Raising Funds

Creating a Case Statement  Engaging Businesses  Working with Individual Donors

Introduction  Raising Awareness  Mobilizing Your Network  Building the Brand  Raising Funds  Holding a Successful Event
Raising Funds: Resources in This Section

In this section you'll find fundraising fundamentals—guidelines, tools and templates for working with organizations and individuals to expand support for your CASA program.

Materials meant to be used as templates, into which you can place your own text, are provided as downloadable Word documents. Materials meant to be printed and shared are formatted as PDFs.

- The Master Case Statement
- Engaging Businesses
- Working with Individual Donors
The Master Case Statement

What is a case statement? It's your organization's sales pitch—a document that makes the case for why donors should support your cause. A strong case statement establishes your organization as a leader in offering the best solution to a pressing problem. Using clear, compelling and emotional language, the case statement illustrates the powerful impact you are having on the community – and how a donor can amplify that impact by supporting your organization.

In this section find tips for developing a master case statement and a sample CASA case statement.

- The Case for a Master Case
- Tips for Creating a Master Case
- General Outline of a Master Case
- Sample CASA Case Statement

“A case statement is your organization’s vision... in print. A good case statement makes its points quickly, dramatically and with compelling logic and unfeigned emotion. And that’s just the start. A great case statement stirs the soul. Abraham Lincoln’s Gettysburg Address is a great case statement.”

Tom Ahern
fundraising communicator
The Case for a Master Case

Writing about your organization’s work and impact is an essential part of raising money and keeping donors informed. Most organizations spend hundreds or even thousands of hours a year churning out grant proposals, newsletters, website stories and other documents. Yet few have one overarching document that answers the essential question of “Who are you, why do you need my money, and where does the money go?” A master case statement is an internal positioning document that answers these questions and more.

Other benefits of a master case include:

- Helping ensure everyone in your organization speaks with one voice
- Saving staff time by providing language, facts and figures that are pre-approved and ready to be copied and pasted into proposals, brochures, stewardship reports and practically any other written document
- Providing a comprehensive introduction to new staff, board members and volunteers
**Tips for Creating a Master Case**

**Before writing:**
- Get a sense of the organization by reading as many background documents as possible and by interviewing key staff, volunteers, beneficiaries and supporters.
- Seek buy-in from your president/executive director/CEO and other top leaders from the very beginning. Push them to articulate their vision for the organization as well as measurable objectives they want the organization to achieve.

**The writing process:**
- Imagine the case statement as a conversation with someone who has never heard of your organization. Start with the “big picture” problem you’re trying to solve, and then make the case for your organization as the number one organization to take on the problem (or part of the problem).
- Balance facts with emotions. Consider weaving in quotes to break up the text, or include personal stories as side bars.

- Document your sources in end notes or footnotes
- Consider hiring an outsider – sometimes it’s easier to have an external contractor move the approval process forward.

**After writing:**
- You will seldom print the entire document in its entirety. Instead, borrow the language, facts and figures from the master case and use them in customized proposals, etc.
- Make the master case easily available to all staff and “sell” it internally. Consider holding a training session to train staff on its use.
- If you’re at headquarters, consider creating a template version of the case for chapters/affiliates to customize. If you’re in a chapter/affiliate, make your version available across the network.
- Remember that it’s a living document and should be updated every 3-6 months.
General Outline of a Master Case Statement

I. Introduction (2-3 paragraphs) including:
   • Attention-getting opening
   • Definition of your organization—Who you are/what you do
   • Could include a brief history

II. The Challenge (1-2 paragraphs) including:
   The problem your organization or your campaign is working to address
   • Why the reader should care about the problem (make it relevant to an everyday person, not just someone who is already close to you)
   • Your organization’s unique role in the solution and why you are the best organization to get it done

III. Join us (1 paragraph)
   • Define your ultimate goal as an organization or as a campaign
   • Summarize how you will achieve this goal
   • Invite reader to support your endeavor with funds or other actions

