and other philanthropic revenue do not fully cover the costs of resident services
- Unpredictable grant (or other philanthropic) dollars reduce potential of Family Services, placing limits on growth or limits sustainability of essential programming

Communications

- ABC Nonprofit's relative lower visibility squanders brand equity and reduces opportunities for network building
- There are internal "silos" reducing the level of interdepartmental collaboration
- Stakeholder input and ideas are not systematically captured and assessed
- Communications, albeit improved, lack the punch and diversification to 'stick' and 'amplify' in an increasingly competitive market

Resource Development

- The fundraising function is not net positive as it does not raise enough in philanthropic support to cover its own operational expenses
- ABC Nonprofit has a very thin relationship pipeline for Resource Development purposes
- Grants management and grants fundraising are split between Resource Development and Family Services, reducing efficiency and effectiveness
- The lack of Resource Development presence in and around the office hinders collaboration
- Gaps in the Resource Development team's competency/capacity is reducing the organization's ability to raise certain types of philanthropic support
- Certain processes associated with Resource Development are experienced as onerous and counterproductive

External Trends and Forces

Opportunities

- The demand for affordable housing in the region is increasing
- A refocused/rearticulated ABC Nonprofit brand can embody and emphasize its differentiated position
- The Board can be shaped and supported to take leadership role in network building and fundraising
- Investing in a pipeline for potential community partners can be as impactful as investments in the real estate development project pipeline
- Corporate partners can be engaged more deeply/broadly than they currently are – resources, volunteers, connections, expertise, etc.
- ABC Nonprofit's regional scope is a differentiator that can be leveraged to a much higher degree

Threats

- ABC Nonprofit's peers are gaining philanthropic market share, especially as more enter the supportive services ecosystem
- The long lead-time to build pipelines
- Donors, volunteers have increased choices for their time and dollars
- If Family Services does not grow to meet the expanding needs of residents, or if ever Family Services must consider scaling back services, there is a risk to the ABC Nonprofit brand

Comparisons to Other Organizations

As a component of the overall assessment, the firm reviewed a number of other nonprofit organizations in the Washington, DC area that are addressing xxxxxxxxxx. They include the xxxxxxx Partnership, xxxxx, Inc. xxxx, and xxxxx. This examination of ABC Nonprofit's peers and "competitors" provided useful examples of structures, messaging, and strategies employed by organizations that are successfully raising substantial levels of philanthropic support each year.

While the effort was not to turn ABC Nonprofit Organization into a mirror of one of these other organizations, there are a number of helpful lessons that can be learned. Many of these organizations have thriving fundraising programs, and others have substantial and sustained media presence. Some of those lessons included:

- Clear commitment to grants and contributions as a revenue stream
 - xxx, xxxxx Partnership and Jubilee Housing bring in well over \$1-2M from this source, with xx not far behind.
 - All four organizations have staff dedicated to resource development and communications.
- Full integration of residential/supportive services into the organization's operational model and messaging – they are considered an essential component of its work
 - One interview participant suggested that xxx, Inc. is particularly intentional in this regard.
 - Many of the organizations' "taglines" include their commitment to service as well as xxxxx (For example, xxx "We xxxx people, empower families and strengthen neighborhoods.")
- Identifying and engaging companies in a wide range of ways – donations, sponsorships, volunteering, etc.
 - xxxxxxxPartnership and xxxxxx both have substantial lists of corporate partners who engage with them at a variety of levels.
- Effective use of media to keep activities and accomplishments in front of the public
 - xxxxxx is particularly good at keeping its work in front of the media.
- Effective use of materials that included photos of actual families being served or images from the actual program sites being managed.
 - xxxxx website is very dynamic, with photos and images depicting life in their program sites.

More details on the various organizations examined are included at the end of this report. Further, the description of the above features/qualities does not indicate necessarily that ABC Nonprofit does not possess these features/qualities.

Sustainability for ABC Nonprofit's Family Services

A strong, vibrant and sustainable Family Services program is the ultimate goal of this endeavor. The goal is not simply raising more dollars. Additional dollars and additional notoriety must be in service to a greater purpose, and that purpose is what drives all decision making going forward. Simply allocating developer fees to cover the costs of Family Services – even though that cash is indeed available – isn't

sustainable and limits ABC Nonprofit’s ability to invest in opportunities for growth and greater impact. For ABC Nonprofit Organization, ensuring a stable, dedicated revenue stream for its Family Services program must be a shared priority for the entire organization, with everyone finding their role in making that happen.

Addressing Resource Development – staffing, systems, etc. - alone will not solve the situation, however it will feature prominently in this report’s recommendations. An integrated approach is needed, with multiple efforts being engaged across all departments. Through such efforts, staff must be able to understand and rely on each other. The board must join with the staff, bringing its combined expertise, enthusiasm and connections, in ways that lead to success. Many of the ingredients for this success are present at ABC Nonprofit, which gave us great confidence as we prepared to offer the organization a way forward.

To help ABC Nonprofit Organization to conceptualize the integrated nature of the various efforts which will be needed to bring the organization to where it wants to be, we have developed a *Roadmap to Sustainability and Growth for Family Services*. These elements should be thought of as a general progression, but not necessarily as a linear, first step, second step format. All of these components are interconnected and they each build on each other.

[A Roadmap to Sustainability and Growth for Family Services](#)



Clear Role for Family Services	Family Services are integral to ABC Nonprofit's future. A new, clear business model will be the starting point for both future messaging as well as establishing financial targets for resource development.
Differentiated Positioning	Establishing ABC Nonprofit's brand identity is the first step toward engaging others in its work, and sustaining a strong brand must find its way into everything that the organization does and says. ABC Nonprofit's visibility must match its solid reputation if it to position itself for greater success.
Expertise	<i>Sites + Management + Family Services = Win/Win/Win!</i> ABC Nonprofit must leverage its expertise both internally and externally. Externally it must intentionally broaden networks to engage as many stakeholders as possible. Internally, it can use its experience in program site development to create an effective model for resource development.
Communications	Consistent, targeted messages will reinforce ABC Nonprofit's brand, distinctiveness and impact. These messages must be built on compelling content that's segment driven and delivered through a variety of media.
The Community	As networks are identified and communication tactics deployed, a thriving and diverse community is developed and funneled into a pipeline for sustained engagement. Adequate cultivation systems must be in place to manage and support these efforts.
Resource Development	Ultimately, ABC Nonprofit must invest in the leadership capacity of the organization to work with the community and build meaningful relationships over time. These relationships will result in more consistent resources.

Major Recommendations

Based on our work with ABC Nonprofit over the past several months, and after an assessment of the materials and data we have accumulated in that time, Capital Development Strategies is pleased to offer the organization the following major recommendations for its consideration:

1	Integrate Family Services into the core business model of the entire organization, including its bearing on overall value proposition, cost structure, and revenue requirements
2	Evolve the Board composition and capability to reflect forward imperatives for fundraising, e.g., through training, retention, and recruitment strategies

3	Invest in a senior management-level executive position to lead resource development, emphasizing a disposition toward marketing, external relations and individual and corporate donor cultivation.
4	Execute a mindful effort to sharpen and elevate brand identity – clarifying ABC Nonprofit’s differentiated position relative to peers, crafting compelling core messages, and adopting a set of guidelines that support and underscore “brand discipline”
5	Set the tone, expectation and mutual accountabilities related to proactive, cross-departmental collaboration that supports the establishment of annual revenue targets as well as the engagement of prospects/donors with the totality of the ABC Nonprofit brand.
6	Develop in-depth knowledge of audience and prospect segments through continuous and systematic outreach, market research, engagement, cultivation, and feedback loops. Make philanthropic market insights a regular topic of senior management and board discussions.
7	Invest in a redesign and re-launch of strategic communications encompassing integrated planning for website, digital, and print communications, consistent with re-branding work.
8	Reconfigure the resource development department to better align with imperatives related to building awareness, cultivating connection and sense of community, and securing support from individual and corporate segments as well as grant support.

These recommendations are presented generally in sequential order, though there will undoubtedly be overlapping efforts.

[Recommendations – Tactical Details](#)

The following are the initial tactics and steps that ABC Nonprofit should consider undertaking when implementing the various recommendations. These tactics are still relatively high level, but they will give the organization a sense of the first wave of activities that will set ABC Nonprofit on a path toward success.

RECOMMENDATION # 1 - Integrate Family Services into the core business model of the entire organization, including its bearing on overall value proposition, cost structure, and revenue requirements

As noted in the “roadmap,” Family Services is really the focus. The effort to raise more awareness of ABC Nonprofit’s work and to bring in additional resources is driving toward the need to create stability for these critical elements of the organization’s identity.

Family Services needs to provide clarity regarding what “must” happen at each program site, the “minimum” basic requirements for programming.

- The board must understand that this is central to ABC Nonprofit’s commitment to its residents and to its brand standards.

Fully integrate Family Services into the overall business model of the organization in ways that communicate intentionality and reinforce shared responsibility.

- The programmatic needs for current/future program site development must drive the setting of financial targets for the entire organization, especially fundraising.
- Focus on an initial iteration of this new standard for the 2017 budget planning cycle.
- The President/CEO and all department directors must collaborate and come to a consensus around these financial targets.

RECOMMENDATION #2 - Evolve the Board composition and capability to reflect forward imperatives for fundraising, e.g., through training, retention, and recruitment strategies

As the recommendations made through this process are undertaken and as ABC Nonprofit seeks to expand its reach into the community, there will necessarily be an impact on the needs ABC Nonprofit will have of its board, as compared to the needs it placed on these volunteer leaders in the past.