IV. How we will do it/What we do now
   • Strategy/Program A —What you do now and why —What you want to do (goals + measurable outcomes)
   • Strategy/Program B—What you do now and why —What you want to do (goals + measurable outcomes)
   • Strategy/Program C—What you do now and why —What you want to do (goals + measurable outcomes)

V. Call for support (1-2 paragraphs)

Download a customizable CASA case statement.
Engaging Businesses to Expand Your Reach

Ensuring that every child in need has access to a CASA or GAL volunteer will require growing the capacity of CASA/GAL programs across America. One important way to do that is working with local businesses and their employees and consumers to generate new resources and amplify our message.

This section of the toolkit is designed to help state and local CASA programs consider ways to deepen your engagement with companies, business consumers and employees in your communities.

- Definitions
- Benefits of Strong Partnerships
- Types of Partnerships
- Third Party Fundraising
- Partnership Protocols – Guiding Principles
- Engaging Businesses – How to Create Authentic Sustainable Partnerships
- Organizing for Success
- Prospecting
- Prioritizing Your Partnership List
- Creating Partnerships—The Discovery Stage
- Negotiating Terms of Partnerships
- The Devil Is in the Details—Agreements, Fees, Commitments
- Working with Kappa Alpha Theta

Questions? Contact National CASA resource development staff.
Definitions

Regional and Local Business Partnerships: For-profit companies who support one or many CASA/GAL programs through donations of funds, time or goods and services. Companies whose values align with CASA—both philosophically and through their business practices. They can support not just specific programs financially, but the entire CASA mission. Local business partners can be almost anyone, from regional toy stores or restaurant chains, to law firms to local offices of multi-national corporations. All can be conduits to far-reaching support.

Service Organizations: The “doers” of our partner base. Service organizations like the Junior League, Kiwanis Clubs, local Chamber of Commerce and Kappa Alpha Theta Fraternity chapters and alumni. All are possible sources of people to help run events, mobilize groups and become passionate ambassadors of CASA at all levels.

See more about working with Kappa Alpha Theta

Benefits of Strong Partnerships

- Volunteer recruitment and support
- Matching employee contributions
- Grants for a program or campaign
- Event or fundraiser sponsorship
- In-kind donation of products or services
- Increased awareness
- Connections to the company’s network of employees, suppliers, distributors, and other contacts
- Expertise in marketing, strategy development, and other business experience
- Board member recruitment
Types of Partnerships

- Corporate Gift: a corporate or business gift is a donation made to CASA that is usually cash. Corporate gifts may also include budget-reducing services, advertising, property, products or equipment. Unrestricted funds give CASA the ability to apply funds or other gifts where they are most needed and restricted funds are locked into a specific program. Donor intent determines whether the funds are either restricted or unrestricted.

- Matching Gifts: a matching gift or donation is given to CASA by an individual, company partner or foundation under the provision that an original donor (e.g., another individual, company, employee, vendor partner or customer) first makes a gift to CASA.

- Sponsorship: a company that supports a priority CASA program, event, awareness or fundraising campaign in exchange for being recognized by CASA for its support and for the ability to promote its relationship to CASA internally and externally to consumers (usually because they are looking to borrow the affinity of the CASA name and brand in order to further marketing objectives.)

- Awareness: awareness occurs when a business donor provides a business asset that builds significant attention for CASA. This can be through providing advertising space on communication media such as television, print, websites or outdoor advertising such as billboards. This can also occur when an organization receives media attention because of targeted PR efforts to support CASA.

- Employee Engagement: allowing employees to connect to CASA through local volunteer opportunities and/or a formalized giving program like payroll deductions allows many employers to see positive engagement with their workforce while adding much-needed talent for local activities and funds to ensure CASA can continue its mission.

- Budget Relief: budget relief can be provided through significant in-kind donations that otherwise would have been a line-item expense. For example, if a supporter allows you to use either free of charge or discounted shipping accounts, media clipping services, technology, or they donate supplies for a program, this would be considered budget relieving.
• Grants: grants are funds disbursed to CASA by another organization through a formal application process that usually specifies how and when the funds should be used.