Set aside time at future board meetings to discuss the evolving needs that ABC Nonprofit will be placing on its board as programs – and resource development needs – grow. Review such factors as program site expansion, philanthropic engagement, regional visibility and family/resident impact.

- Board leaders should facilitate a targeted discussion during an upcoming board meeting at which board members can grapple with powerful questions such as, “Are we the board that ABC Nonprofit needs now?” or “How has ABC Nonprofit changed, and have we kept up with that change?”
- Use those conversations to inform board recruitment, board training and board engagement activities in the future.

Evaluate current board composition by completing a board “capacity matrix.” Criteria for review can include:

- Specific professional skills – PR, law, technology, etc.
- Experience with other nonprofit boards
- Specific expertise with housing, community development, building
- Personal and professional networks
- Philanthropic capacity

Use the resulting matrix to guide and inform the board recruitment and engagement processes.

Establish an intentional schedule of training and coaching opportunities through which board members are provided the tools and information that enable them to be successful in various roles.

RECOMMENDATION #3 - Invest in a senior management-level executive position to lead resource development, emphasizing a disposition toward marketing, external relations and individual and corporate donor cultivation.

Providing additional leadership for the transformation of resource development and communication will be an essential, momentum-building early step. This individual will be a key collaborator with the President/CEO in driving many of the changes recommended in this report.

<p>Once the revised resource development and communications staffing revised structure is approved, make plans to resource and fill this senior level position as soon as possible.</p> <ul style="list-style-type: none"> • Develop a job description and set of responsibilities that include establishing metrics • Undertake an appropriate search, consider using a search firm
<p>Establish appropriate evaluation criteria through which this new position will be assessed in the coming 6, 12, 18 months and beyond.</p>
<p>Provide the incumbent with the tools, training and resources necessary for him/her to be successful. This can include:</p> <ul style="list-style-type: none"> • Additional staff development and work on the restructured Resource Development and Communications team • Resources and responsibility to achieve the re-branding objectives • Ongoing feedback and interaction with other senior staff members • Access to training and professional networking

RECOMMENDATION #4 - Execute mindful efforts to sharpen and elevate brand identity – clarifying ABC Nonprofit’s differentiated position relative to peers, crafting compelling core messages, and adopting a set of guidelines that support and underscore “brand discipline”

ABC Nonprofit’s brand and special identity is defined and reinforced by everything it does and says. It’s the promise that the organization is making with the community at large, and effort must be made to ensure that ABC Nonprofit is fulfilling that promise effectively.

<p>Secure external branding expertise to work with a cross-functional “ABC Nonprofit Branding” working group composed of Family Services, Sites, Resource Development/Communications and other stakeholders to begin the creation of a messaging platform and branding guidelines</p> <ul style="list-style-type: none"> • Articulating ABC Nonprofit’s competitive distinctiveness • Developing a core set of compelling messages for “why ABC Nonprofit”
<p>Resource Development and Site Development to collaborate to identify a top list of program site development and financing partners that can be better leveraged for network expansion (relates to Recommendation #5)</p>
<p>Target specific engagement efforts to increase ABC Nonprofit’s visibility in key communities, creating an actual “map” of ABC Nonprofit’s presence that can be used in materials and to create engagement strategies.</p>

RECOMMENDATION #5 - Set the tone, expectation and mutual accountabilities related to proactive, cross-departmental collaboration that supports engagement of prospects/donors with the totality of the “ABC Nonprofit brand.”

ABC Nonprofit has a great combination – the Win-Win-Win – that needs to be shared and conveyed with a wider range of stakeholders. Cross-departmental collaboration is key to making this happen, and it has other internal benefits as well.

ABC Nonprofit can capitalize on its track record for conceiving and executing successful, high-impact, large-scale projects, it can use that existing process for how it designs, finances and implements real estate projects as an “inspiration” for how resource development activities can be undertaken.

As new projects are developed, convene cross-departmental teams to address “big picture” opportunities

- Build resident services delivery in to the marketing and planning documents for the project from the beginning; communicate to investors and partners the clear intention of ABC Nonprofit to manage high quality programs at these program sites and that it will be seeking revenue from various sources to underwrite said programs. (relates to Recommendation #1)
- Discuss and identify all of the possible stakeholders who will be interested in a particular project and identify the full range of ways that these stakeholders can be involved in the project, including the delivery of resident services once the program site is open
- Address the philanthropic support that will be required to underwrite anticipated programming at the new program site and set fundraising goals accordingly.

Routinely discuss cross-departmental collaboration and cooperation at senior management meetings to highlight best practices as well as to work through issues that arise.

- Many top donors will need and want points of connection with many areas of the organization, including, but not limited to Family Services. Senior management will have opportunities to participate directly in donor visits, donor recognition events (just like ribbon cuttings for new program sites) etc. As donor cultivation accelerates, they may be called upon more frequently (but respectfully).
- Communications will stay “fresh” as communications staff are continually provided access to the front lines of the organization’s business and program activities and decisions, all of which can make for good stories and brand reinforcement. Program and real estate staff also support these efforts by being interviewed by and sharing impact stories with the Communications team.

Provide all departments with training and support to foster everyone’s role as an ambassador for ABC Nonprofit.

- Routinely discuss this role at senior management meetings, and raise the issue periodically at larger staff meetings.
- Encourage all staff to understand the role of engaging all of ABC Nonprofit’s community members – donors, neighbors, investors, volunteers, residents, etc. – to engage with the organization in a variety of ways.

RECOMMENDATION #6 - Develop in-depth knowledge of audience and prospect segments through continuous and systematic outreach, market research, engagement, cultivation, and feedback loops. **Make market insights a regular focus of senior management and board discussions.**

As ABC Nonprofit takes its message to an ever widening circle of stakeholders, it must establish both the ongoing structures to continuously learn about and gather feedback from these various communities. This process will take time, but it is essential to begin now to establish the structures, systems and processes through which this can happen effectively and efficiently.

<p>Consider the widest possible sources for community development - board/staff networks, donors, volunteers, investors, neighbors, churches, etc.</p> <ul style="list-style-type: none"> • Use database/systems to clearly identify members of the various segments so that targeted messaging is possible, for example, project neighbor, church, local company, volunteer, donor, etc. (Prioritization among these targeted groups will be essential, especially as these efforts get underway.) • Create a specific process through which identified community members (targeted for engagement) are entered into the database and put into the engagement pipeline
<p>Establish routine systems through which stakeholder input and perspective is gathered, recorded and assessed.</p> <ul style="list-style-type: none"> • Regular conversations with top stakeholders conducted by senior staff • Feedback received by staff and board at various community meetings and organizational meetings • Surveys, social media, research • Discussions with peer organizations, investors and development partners • Feedback from residents, impact assessments of resident services programming
<p>Set aside routine time to discuss insights, stories and comments received through various activities at senior staff meetings and at board meetings.</p>
<p>Provide training and support to staff and board members to enhance these outreach efforts. (related to Recommendation #2 and #5)</p>
<p>Longer term, consider investing in a market research study encompassing all stakeholders every few years, enabling ABC Nonprofit to track changes in opinion, perception, awareness; as well as assess levels of engagement; commitment including giving and volunteering; and motivations.</p> <ul style="list-style-type: none"> • Insights will help drive Strategic Communications and external relationship-building.

RECOMMENDATION #7 - Invest in a redesign and re-launch of strategic communications encompassing integrated planning for website, digital, and print communications, consistent with re-branding work.

ABC Nonprofit’s materials, including the delivery mechanisms, must be fully reflective of ABC Nonprofit’s brand.

<p>Identify and set measurable goals for what ABC Nonprofit wants to achieve in terms of building awareness, engagement, commitment, and visibility overall and within current and <i>new/potential</i> segments.</p> <ul style="list-style-type: none"> • Explore potential metrics such as readership of materials, participation in online discussions/blog postings, volunteers and/or donors making referrals to other potential supporters, news media placements, etc. Other metrics might include mentions of ABC Nonprofit in various local newspapers, or the number of presentations by ABC Nonprofit staff or board at regular meetings of civic organizations. • Routinely review and assess the metrics collected, and ensure that this analysis guides future decisions regarding communications.
<p>Build an annual Resource Development Editorial Calendar that provides an integrated view of how and when (in the year) ABC Nonprofit will communicate with, engage, cultivate, and/or solicit its community segments to achieve measurable goals. (See sample in attachments).</p>
<p>Prioritize and invest in upgrades to the tools and platforms that are essential to competitiveness and that will best reach resonate with current and <i>new</i> segments (understand where they are and then <i>be</i> where they are with what they find compelling).</p> <ul style="list-style-type: none"> • Website content and design • Collateral materials format and content, including the use of “real” photography • Social media • Newsletter, blog content, schedule and formatting
<p>As ABC Nonprofit’s emphasis on “mindful” stewardship of its branding continues (Recommendation #2) create a series of communication guidelines that support organization-wide consistency and practices around messaging, document development, visual presentation, etc.</p>

RECOMMENDATION #8 - Reconfigure the resource development department to better align with imperatives related to building awareness, cultivating connection and sense of community, and securing support from individual and corporate segments as well as grant support.

Central to the implementation of the overall recommendations made in this report will be creating a staffing structure and associated systems that will drive and support an expanded resource development effort. This will not happen overnight, but steps must be taken immediately to bring staffing capacities and capabilities in line with the needs of the organization.