• Third-Party Fundraiser: a company, community group or individual that raises funds by collecting donations on CASA’s behalf yet is not a Consumer Donation Program or Cause Related Marketing effort. For example, a third party fundraiser could be a local club that hosts a golf tournament and designates CASA as the fundraising beneficiary.

• Customer Donation Program (CDP): customer donation programs are an opportunity for business partners to raise funds by collecting donations from their customers. Asking customers to add a donation to their purchases in store or online are common methods for solicitation. CDP’s differ from CRM’s in that the consumer donation is not tied to sales of the company’s product or service.

• Cause Related Marketing (CRM): a company that promotes the sale of a product or service using the CASA name, logo and/or messaging, and a portion of the sales benefits CASA.

• Licensing: a company that produces a CASA branded, mission-related or affinity product for sale to consumers in retail stores, catalogs, or online, where a portion of the sale price or royalty is contributed to CASA. Licensing is a product-specific business relationship—not a marketing relationship—that uses the CASA name and logo to sell a product. National CASA Staff must approve any products for sale to the public that contain the official CASA logo.
There are two kinds of third-party fundraisers:

1. A group or individual can host an event or sponsor an activity and make your program the beneficiary. (Example: An organization hosts a golf tournament and gives your program a check for the net profits.)

2. Your program can “piggy back” on an existing event, adding a third-party fundraising element, and receive the income produced from that element. (Example: A city has a walkathon and the sponsor offers participants the opportunity to get pledges for your program.)

We encourage you to ask all individuals and organizations to follow these guidelines when fundraising on behalf of CASA for children programs.

- We ask that you do not organize a third-party fundraiser that includes lotteries, gambling, fortune telling, and raffles/drawings without first understanding legal requirements in your state.
- CASA for Children does not insure any third-party event or fundraiser. Any third-party event that requires any type of license or proof of insurance should first be discussed with and approved by your executive director, board or legal counsel.
- Programs should not solicit money for a third-party event and have checks made payable to the third-party. Checks must be made payable to your program (and be added to the proceeds received after the event).
- The third-party event fundraising activity should be one that does not conflict with the cause, mission and values of CASA for Children.
- A third-party fundraiser should not conflict with an existing CASA for Children event.

Download a Sample Third-Party Fundraising Agreement Form. It is not intended to take the place of professional legal advice.
Partnership Protocols—Guiding Principles

State and local CASA programs interested in entering private partnerships must adhere to the National CASA Resource Development Protocols. As with all development outreach, member programs may only create promotions and solicit donations within their own geographic jurisdictions.

General Principles

- CASA for Children strongly adheres to the Better Business Bureau cause-marketing standards.
- With everything we explore, we must always protect our reputation and image.
- All cause-related marketing programs must be approved in advance and documented in a written understanding between the parties.
- CASA for Children and its supporters do not endorse any products, goods or services.

Better Business Bureau Standard 19

In order to ensure consumer confidence in our partnerships, CASA for Children follows the best practices set out by the Better Business Bureau. These standards stipulate that all advertisements, displays or other promotional materials related to the partnership include the following:

- The portion of the sale price that is being donated to the charity. For example, “50 cents will be contributed to CASA of XYZ County for every [item] sold” or “20% of your purchase will be donated to CASA of XYZ County.”
- The duration of the campaign. For example, “the month of October”, or “in 2015” or “spring 2015”.
- If there is a maximum guaranteed contribution. For example, “50 cents will be contributed to CASA for every [item] sold, up to a maximum of $100,000.”

Thank you for following these standards.
Engaging Businesses – How to Create Authentic Sustainable Partnerships

Sustainable partnerships typically meet the following criteria:

- Anchored in shared values
- Co-created with a theme to tie the organizations together
- Generate meaningful resources through company gifts, consumer fundraising, employee giving, in-kind donations and/or technical expertise
- Actively communicated via a variety of channels
- Year-round and ongoing

Organizing For Success

What does it take to build values-based, authentic partnerships? The first step is understanding your own capacity to successfully manage business partnerships. Discuss the following questions with your staff and board.