<p>Restructure staff to build and emphasize expertise in relationship management and major gifts fundraising. (See additional information in the next section.)</p>
<p>Consolidate resource development and grants management staff and activities into a more concentrated program under a single leader.</p>
<p>Invest in technology systems to support the expanded effort.</p>
<p>Support the restructure effort with appropriate time, prioritization, and focus by entire staff and board, understanding that the return on any investments will take time to produce.</p>

Resource Development and Communications Staffing

If ABC Nonprofit Organization is to achieve the long-term financial sustainability for its Family Services program, the organization is going to need to set significantly higher financial targets on an annual basis. As was understood from the beginning of this process, those increased revenues were most likely to be derived from philanthropic and grant dollars and not increased development fees. As has been addressed throughout this report, the current staffing and systems in place at ABC Nonprofit are insufficient and not conducive to raising the level of support that will be needed. (See the next section.)

We are recommending a shift in focus that emphasizes specific skills sets and expertise within the department, rather than a wholesale restructuring of the entire department and its positions. We are also recommending a reallocation of resources that shifts some of the community engagement and grants management functions currently falling under Family Services and brings them into the Resource Development and Communications department. This is being complemented with an additional layer of emphasis that stresses the important leadership role that the director of this department must have in the ongoing success of the organization.

Top-level Focus of Restructured, Reorganized Staff			
Build leadership capacity with a special drive toward enhancing relationship management within and among ABC Nonprofit Stakeholders	Consolidate resource generation functions, creating greater levels of efficiency and effectiveness	Strengthen expertise in fundraising, communications and community engagement best practices, both within the department and throughout the organization	Provide sustained professional support to the board as it ramps up its own engagement in network building and engagement

To be sure, there will need to be investments in the upgrading of several positions as well as enhancements to a variety of ABC Nonprofit's internal systems. Such investments will need to be done thoughtfully, and with the full understanding that it will take time in some cases to see a "return" on that investment.

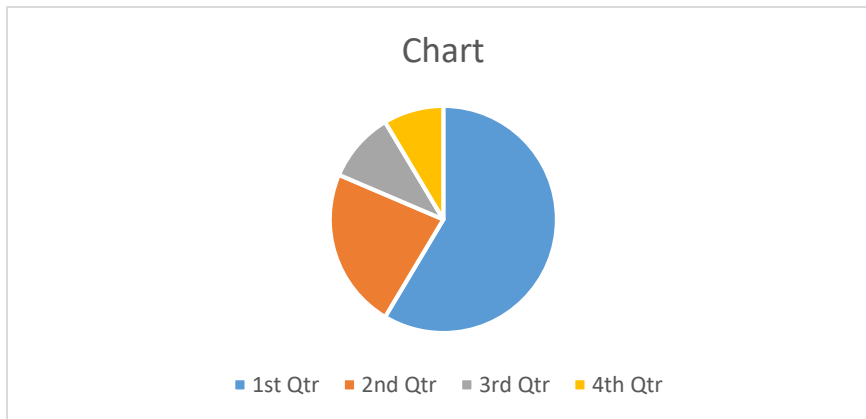
It is critical to note, however, that these staffing changes and the reenergizing of the Resource Development Department will not in and of themselves solve all of ABC Nonprofit's long-term financial issues. This new structure will be designed to provide energy, expertise, and enthusiasm to the fundraising program, but it will only be successful if this is done in collaboration with the entire organization.

Additional details on the proposed structure and overview of job responsibilities are at the end of this document.

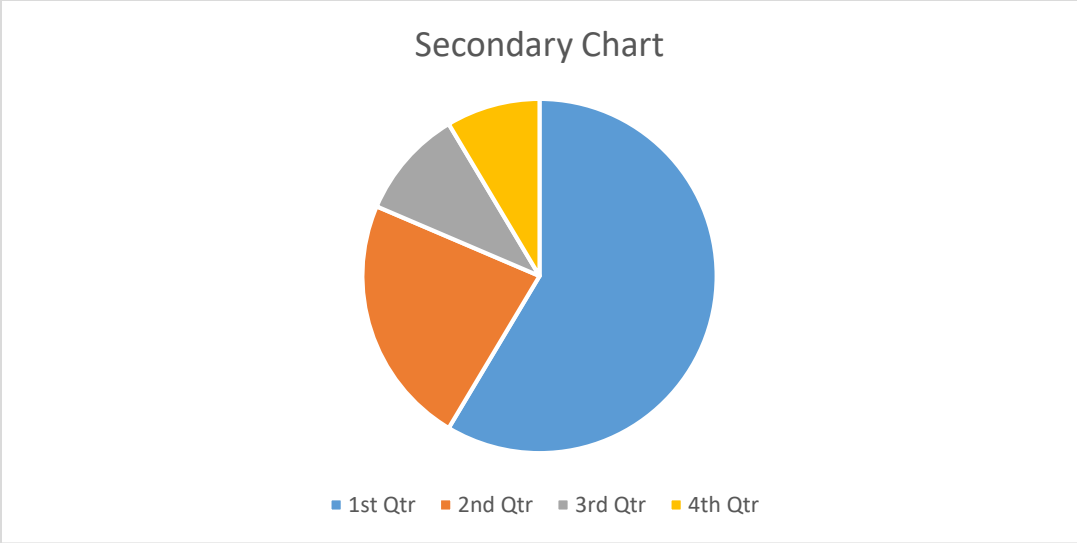
Fundraising Targets

Looking forward, ABC Nonprofit Organization needs to consider the potential financial implications of an organizational commitment to its Family Services program. A first step toward making this a reality is going to be stabilizing its current financial structure so that these two key functions (Family Services as well as Resource Development) are not running a “deficit” each year. In other words establishing a standard paradigm in which grants, gifts and contributions fully cover these two functions, thereby freeing up operating capital to be invested in other ways.

Part of the solution to that will be to emphasize an increase in support from individual (both major gifts and community level giving) and general corporate and foundation contributions, not necessarily a huge increase in grant income. The goal will be to even out the “pieces of the pie” so that ABC Nonprofit benefits from a balanced approach to its fundraising. For example, using ROUGH numbers, the current revenue picture looks like this:

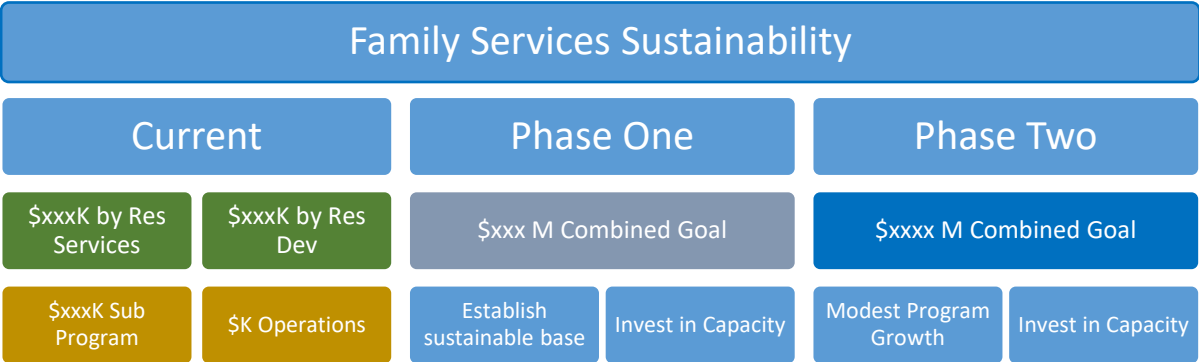


But this nearly \$xxx M does not fully cover the programmatic expenses of Family Services nor the operational costs of the Resource Development operation. To stabilize the situation, without drawing from organizational resources that might otherwise be deployed for program growth, innovations, etc., and to make some modest investments in capacity, the revenue budget might look like this:



This \$xx M will cover the current Family Services and Resource Development budgets. Another way to consider the financial targets is to look at each of the various Community Resource Centers and each of the Family Services Programs and develop a “sustainability plan” for each. Each program could be supported by a combination of:

- Government grants
- Annual sponsorships from local businesses
- Leadership or major giving targeted toward a specific center
- Foundation grants
- Employee matching gifts as well as other Workplace Giving efforts



An aggressive approach might be to implement Phase One in the upcoming fiscal year, but it is likely that ABC Nonprofit will need to move toward this new level over the course of a couple of years. These are rough numbers and should be refined via a collaborative effort between all of the various departments. A lot more work needs to be done to create a clear path forward when it comes to fundraising targets, but this is designed to give ABC Nonprofit a sense of the scale that must be approached if it is going to accomplish the goals it has set for itself.

Conclusion

ABC Nonprofit Children and Family Services Organization is facing an opportunity that is both exciting as well as daunting. Its portfolio of program sites is strong, serving numerous families across the entire region. Its pipeline of potential projects is robust. The organization has taken essential steps to strengthen its financial management and program management. It enjoys a solid and positive reputation among its stakeholders. Staff and board are committed to a core set of values that place the importance of service to our community's most vulnerable at the very center of its work. ABC Nonprofit Organization is on a great trajectory for success.

Great organizations, great programs and great goals, however, require equally great resources. The final ingredient for ABC Nonprofit's long-term sustainability is a robust community engagement effort that leads to increased visibility, networks, and relationships. This ultimately will result in increased financial resources to fund ABC Nonprofit's programming. Through this assessment process, ABC Nonprofit has taken critical steps forward in exploring this component of its work in ways that will lead to future growth.

A great deal of energy will undoubtedly be focused on the staffing component of our recommendations. To be sure, additional specialized staff leadership will play a major part in achieving the significant goals we've described in this report. But we want to urge all staff and board to be mindful also of the part that they each can play in this effort going forward. It is an organization-wide commitment that will enable you to achieve these goals.

We have attempted to provide you with recommendations that are integrated and holistic in their approach. All of the components of ABC Nonprofit Organization – Family Services, Real Estate, Resource Development, Finance, and Property Management – are inextricably linked and jointly responsible for the organization's long-term success. This integrated approach is what will build your capacity for fundraising. That is how a true "culture of philanthropy" is fostered at an organization.