- Where is your nonprofit in the lifecycle of a nonprofit?
- Do you have capacity at the leadership level? You need a qualified staff and an effective board.
- Are you registered as an IRS 501(c)(3) tax-exempt charity?
- Do you have a good reputation for service delivery?
- How do your programs compare with other nonprofits working in the same area?
- Can you demonstrate that your programs actually make a difference for those you serve?
- Do you have an efficient operation and good support systems?
- The question here is really about your ability to deliver on your promises.
- Do you know what you are willing to do or not do?
- Do you know who will manage and service business partners?
Prospecting

As you create your list of prospects, remember that a company's reputation may affect the reputation of CASA for Children. Use the following criteria to help avoid risk:

- **Compatible Industry/Mission Fit**: the company's products and services are compatible with the CASA mission and are not prohibited industries for conducting cause-related marketing or partnership promotions involving the public (avoid promotional partnerships with companies that create products that can harm children – e.g. firearms, tobacco).

- **High Quality Products and Services**: the company's products or services are high quality and not inferior in production quality or reputation. Avoid brands or companies that have a history or product recall and/or bad press related to their products' performance.

- **Highly Ethical and Reputable Company**: the company has a good reputation and has no known unethical, scandalous or bad business practices that could potentially be damaging to the CASA brand or reputation. Examples to avoid:
  - History of racial, gender, age or sexual orientation discrimination
  - CEO/management scandals
  - Sexual harassment scandals
  - Political or offensive messages
  - Companies that have been subject to actions by their State Attorney General in relation to unethical marketing or business practices
Prioritize Your Partnerships List

Is there low hanging fruit? Consider whether you have any contacts who fall under these categories:

- Current partners you can renew and increase engagement with
- Past partners
- Existing “non-partner” relationships
- Board & volunteer leadership connections

Create a list of criteria that you will use to determine if the partner is a good fit. Some suggested criteria:

- Shared audience
- Shared values
- Active around your issue
- Seeking volunteer opportunities
- Supporter of CASA programs in other communities (e.g. a division of a national company)
- In-kind potential or needed technical expertise
- History of social/cause investment
Creating Partnerships—The Discovery Stage

The first stage of partnership development is called discovery or exploration. While you may have a particular ‘ask’ in mind for the partner, a best practice is to co-create the partnership with your prospect. The best way to achieve a sustainable outcome is to invest time and effort during the discovery/exploration phase.

**Good points to consider before your first meeting:**

- Complete your research in advance
- Listen more than talk
- Have an agenda
- Ask smart questions that show you did research
- Have talking points in your back pocket
- Take the temperature
- Know your contact: what department are they from? What is their level of influence?

**Work together to explore answers to the following:**

- What is the opportunity? Short and/or Long-term? Are there ‘stages’ that can be co-created?
- What is the potential impact/outcome?
- What’s in it for the business? What benefits do they value most?
- How can they engage employees?
- Is there a way to leverage media resources?

To have a successful outcome, you must connect the dots between the outcome you are hoping for and the programs they are seeking to fund. Identifying shared values, understanding their mission, and knowing where your objectives intersect is the first step in co-creating a partnership. Again, the proposal is what you can co-create with them — not what you want to sell them.
Negotiating Terms of Partnerships

Remember - We Have Expectations Of Our Partners Too!

When negotiating the terms of a partnership, bear in mind the value of an association with CASA for Children as a national network and ensure it is reflected in the terms of the agreement and commitment—both financial and non-financial—made by the company.