Lastly, our recommendations intentionally focused on Family Services at the very beginning. It highlights the reality that all of this work is being done so that ABC Nonprofit will be there for its residents as they turn their lives around. It's the impact that these new dollars will have, not simply the dollars alone, that will drive your message, engage the community, and inspire potential donors.

Submitted September 21, 2016



1220 N Fillmore Street, Suite 400
Arlington, VA 22201
www.capdevstrat.com

Additional Information

Interview and Conversation Participants

Board Members

Xxx
Xxxx
Xxxx
Xxx
xxxxx

Corporate Staff

Xxxx
Xxxx
Xxxx
Xxxx
Xxxx
xxxxx

External Stakeholders

Xxxxxx
Xxxxxx
XXXXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX
XXXXXX

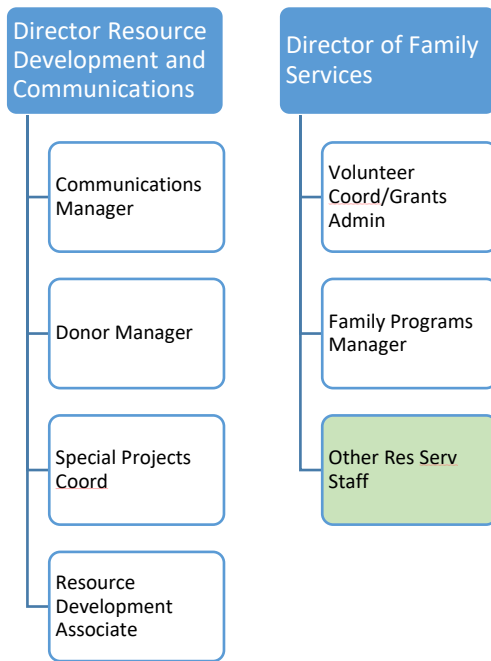
Details from Organizational Comparisons

Organization	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX
Website	XXXXXXXXXXXXXXXXXX	X	XXXXX	XXXX	XXXX
Service Area	Montgomery County	Arlington, VA	Northern Virginia, DC and Maryland	Adams Morgan, DC	Northern Virginia and DC
Mission	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX
		XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX XXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXX	
Age	27 years	27 years	40 years	43 years	42 years
Budget Size <i>(From 2014 990)</i>	\$ 6.8 M approx. in rev, including approx. \$1.8 M in grants, events and contributions	\$5 M, including approx. \$200K in contributions and grants	\$23.8 M total rev. including \$6.3 in contributions and grants	\$4.8 M including approx. \$2.5 in contributions, grants and gifts	\$6.4 M in revenue; \$1.6 M in grants and contributions
Staff Size	36	16	90	38	35
Board Size	14	22	9	14	15
Board Composition	Aaaabbbbccccddd Deeeffffgggghhhiii Jjjkkkk	Aaaabbbbccccddd Deeeffffgggghhhiii Jjjkkkk	Aaaabbbbccccddd Deeeffffgggghhhiii Jjjkkkk	Aaaabbbbccccddd Deeeffffgggghhhiii Jjjkkkk	Aaaabbbbccccddd Deeeffffgggghhhiii Jjjkkkk