- In addition, we request that our partners:
  - Respect and protect the integrity of our brand
  - Set realistic expectations and deadlines
  - Share responsibility for the success of the relationship
  - Provide your team with a talented, creative and experienced team to work with
  - Do what it takes to meet the key objectives of the campaign
  - Value CASA as a partner in achieving our shared mission
  - Strive to build a relationship that exceeds mutual expectations
  - Engage in ongoing, meaningful and honest dialogue

Caution!

Always be on the lookout for red flags and trust your instincts if they suggest caution. Avoid the following:

- **Product Endorsement:** CASA for Children does not engage in direct or implied endorsements.
- **Exclusivity:** National CASA may allow companywide or category exclusivity across the organization, but may not extend it to local or state programs without approval. It is in the best interest of CASA to “define” business categories in as narrow a manner as possible in order to maximize the spectrum of potential partners.
- **Pass-through/Assignment:** Partnership benefits/elements should not be passed-through, assigned or sold to other parties without approval and incremental support. Giving away sponsorship/partnership rights or benefits is known as a “pass-through” or “assignment” of rights and it is in the best interest of CASA for Children to limit sponsorship rights to those companies that entered into partnership.
• **Control:** CASA for Children must retain control and approval over partnership elements such as content, programming, branding, etc. All instances of the CASA brand being represented in sponsor/partner materials must meet CASA branding guidelines and need to be approved before the materials go to press. Please contact National CASA if you’re unsure if any promotional materials fall outside the branding guidelines. In addition, all decisions regarding a sponsored event or educational materials with sponsorship attached must be decided upon by the CASA program in coordination with the sponsor.

• **Ownership:** CASA for Children must retain ownership of all CASA initiatives, program campaigns, content and materials.

• **Promotional Efforts:** Promotions will not be based on acquiring, using the names of, or soliciting CASA donors, vendors, partners or employees.

• **Fundraising Programs Requiring Intensive CASA Resources:** Many companies propose fundraising and/or partnership opportunities that promise a “huge” financial upside to CASA for Children. However, if the promotion would require CASA for Children to essentially conduct all promotional effort or commit major resources in order to actualize the fundraising potential, the relationship should not be approved. Examples could be: A company provides its product or service with the proceeds going to CASA for Children, but expects CASA for Children to conduct all sales. Or, the promotion requires substantial funds upfront with no guarantee of potential income.

• **Conflict of Interest:** If the principal person executing a sponsorship/partnership deal is affiliated with the prospective partner entity and therefore the principal could benefit—or be perceived as benefiting—personally from the deal, the partnership is not appropriate.
The Devil Is in the Details—Agreements, Fees, Commitments

Do not overlook these important must-haves when cementing a partnership.

- **Written Agreement:** It is highly recommended that you secure a written agreement with your partners in order to specifically define the parameters of the relationship, define expectations and the roles/responsibilities of both parties.

- **If a corporate partner/cause-related marketing/sponsorship relationship involves any form of consumer fundraising elements, the relationship and accompanying materials must comply with state fundraising laws and must be addressed in written agreement.**

- **Minimum Commitment:** If a company is partnering with CASA for Children (nationally or locally) on a cause-related marketing campaign, it should commit to a minimum commitment of funds that are to be generated through the consumer promotion. Should the minimum not be met through consumer participation in the promotion, the company must agree to supplement the difference in order to meet the minimum. The minimum commitment criteria are based on the type of partnership, the DMA (i.e. market size) or multi-market promotional strategy as well as promotional timeframes.

- **Administrative Fees:** While there is a “cost to doing business” that is incurred with any organization’s corporate marketing partnership program, CASA for Children can reserve the right to charge an administrative fee for the promotion to cover direct and indirect costs and to ensure that CASA resources are not overly taxed in the administration of the program.

- **Geographic Limitations:** To maximize effectiveness in fundraising and local brand equity and to ensure that all program offices have equal fundraising and marketing opportunities, CASA programs may only create promotions and solicit donations within their own geographic jurisdictions unless a collaborative strategy has been created by all parties has been approved by National CASA. Programs may not promise that their business marketing partners or any donors will receive promotion or recognition beyond their borders and reach.