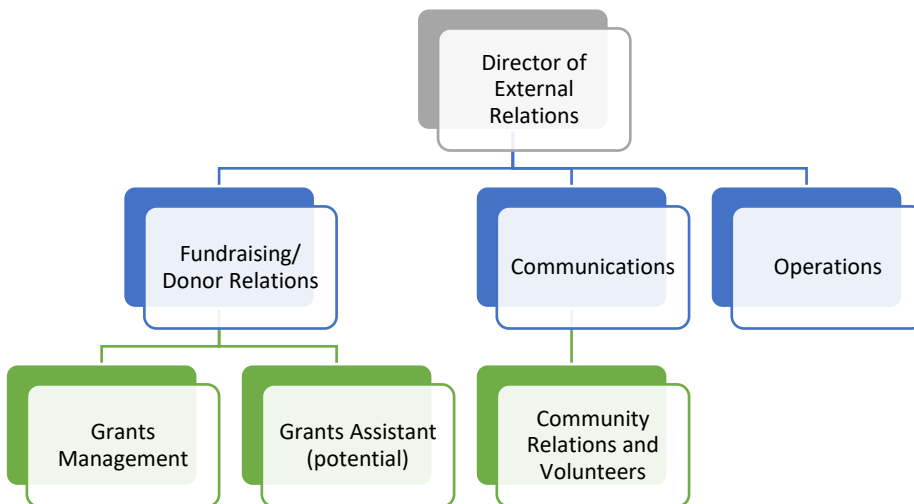
Organization	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX
FR/Comm Staff	Dir of Advancement, Communications and Volunteer Manager, Grants and Major Gifts Manager, Building Dreams Outreach Coordinator, Events Assistant	Dir of Community Resources and Relations; Communications and Development manager; Volunteer and Program Specialist; Community Impact Director	VP of Community Relations plus 3 or 4 development staff	Dir of Inst. Advancement; Development Manager; Development Associate; Communications Associate	Director of Res Development and Communications; Comm Manager; Donor Manager; Special Proj Coord; and Res Dev Associate (vacant)
Sample Fundraising Initiatives	Annual fund, Circle of ccc (multi-year pledges), golf event, general corporate sponsorships, "GiveDirect" platform on website, United Way, CFC	Corporate sponsorship program, platinum, gold and silver levels; annual celebration/networking event in the fall (with honorees); giving portal through Network for Good, United Way, CFC, Catalogue for Philanthropy	CFC, corporate giving, in-kind giving, major and planned gifts, foundation grants, honor/mem gifts; DoMore24; AHC also has 300-400 "members" who pay dues	CFC, Cat. for Philanthropy, uses Network for Good for online giving; a xxxsupport Alliance engages the business community in their work	Workplace giving (United Way), grants, corporate giving, annual appeal, church outreach, Amazon Smile, DoMore24, Spring2ACTion, Holiday Help
Fundraising Expenses <i>(From 2014 990)</i>	\$xxxx	\$xxxx (unclear how this # was developed, but this is what's in the 990)	\$xxxxxx	\$xxxxxx	\$xxxxxx
Sample Community Activities	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX
PR/Publications/ Media	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX
Social Media	Facebook, Twitter, YouTube, LinkedIn	Facebook, YouTube and Flickr	Facebook, Twitter	Facebook – pretty active; website is not as updated as FB	Facebook, Twitter, Website
Affiliations and Recognitions	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX	Xxxxx XXXXXX XXXXXXXXXX XXXXXX

Details of Proposed Staffing Structure Recommendations

Current



Proposed



Proposed Staffing Structure

Position and Function Description	
Director of External Relations	<ul style="list-style-type: none"> • Part of overall management team for entire organization <ul style="list-style-type: none"> ○ Facilitates inter-departmental collaboration • Senior-level professional • Sets overall priorities and strategies for resource development and communications initiatives; monitors the “big picture” • Routinely attends board meetings • Positioned to be an additional “external face” of the organization • Maintains a portfolio of prospects
Fundraising and Donor Relations	<ul style="list-style-type: none"> • New/Recast position <ul style="list-style-type: none"> ○ Senior-level professional • Manages and/or supports the relationship building process for all stakeholders – individual, foundations and corporations • Interfaces with board development/fundraising committee • More of an “internal” position, while still maintaining a portfolio of prospects • Oversees the implementation of “annual fund” or similar campaigns • Oversees the work of the grants team and others as needed for special projects
Grants Team	<ul style="list-style-type: none"> • New position/Consolidation of tasks from Family Services <ul style="list-style-type: none"> ○ Direct interaction with government officials (in relation to government contracts) will likely to remain with Family Services • Focus is more procedural and project oriented; relies on the Fundraising/Donor Relations position to provide guidance and direction • Responsible for the development and submission of all grants, including government, foundation, and (where appropriate) corporate foundation grants <ul style="list-style-type: none"> ○ As resources and capacity dictate, a grants assistant position would be an appropriate consideration • Responsible for preparing grant reports • Interacts on a routine basis with other departments to gather data, materials, approvals, etc.; ensures that this interaction is regular, supported and consistent
Communications	<ul style="list-style-type: none"> • Recast position <ul style="list-style-type: none"> ○ Mid- to Senior-level position • Provides leadership and logistic support for maintaining ABC Nonprofit’s “brand” • Manages traditional media engagement • Manages and maintains social media presence • Manages the preparation and production of key communication vehicles: <ul style="list-style-type: none"> ○ Website ○ Newsletter (printed and/or electronic) ○ Annual report or other routine educational/information pieces ○ Annual appeals (supportive role)

Position and Function Description	
Community Relations	<ul style="list-style-type: none"> • New position/some elements shifted from Family Services • Junior- to mid-level professional • Coordinates and staffs community engagement activities such as events • Coordinates volunteer management <ul style="list-style-type: none"> ○ Collaborates with Family Services staff to monitor volunteer needs ○ Maintains relationships with volunteers to provide good stewardship • Provides support for annual appeal outreach (mailings, emails, etc.)
Operations	<ul style="list-style-type: none"> • New position <ul style="list-style-type: none"> ○ Mid-level professional • Serves as the “glue” for the department; administrative support and coordination <ul style="list-style-type: none"> ○ Oversees, documents and manages the general “policies and procedures” of the department to ensure consistency and efficiency • Oversees and manages donor/constituent information systems to ensure data integrity • Provides administrative management for gift entry and donor acknowledgement processes • Backup support for events and other department activities

[Sample Editorial Calendar](#)