**Special Note:** Geographic limitations do not necessarily mean missed opportunity. Interested in growing your revenue potential by referring a state or local partnership that meets the criteria for national partner consideration? Please contact your regional program officer.
Finally – a reminder that stewardship is cheaper than selling new prospects.

**Tips for investing in stewardship and cultivation:**

- Keep your best partners close
- Employ regular communications and thanks
- Report back on the impact/outcome
- Find funding strategies and non-cash support that helps maximize the partner’s resources

Questions? Contact National CASA development staff.
Kappa Alpha Theta and CASA: A 25-Year Partnership

For nearly 25 years, Kappa Alpha Theta has supported CASA's mission to stand up for abused and neglected children. Last year, through campus and community events like “Kicks for CASA” or “Rock the CASA,” Kappa Alpha Theta’s college chapters alone raised more than $700,000 to support CASA.

In addition to financial support, members of Theta chapters volunteer at events for their local CASA program, provide office support as volunteers at local program offices and intern at local CASA programs.

Tips for contacting chapters

Kappa Alpha Theta college chapter officers change every year, which can be frustrating for CASA programs. Although the point of contact may change, you can visit the Kappa Alpha Theta Fraternity website to find a Theta chapter in your area and get the appropriate contact information. Most chapters have websites, and many have officer contact information listed. Try getting in touch with the chief marketing officer or the service and philanthropy director. College chapters that have a successful partnership with a local CASA program often proactively contact their CASA partner to let them know of changes in contact information.

If you have difficulty getting in touch with your local Theta chapter, email CASAquestions@kappaalphatheta.org.
Having powerful messages, great written materials and successful fundraising events are all important. But the most successful fundraising comes from developing personal relationships with your donors. Here are some tips for nurturing and maintaining long-term donor relationships.

- Thank them. It sounds simple, but it’s often overlooked. Every gift you receive should be acknowledged with a written thank-you within 48 hours. And don’t be afraid of being effusive. Tell donors how deeply grateful you are, what you will do with their money and how critical gifts like theirs are to your mission.
- Thank them again. Don’t just thank donors immediately after a gift. Send a letter or postcard a few months later expressing your appreciation again – and don’t ask them for another gift. When you do send them another appeal, thank them again.
- Thank them personally. Immediately after a fundraising event, or once a year regularly, have board members and volunteers call to thank major donors – those who donate over a certain amount, say $500 for small programs or $1,000 for larger ones.
- Engage them. Invite donors to appreciation events, even something simple like afternoon tea or wine and cheese at your office. Give them short-term opportunities to volunteer.
- Communicate regularly. Let donors know how successful you are in helping children and that it’s all thanks to their generosity. Tell them stories about kids who’ve found forever families and about inspiring CASA volunteers.
- Diversify your communications. Email is cheap and easy, but if you rely solely on email to communicate with donors, you’re missing most of them. Even the most successful nonprofits can boast an under-50 percent open rate for donor emails. Hard-copy newsletters and annual reports, even if you can afford to send them only to your major donors, still make an impact.
- Develop a strategic major gifts program. To secure the largest possible gifts, many organizations have a “major gifts officer” whose job is to develop one-to-one relationships with donors. Their work includes doing research to learn about donors’ capacity for and history of charitable giving; getting to know donors in order to match their interests with your program’s needs; and developing a strategy of when to ask, how much to ask for and when to go back.
- Don’t entrust your best donors to third-party fundraisers. Yes, there are times when letting others do the work is efficient, but third parties cannot build relationships. Even if you’re a one-person shop, reserve your major donors for personal relationship-building.
Template Fundraising Appeals

Use these templates—formatted in both Word and InDesign—in your direct mail appeals.

You can change the photos and insert your own text or download text here:

- Download sample appeal text for use in April
- Download sample appeal text for use during year-end campaign

Download instructions for using direct mail templates  Download zip file of templates (86 MB)

Questions? Email National CASA Marketing Department.